

Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Monday, 7 March 2011 at 6.00 p.m.

A G E N D A

VENUE

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

Members:

Chair: Councillor Ann Jackson
Vice-Chair: Councillor Ahmed Adam Omer

Councillor Tim Archer
Councillor Rajib Ahmed
Councillor Lesley Pavitt
Councillor Zenith Rahman
Councillor Rachael Saunders
Councillor Stephanie Eaton
1 Vacancy

Deputies (if any):

Councillor Peter Golds, (Designated Deputy representing Councillor Tim Archer)
 Councillor David Snowdon, (Designated Deputy representing Councillor Tim Archer)

[Note: The quorum for this body is 3 voting Members].

Co-opted Members:

1 Vacancy	– (Parent Governor Representative)
Mr Mushfique Uddin	– (Muslim Community Representative)
Vacancy	– Roman Catholic Diocese of Westminster Representative
Canon Michael Ainsworth	– (Church of England Diocese Representative)
Jake Kemp	– (Parent Governor Representative)
Rev James Olanipekun	– (Parent Governor Representative)

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact:

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LONDON BOROUGH OF TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

Monday, 7 March 2011

6.00 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 - 14

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 8 February 2011.

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'

6.1 Report Called In - Leasehold Policy Review

15 - 74

(Time allocated – 30 minutes)

7. SCRUTINY SPOTLIGHT

Councillor Rania Khan, Cabinet Member for Regeneration, will attend to report on her portfolio.

(Time allocated – 30 minutes)

8. SCRUTINY MANAGEMENT

8.1 Overview and Scrutiny 6 Monthly Tracking Report 75 - 202

Due to the size of the document Appendices 2 – 17 of this report have been circulated separately to Members of the Overview and Scrutiny Committee only and are available on request from the Committee Clerk.

It is also available online.

(Time allocated – 15 minutes)

9. REFERRALS FROM COUNCIL

9.1 Mayor's Office Staffing Proposals 203 - 206

(Time allocated – 5 minutes)

9.2 Confidentiality of Member's Enquiries 207 - 210

(Time allocated – 5 minutes)

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

(Time allocated – 10 minutes).

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

12. 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.

13. EXEMPT/ CONFIDENTIAL MINUTES

None.

14. SECTION TWO REPORTS 'CALLED IN'

There were no Section Two reports 'called in' from the meeting of Cabinet held on 9 February 2011.

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

(Time allocated - 5 minutes).

16. 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, 8 FEBRUARY 2011

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

Members Present:

Councillor Ann Jackson (Chair)
Councillor Ahmed Adam Omer (Vice-Chair)

Councillor Tim Archer
Councillor Lesley Pavitt
Councillor Rachael Saunders
Councillor Stephanie Eaton

Co-opted Members Present:

Jake Kemp – (Parent Governor Representative)
Rev James Olanipekun – (Parent Governor Representative)

Other Councillors Present:

Councillor Peter Golds
Councillor Oliur Rahman
Councillor Alibor Choudhury
Councillor Bill Turner
Councillor Craig Aston
Councillor David Edgar
Councillor Kabir Ahmed

Guests Present:

Mayor Lutfur Rahman – (Mayor)

Officers Present:

Afazul Hoque – (Scrutiny Policy Manager, Scrutiny & Equalities, Chief Executive's)
David Galpin – (Head of Legal Services (Community), Legal Services, Chief Executive's)
Hafsha Ali – (Acting Joint Service Head Scrutiny & Equalities, Chief Executive's)
Michael Keating – (Service Head, Scrutiny & Equalities)
Isobel Cattermole – (Acting Corporate Director, Children, Schools & Families)
Kevan Collins – (Chief Executive)

Tony Finnegan	– (Communications Officer)
Chris Naylor	– (Corporate Director Resources)
Kazim Zaidi	– (Interim Policy Advisor, Chief Executive's)
Ahzaz Chowdhury	– (Political Advisor to Conservative Group, Chief Executive's)
Amanda Thompson	– (Team Leader - Democratic Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Zenith Rahman and Co-opted Member Canon Michael Ainsworth.

In the absence of any formal Labour Group substitutes, Councillors Bill Turner and David Edgar were present at the meeting and sought the Chair's permission to participate during the Committee's question and answer sessions in accordance with Council Procedure Rule 7.2, that 'Participation in a Cabinet, Committee, Panel or other formal meeting by a Councillor or other person who is not an appointed member or substitute member of the meeting shall be at the discretion of the person chairing the meeting'.

Mr David Galpin, Head of Legal Services (Community), advised the meeting that this would require a motion to suspend procedure rules in accordance with rule 26. This motion was moved by the Chair and carried by a vote of 3 For and 2 Abstentions.

This decision was also extended to include Councillors Peter Golds, Craig Aston and Kabir Ahmed who were also in attendance.

2. DECLARATIONS OF INTEREST

The Rev James Olanipekun declared a personal interest in agenda item 7 by virtue of being the Vice Chair of the Poplar Harca board which was in lap 6 where Children Centre services would be affected by the proposed budget cuts.

3. UNRESTRICTED MINUTES

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

RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 11 January be approved and signed by the Chair as a correct record of the proceedings.

4. REQUESTS TO SUBMIT PETITIONS

None received.

5. REQUESTS FOR DEPUTATIONS

None received.

6. SECTION ONE REPORTS 'CALLED IN'

There were no decisions called in from the meeting of Cabinet held on 12 January 2011.

7. SCRUTINY SPOTLIGHT

Councillor Oliur Rahman, Lead Member for Children's Services, had circulated a detailed presentation on aspects of his portfolio prior to the meeting which focused on areas set out below:-

Highlights and successes

- Significant achievements at Key Stage 2
- Final GCSE results for 2010 show more than a 5% point increase on 2009
- Final GCSE results for Looked After Children, one of the most vulnerable groups, also up
- Continuing reduction in the number of children and young people not in education, employment or training (NEETS)
- Increase in participation in learning
- Reduced levels of teenage pregnancy
- Ofsted's annual assessment which now has a new inspection framework, awarded the Council an overall grade of 'performing well'
- Ofsted highlighted a number of areas of particular strength
- Recent unannounced inspection in children's social care

National policy change

- Schools White Paper – Academies Act, Education Bill
- Health and Social Care Bill
- Munro review of social care
- New Child poverty Strategy
- Welfare and housing reform
- Bigger role for third sector and community

Challenges

- Reducing budgets for all partners

- High levels of child poverty
- Complex impact of welfare reform
- Multiple impacts and fast pace of change
- Increasing demand on social care
- Rapidly growing young borough
- Some areas for development identified by Ofsted

Opportunities

- New roles and responsibilities for the third sector and the community
- New relationship between schools and the local authority
- Munro Review of Children's Social Care
- 2012 Olympics and Paralympics
- Decreases in central government control

Priorities

- Tackling child poverty, and supporting families through - cross-cutting priorities for the Children and Young People Plan
- The plan focuses on what the Council will do differently, and in partnership
- Refreshed 2009-12 plan for the third and final year
- During 2011-12 a new plan for 2012 onwards will be developed

Further key priorities

- Improve educational attainment of very young children
- Developing an effective targeted offer to children and families – Family Wellbeing Model
- Increasing post 16 attainment levels and the number of 19 year olds who are successful in obtaining qualifications
- Delivering the Council's transformation programme

Members of the Overview and Scrutiny Committee then posed a series of questions to which Councillor Rahman, supported by Mrs Isobel Catermole, Acting Corporate Director Children Schools and Families, responded. The question and answer session was centred on the following points:

- The impact of exam results on national league tables,
- The type of subjects and qualifications which were in most demand from employers,
- Truancy and the role of education welfare,
- The council's relationship with Ofsted and the changes to how schools would be assessed,
- Who were the lowest performing ethnic groups and what systems were in place to support them,
- Support strategies for NEETS, and
- Improvements in access to schools and proposed primary school expansions.

The Committee asked a number of detailed questions in relation to the development of Free Schools and Academies in the Borough, and sought clarification of how these would operate, whether any applications had been received, the qualifications required, and the impact these would have on education provision in the Borough.

The Committee also expressed concern in relation to the redesign and integration of Early Years and Children's Centres management, as a number of savings proposals related to services affecting some of the Borough's most vulnerable residents, and asked whether existing users would still be able to gain access to services through alternative provision.

Councillor Rahman reiterated the Mayor's commitment to protecting front line services, but stressed that without the additional support of Government funding, there would be financial pressures on these services and it was important to consider the impact of these in the longer term rather than just short term.

The Chair thanked Councillor Rahman and Mrs Cattermole for the presentation and their responses to questions.

8. BUDGET AND POLICY FRAMEWORK

8.1 General Fund Revenue Budget and Medium Term Financial Plan 2011/12 - 2013/14

Councillor Alibor Choudhury, Lead Member for Resources, indicated that he would introduce the reports for agenda items 8.1 and 8.2 concurrently.

He then presented the reports for the comments of the Committee prior to their submission to Cabinet next day, for consideration of the General Fund Revenue Budget and Medium Term Financial Plan 2011/12 to 2013/14 and also the Capital Programme 2011/12 to 2013/14. Cabinet recommendations would then be submitted to the Budget Council for decision on 23 February 2011.

Councillor Choudhury advised that there had only been minor changes to the final proposals since the Overview and Scrutiny Budget meeting held in January, and stressed that there had been no change to the funding position and officers' advice in relation to it, committed growth risks relating to 2011/12, officers' substantive advice on reserves and balances, or the savings proposals detailed in the reports.

Chris Naylor, Corporate Director of Resources, advised that the Council were still waiting for notification of the Early Intervention Grant, and also the Dedicated Schools Grant which was the subject of a separate report to the Cabinet.

Members of the Committee then posed a series of detailed questions to which Councillor Choudhury and Mr Naylor responded.

Arising from the discussion the Committee

RESOLVED

That the following comments and recommendations considered at both this meeting and the Budget Scrutiny meeting on 11 January 2011 be submitted to the Cabinet meeting on the 9 February:

The Committee have noted the significant reduction in capital grants to local authorities for the next three years and felt that in the current climate, with the proposed reduction of a number of services and in some case closure of services, we need to communicate to residents how our capital programme is being funded. In this instance clear communication and information will mitigate any negative perception of Council expenditure. We therefore recommend that a communication strategy be developed to explain to residents our capital programme and how it is being funded.

- 1) That the Council develop a communication strategy to inform local residents about the Capital Programme.**

We have held detailed discussions about the termination of the lease of Anchorage House and the savings that will be realised from this. The Committee seeks assurances from the Mayor and the Cabinet that in vacating Anchorage House any costs to the Council will be minimised. At the same time we are concerned about the longer lease for Mulberry Place. We therefore recommend that the Mayor look to develop a longer term accommodation strategy for the Council which will enable us to reduce costs and use our existing facilities more efficiently. The issue of moving services closer to our residents was highlighted as an area of consideration as part of the accommodation strategy.

- 2) That the Mayor reviews the Council's Accommodation Strategy which explores the use of our existing facilities and reduce costs in the longer term.**

The Committee are concerned about a number of the savings proposals and their impact on local residents. We therefore recommend that the Mayor and Cabinet carefully monitor these and work with the Overview and Scrutiny Committee to better understand the impact on local residents.

- 3) That the Mayor and Cabinet carefully monitor the savings proposals to ensure they are realised and mitigate any negative impact on local residents.**

The Committee have discussed in detail the impact on front line services from the proposed savings proposals. As a number of proposals relate to services affecting some of our most vulnerable residents, the Committee continues to seek assurances from the Mayor and the Cabinet that they continue to monitor this. Members also expressed concerns about the reduction in back office staff and the impact it would have on front line staff in terms of the management and monitoring responsibilities they will have to take on. We therefore recommend that the Council carefully monitor the impact on front line services and the remaining staff's ability to undertake more duties.

- 4) That the Council carefully monitors the impact on front line services and their ability to undertake further duties.**

We have noted that a number of services will be stopped or more rigorous criteria will be applied for access to those services. We want to ensure all users are still able access services through other provisions available. In that respect the Committee is concerned about the impact on existing service users, for example those accessing the Housing Link service or users of the pupil transport services. The Committee recommends that the Council provides appropriate transitional support to those users by referring them to other local service providers or providing some transition support.

- 5) That the Council provides appropriate transitional support to existing users by referring them to other local services providers or providing alternative support.**

The savings proposals in a number of the directorates will have a negative impact on the Council's BME and/or female workforce. The Committee is keen that the Equality Impact Assessments are carefully scrutinised to ensure we can mitigate the impact through enabling staff to find alternative employment in the Council through the re-deployment process and where possible through partner organisations.

- 6) That the Council ensure through careful monitoring that female and BME workforce are not adversely impacted upon by the saving proposals.**

With regards to Home Care Services we were concerned to learn how expensive the in-house service was and queried what work had been undertaken to make this more competitive. As the proposals relate to commissioning of the service to independent providers the Committee were particularly anxious to ensure the new service providers can meet the needs of our diverse community, the quality of service is maintained and adequate accountability and monitoring of these providers is undertaken. The Committee therefore recommends that the Adults, Health & Well Being Directorate develop robust monitoring mechanisms to oversee the new providers and also ensure adequate support is available to in-house staff to TUPE over to any new supplier.

- 7) That the Adults, Health & Well Being Directorate develop a robust monitoring mechanism to oversee the new providers and also ensure adequate support is available to in-house staff to TUPE over to new supplier (s).**

The unprecedented cuts to funding of public services means a reduction in grant of £70.2m over the next three years for Tower Hamlets. This presents an unprecedented challenge for the Mayor and the Council as a whole and we feel it is absolutely crucial that all Members play a critical part in the budget setting process. Due to the very tight budget setting timetable this year the Overview and Scrutiny Committee was unable to fully consider the budget proposals and recommends that a Scrutiny Working Group be set up next year to consider the budget proposals from an earlier stage. The Committee also feels that it would be important for them to consider the impact of the some of the savings proposals and this should be incorporated into the Committee's work programme for next year.

- 8) That OSC set up a Budget Scrutiny Working Group to undertake budget scrutiny.**

- 9) That the OSC include in the 2011/12 work programme the analysis of the impact of savings on local residents.**

We are concerned about the lack of proper consultation with residents and other local stakeholders. This point was also echoed to us by local residents that took part in the budget consultation process. We recommend that the Mayor and Cabinet explore next year how we can better engage local stakeholders with the budget consultation process. We ask that the benchmarking exercise be undertaken with other local authorities who have undertaken more extensive consultation with local residents particularly around specific saving proposals.

- 10) That the Council develop a more robust resident engagement strategy on the budget and undertake a benchmarking exercise with other local authorities for next year's budget setting process.**

The Committee hope that the Cabinet fully considers our recommendations and implements those possible this year and further considers those set out for future budget setting process. The Committee recommends that the Cabinet include the response to our recommendations with the budget paper for consideration by Full Council on 23rd February 2011.

8.2 Capital Programme 2011/12 - 2013/14

This item was considered together with 8.1.

9. OVERVIEW AND SCRUTINY MANAGEMENT

9.1 Scrutiny Challenge Session Report - Developing Efficient Customer Services

The Chair introduced the report detailing the outcome of the Scrutiny Challenge Session on Developing Efficient Customer Services held on 25 November 2010.

RESOLVED

That the recommendations contained within the report be noted.

9.2 Regulation of Investigatory Powers Act (RIPA) Update

The Chair introduced the report which detailed the use of Regulation of Investigatory Powers Act 2000 (RIPA) by the Council and specified instances where covert investigations had been authorised.

RESOLVED

That the report be noted.

10. VERBAL UPDATES FROM SCRUTINY LEADS

Scrutiny Review – Safeguarding Adults at Risk

Councillor Lesley Pavitt reported that the evidence gathering exercise for this review had now been completed and the Panel would be meeting on 15 February to formulate its recommendations. The Panel would also be hearing from the Independent Chair of the Safeguarding Adults Board and Action Against Elder Abuse at this final session.

Scrutiny Review – Supporting New Communities - Case study of the Somali Community

Councillor Ahmed Omer reported that all of the evidence gathering sessions for the review had now been completed and the Panel would be meeting on Monday 14 February to discuss recommendations.

Scrutiny Review on Empowering Small and Medium-sized Enterprises (SMEs)

Councillor Rachel Sauders reported that she was Chairing a scrutiny review on empowering SMEs, and at the introductory meeting on 26 January 2011 the Panel had heard from officers regarding the Tower Hamlets Local Economic Assessment and the Enterprise Strategy.

A public meeting had also been arranged for 16 February 2011, the purpose of which was to gain a better understanding of the needs of local businesses in the Borough.

Two further meetings had been arranged for 22 Feb and 15 March.

Health Scrutiny

Councillor Tim Archer updated the Committee on the outcome of the Scrutiny Challenge Session on Cancer which had been well attended by service users, carers of patients and cancer patients themselves who alongside Councillors had looked at the care and treatment available and made suggestions for how survival rates could be improved.

Councillor Archer also advised that the Health Scrutiny Panel had recently considered the following reports:

- Update on Ocean Estate GP services;
- Complaints services in Tower Hamlets;
- Maternity services;
- The Public Health White Paper; Healthy Lives, Healthy People
- Transformation of Adult Social Care and the Personalisation agenda;
- Response from BLT to an improvement report by THINK.

Councillor Archer considered that the Public Health White paper meant there was potentially a stronger role for Scrutiny, and a response would be made to ensure that the strength and need for local accountability was well recognised within the new proposals for sector wide decision making boards.

Scrutiny Review – Public Perceptions of Parking

The Chair reported that the Panel had been given a pan-London perspective through presentations by London Councils and Transport for London (TfL), a good local perspective through meetings with parking managers and CEO (Civil Enforcement Officers) within Tower Hamlets, and finally a comparative perspective following discussions with another London Borough that faced similar challenges to Tower Hamlets.

The Committee also noted the following scheduled events:

Thursday 17 March - This event would have a member of PATAS (Parking and Traffic Appeals Service) to discuss their view of the perceptions of parking, and an officer from Westminster Council to discuss the Parking Review that they were currently undertaking.

Thursday 24 March - This event would involve a presentation and question and answer session by the Tower Hamlets Strategic Transport Team Leader on the issue of Car Culture and how to tackle it.

Thursday 31 March – A public involvement session intended to provide an opportunity for residents to discuss parking policies with officers.

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

The Chair advised that no pre - decision questions for the Cabinet meeting on the following evening had been received.

The meeting ended at 9.15 p.m.

Chair, Councillor Ann Jackson
Overview & Scrutiny Committee

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Agenda Item 6.1

Committee: OVERVIEW AND SCRUTINY	Date: 8 March 2011	Classification: Unrestricted	Report No.	Agenda Item No. 6.1
Report of: Assistant Chief Executive Originating Officer(s): Amanda Thompson Team Leader, Democratic Services			Title: Cabinet Decision Called-in: Leasehold policy review Wards: All	

1. SUMMARY

- 1.1 The attached report of the Corporate Director, Development and Renewal, was considered by the Cabinet on 9 February 2011 and has been "Called In" by Councillors Marc Francis, Shahed Ali, Kabir Ahmed, Abdal Ullah and Stephanie Eaton for further consideration. This is in accordance with the provisions of Part Four of the Council's Constitution.

2. RECOMMENDATION

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

Local Government Act, 1972 Section 100D (As amended)

List of "Background Papers" used in the preparation of this report

Brief description of "background paper"

Cabinet report - 9 February 2011

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

Amanda Thompson
02073644651

3. THE CABINET'S PROVISIONAL DECISION

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

That the new Leasehold policies listed as appendices to this report (CAB 080/101) be approved, subject to the following revisions to Section 6.6 of the Major Works Policy:

- 1) The property must be the leaseholders' only or principal home and the leaseholder must be living in the property full time.
- 2) The leaseholder must be the original RTB purchaser and the relevant work was not specified on the S125 notice.
- 3) The leaseholder must not have any service charge arrears.
- 4) The policy will only apply to individual recharges for £10,000 or above.
- 5) Where leaseholders wish the discretion to be exercised they must agree to enter into a legal charge on the property securing the costs of the major works. This legal charge will be for a period of seven years and will provide the costs plus interest to become payable if the property is assigned or sold within the seven years, (except in the case of an assignment on the death of a resident partner). At the expiry of the seven year period the legal charge will be discharged and no payment required.
- 6) The leaseholder is in receipt of state pension, income support or other state benefit or tax credit or job seeker's allowance or is able to demonstrate exceptional hardship as follows:-
 - Inability of the leaseholder to pay this major works charge even if the Council were to extend the period for payment.
 - Inability of the leaseholder to pay this major works charge due to the value of this bill for major works any other relevant circumstance.

4. REASONS FOR THE 'CALL IN'

4.1 The Call-in requisition signed by the five Councillors listed above gives the following reasons for the Call-in:

'Historically, there has been considerable disagreement between Tower Hamlets Council and its residential leaseholders about the quality of services provided and the value for money offered. This resulted in many council leaseholders refusing to pay their bills and others successfully challenging them at the Leasehold Valuation Tribunal.

In October 2008, the Full Council authorised an independent audit of leasehold service charges to be undertaken to investigate these concerns. After several delays the terms of reference for that audit were agreed by representatives of the political parties and representatives of leaseholders, and a draft report from the auditors received in the summer of 2010. This audit report is still awaiting sign off from the Project Steering Group.

This Leasehold Policy Review has been run by council officers in parallel with the independent audit. It is appropriate to seek to make clear policy, especially in relation to annual service charges and major works recharges. However, it is surprising that the Cabinet is seeking to agree these policy statements before the publication of the report from the independent audit.

We welcome the Lead Member's amendment to the recommendations to retain the £10,000 cap on major works recharges for some older leaseholders on very low incomes. We also welcome the robust action that will be taken to ensure leaseholders sub-letting their properties take responsibility for the actions of their tenants. However, we are concerned about the changes to existing policy in Para 9.1, whereby leaseholders on the ground floor will start become liable for the costs of day-to-day maintenance and replacement of lifts and Door Entry Systems.

We also have very serious concerns about the change in Para 9.5, whereby leaseholders who succeed in having a component exempted from major works will nevertheless be recharged a share of the preliminaries, professional and management fees arising from the major works contract. We note that officers have failed to include either a specific counsel's opinion setting out the necessity of these changes or any evidence that leaseholders themselves were consulted upon them'.

5. ALTERNATIVE COURSE OF ACTION PROPOSED:

5.1 The Councillors submitting the Call-in requisition have proposed the following alternative course of action:

'We call on the Lead Member for Housing & Development to urgently convene the final Project Steering Group meeting to "sign off" the report of the independent audit.

We call on the Mayor and Cabinet to suspend a decision agreeing to the fundamental changes to leasehold policy contained in Paras 9.1 and 9.5 until the independent audit report is published and consultation on these specific proposals is undertaken with leaseholders and councillors.

We call on the Mayor to publish Counsel's Legal Opinion in relation to these changes to help inform consideration of them'

6. CONSIDERATION OF THE “CALL IN”

6.1 The following procedure is to be followed for consideration of the “Call In”:

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

N.B. – In accordance with the Overview and Scrutiny Committee Protocols and Guidance adopted by the Committee at its meeting on 5 June, 2007, any Member(s) who presents the “Call In” is not eligible to participate in the general debate.

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

Committee: Cabinet	Date: 9 th February 2011	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Aman Dalvi Corporate Director Development and Renewal Originating officer(s) Jackie Odunoye Service Head Strategy, Regeneration and Sustainability		Title: Leasehold policy review Wards Affected: All		

Lead Member	Lead Member, Housing
Community Plan Theme	A Better Place to Live
Strategic Priority	Focusing on Residents – Tenant Involvement, Serving Leaseholders Well Delivering and Managing Decent Homes

1. **SUMMARY**

- 1.1. Members are asked to approve a new set of leasehold policies.
- 1.2. A comprehensive review of policies relating to leasehold services has been carried out. This report sets out the context within which the new policy has been written together with the new policy which is attached as appendices 1 to 4.
- 1.3. The revised policy ensures that LBTH leasehold policy complies with law and regulation, reflects the contents of the leases and improves the clarity and transparency of policy. The new policy promotes efficiency and effectiveness in service delivery.

2. **DECISIONS REQUIRED**

- 2.1. Cabinet is asked to approve the new Leasehold policies attached as appendices to this report.

3. REASONS FOR THE DECISIONS

3.1. In the first quarter of 2010 several issues relating to leaseholders arose which required an analysis of existing policy in order to derive decisions that were aligned with policy. This demonstrated that:

- many aspects of leasehold policy had not been updated for a considerable period of time
- some aspects of policy relied on the interpretation of committee minutes over 10 years old
- in some subject areas it was not possible to locate written policy
- practice has not kept pace with case law and decisions from the Leasehold Valuation Tribunal
- leaseholders have indicated in their dealings with the Council and THH that they do not feel they have been dealt with in a fair and transparent manner. Adoption of the policies will ensure all parties are aware of the way in which issues will be dealt with and this should improve the relationship and customer satisfaction.

3.2. For these reasons it was decided to undertake a comprehensive review of Leasehold policies. Under the terms of the Management Agreement with Tower Hamlets Homes (THH) LBTH retain the responsibility for authoring policy.

3.3. The new policy contained in the appendices have been approved by Legal Services as complying with legal and regulatory requirements.

4. ALTERNATIVE OPTIONS

4.1. Two key alternative options were considered in the course of the review. Firstly consideration was given to changing leases and/or transfer documents in order to deal with issues relating to ground floor leaseholders being charged for door entry systems and lifts when they are not directly served by the component. This was not practical as it would require leaseholders above ground floor to voluntarily take on extra cost and would also cause a cross subsidy as extra cost would also fall on tenants. The same was true where neighbouring freeholders have different transfer documents, one paying toward the upkeep of their estate, the other not paying.

4.2. Secondly consideration was given to waiving certain charges to ground floor leaseholders / certain freeholders. The act of waiving a charge operates as a variation to the lease and would require the agreement of all leaseholders, including those who would have to pay more. Also, again, this would operate as a cross subsidy and as such would go against the Cabinet decision in July 2010 that cross-subsidies must be eliminated.

5. **BODY OF REPORT: Background**

5.1. **Scope**

5.2. The policy review covers all the key areas of leasehold policy:

- Alterations
- Service Charge Calculation
- Major Works
- Sub-letting
- Postponements
- Insurance
- Leasebacks
- Prevention and collection of debt
- Administration Fees for additional service requests
- Freeholders

6. **Inputs**

6.1. The policy review took into account inputs from a number of sources which defined the key issues that were considered within the review:

- The views of members at LAB and MAB
- The views of relevant staff at THH and LBTH including operational and legal colleagues
- The draft recommendations of the Beevers and Struthers Audit

6.2. The majority of the issues raised by leaseholders and/or the Beevers and Struthers Audit are concerned with the efficiency, effectiveness or cost of the services they receive. These issues are largely outside the scope of the policy review. A robust service improvement framework is in place which ensures that THH's service improvement plans are appropriate in scale, agreed by LBTH and monitored by LBTH as they are implemented.

7. Value for Money and Efficiency

7.1. The policies create a framework where the focus on efficiency and effectiveness is very clear. Section 3. of the Service Charge Methodology Policy sets a clear policy context within which services will be planned, procured and delivered.

8. Issues that have shaped the policies

8.1. There are 3 key factors that have shaped the draft policies:

- The imperative that the policies comply with legal and regulatory requirements
- Changing the leases is not a practical proposition
- The Cabinet decision in July 2010 that there must be no cross subsidy (in either direction) between leaseholders and tenants

8.2. The combined effect of these 3 issues has been to ensure that policy strongly reflects the contents of the leases. This in turn means that for the most part the new policy restates the old policy. Only a small number of changes to policy are proposed.

9. Changes to policy

9.1. All leaseholders with an obligation to contribute towards a door entry or lift system will have the appropriate charges levied upon them. This brings policy in line with the contents of the leases.

9.2. The Discretionary Cap which restricts to £10k the major works costs recharged to qualifying leaseholders is withdrawn as it operates as a cross-subsidy.

9.3. Costs relating to fuel will be apportioned by Boiler points (this represents no change) or an alternative system if one can be found that does not involve

cross-subsidy. Costs relating to boiler maintenance will be apportioned by GRV.

- 9.4. If a leaseholder wants to exempt a component from replacement under the major works programme (e.g. they have replaced their own windows) the leaseholders component must be in good condition and have a future lifespan of at least half that of the new component proposed under the major works programme.
- 9.5. If a leaseholder succeeds in having a component exempted from major works they will not be billed costs relating to that component in their property but will be charged their share of the preliminaries, professional and management fees arising from the major works contract.
- 9.6. A tightening up of policy around sub-letting to ensure that lessees and their sub-tenants have a very clear understanding of their respective responsibilities when a property is sub-let.

10. Results of Leaseholder Consultation

- 10.1. All leaseholders were given the opportunity to comment on the new policies and almost 700 requested the papers.
- 10.2. The consultation timetable had been set up to allow this Cabinet report to contain a full summary of the comments received.
- 10.3. However it subsequently became clear that postal problems caused by the severe weather coupled with some internal administrative difficulties had impacted on the receipt and delivery of both the papers to leaseholders and the receipt of comments from leaseholders.
- 10.4. In order to ensure that we provided to leaseholders with a demonstrably reasonable period in which to make their comments we have extended the deadline.
- 10.5. The summary of comments received will be reported to the Cabinet meeting.

11. Taking into account the recommendations of the Beevers and Struthers Audit

- 11.1. It was vital to the policy review to take account of the findings of the Beevers and Struthers audit. The Beevers and Struthers Audit is still in draft form and hence not in the public domain. In conducting the Leasehold Policy Review we have taken full account of the 64 draft recommendations within the draft Beevers and Struthers report which were released to us.
- 11.2. We have also undertaken that when the final Beevers and Struthers report is published we will conduct an analysis of the published recommendations against the prevailing leasehold policy to determine if any further changes to policy are required.

12. Heating Charges

- 12.1. Our proposal is to continue with Boiler Points. This was particularly popular with the Leaseholders comprising THH's Leaseholder Service Improvement Group. Boiler points aim to reflect the extent of heating installations in the amount charged and therefore to create appropriate disparities between charges.
- 12.2. In addition we have created space within the draft policy for an alternative system of apportioning heating costs if a system can be developed that further improves the equity of the apportionment whilst not creating any cross-subsidy. THH are intending to work with the leaseholders on their Leasehold Service Improvement Group to attempt to develop such an alternative.

13. Other landlords with the same leases

- 13.1. There are a number of landlords who have taken stock transfers from LBTH and taken on leaseholders with the same leases as those which are the subject of this review. Members asked for information on how other landlords are interpreting the leases in relation to ground floor leaseholders and charging for lifts/door entry.
- 13.2. In the limited time available we have managed to gather the information in the table below:

East End Homes	Charge ground floor leaseholders for lifts and door entry where relevant Bill all costs allowable under the leases.
Poplar HARCA	Charge ground floor leaseholders for lifts and door entry where relevant Bill all costs allowable under the leases.
THCH	Do not charge original RTB Lessees Do charge all subsequent Lessees
Old Ford HA	Do not charge original RTB Lessees Do charge all subsequent Lessees

14. Ground floor leasehold numbers

- 14.1. There are 2264 leaseholders with ground floor properties.
- 14.2. The total value of costs not charged to these customers for lifts/door entry in 2010/11 is £36k. Although these costs are low it is important to note that any future replacement programmes will considerably increase this amount.
- 14.3. These costs were not passed on to any leaseholders. Therefore the costs fell back on the HRA and were effectively met by reducing reserves and the budget for services to tenants. This practice is not sustainable in the current financial climate and other sections in this report make it clear that the Council is open to challenge if it continues with this practice.
- 14.4. It is worth noting that of 2264 ground floor leaseholders:
- 648 are known to be sub-let
 - 1111 were purchased on the open market
 - 1153 are occupied by the original purchaser

15. Robust action with regard to sub-letting

- 15.1. Members raised the subject of the importance of robust action relating to sub-letting. We fully understand the importance of this issue. We are confident that the policy related to sub-letting gives THH sufficient powers to be able to robustly manage problems that arise when a property is sub-let.
- 15.2. Whether or not THH manage sub-letting problems robustly is a service delivery issue and as such is beyond the scope of the policy review. However the council's client team expects to see THH managing robustly in this area and will make spot checks to ensure that this is happening. We will also monitor complaints received by THH to see whether any complaints of poor performance in this area are received and substantiated.

16. Communicating the outcome to leaseholders

- 16.1. An explanation of the amended service charge calculation will be enclosed with estimated bills. In addition customer facing staff in Leasehold Services will be thoroughly briefed on the amended calculation in order to deal effectively with enquiries from leaseholders on receipt of their estimated bills.

17. Conclusion

- 17.1. Within the scope of the review we have endeavoured to create a set of policies which are as simple and transparent as possible and which create a policy framework which seeks to push forward the issues of service improvement, efficiency and effectiveness.
- 17.2. This policy review is not the vehicle which will deliver most benefit to leaseholders in terms of improving services or reducing costs. Service improvement, improved value for money and reduced costs are all being pursued by THH via a range of initiatives beyond the scope of this policy review. A number of leaseholders are actively engaged with THH on service improvement issues.
- 17.3. This policy review has clarified and brought to the fore that we can not consider changing the leases nor can we waive elements of charge (including, but not restricted to occasions when to do so gives rise to cross-subsidy). These 2 factors taken together define the boundaries within which the policy review has operated.

- 17.4. The policies that are proposed are aligned to the Cabinet decision in July 2010 that lease/freeholders must not subsidise tenants nor vice-versa.

18. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 18.1. Cabinet is asked to consider the outcome of the review of leaseholder service charges and agree the policies set out in appendices 1 to 4. The changes that are recommended impact only on the distribution mechanism for existing means of determining what leaseholders are charged for. In that regard they are cost and income neutral. However, any changes to the means for charging categories of leaseholders (i.e. what they are, or are not charged for) would have significant financial implications for other leaseholders and the Housing Revenue Account. Any reductions in service charges to a specific category of leaseholder would have to be offset both by increased service charges to other residents and a reduction in the level of service provided and paid for through tenant's rents.

19. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE(LEGAL SERVICES)

- 13.1 The legal rights and obligations of the Council and the leaseholders or freeholders are set out in the right to buy documentation. As leaseholders or freeholders purchase their properties they obtain independent legal advice on those rights and obligations, even where they are not the original purchasers. It would be very difficult and costly to change that documentation once a sale transaction has been completed as the documents create mutual obligations between all of the owners in the block or on the estate. Each party would need legal representation as would any mortgagee and the Council would be asked to recompense all parties for the legal fees increasing the cost of the project. Also if only one of the owners refused to sign the new documentation the change would fail and the Council could be left with abortive costs.
- 13.2 The Council is under an obligation to fulfil its legal obligations or it could face challenges through the courts or the Leasehold Valuation Tribunal. If the Council failed to collect sums due under the Lease from a particular leaseholder or category of leaseholders that shortfall would need to be met from another source. This would not be considered reasonable and would create a risk of challenge from those adversely affected
- 13.3 The proposed policies reflect the rights and obligations in the leases and transfer documents. They also seek to create a clear and transparent system

for the administration of the properties so leaseholders and freeholders can have confidence they have been treated correctly

20. ONE TOWER HAMLETS CONSIDERATIONS

- 20.1. The proposed policies ensure that the relationship with leaseholders is rooted in the content of their leases. There will be issues of vulnerability for individual leaseholders. The policy directs LBTH/THH to be supportive of vulnerable residents. Broader policies such as Customer Access create a clear framework within which vulnerable customers will be supported to enable appropriate interactions in their relationship with LBTH/THH.
- 20.2. An Equality Impact Assessment – Test of Relevance Screening has been conducted and its findings approved by the Equalities team.
- 20.3. The EQIA ToR concluded that the potential impact of the new policy was low and as such a full EQIA was not required.
- 20.4. In summary the EQIA ToR found that the legislative and regulatory environment meant that there was little discretion available to address potential negative impacts by changing the policy. However the mechanisms, support and sign-posting available to leaseholders addresses potential impacts where possible.
- 20.5. An action plan has been drawn up to address 5 areas of weakness identified.

21. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 21.1. There are no direct SAGE implications for these policies.

22. RISK MANAGEMENT IMPLICATIONS

- 22.1. The major risk that arises is that the policies could be subject to successful challenge at the Leasehold Valuation Tribunal. This risk applies to both the existing policy framework and the proposed new policy framework. In terms of the new policy we have managed this risk in three ways:
 - The project has had close involvement from senior colleagues in LBTH and THH with relevant expertise in strategic and service delivery issues relating to leasehold services.
 - The policies have been influenced by best practice amongst a range of 2 and 3* housing providers.

- Legal advice has been taken and this shows that the draft policies represent a strong and defensible position.

23. CRIME AND DISORDER REDUCTION IMPLICATIONS

23.1. There are no implications relating to crime and disorder arising from this report.

24. EFFICIENCY STATEMENT

24.1. Efficiency is of key importance to leasehold customers as they pay the full cost of providing the leasehold service. These policies aim to promote efficiency by creating a single, clear and transparent service charge calculation.

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

Brief description of “back ground papers”	Name and telephone number of holder and address where open to inspection.
None	F Jon Slade ext 2141

18. APPENDICES

- Appendix 1 – Alterations Draft Leasehold Policy V0.8
- Appendix 2 – Major Works Draft Leasehold Policy V0.10
- Appendix 3 – Methodology Draft Leasehold Policy V0.8
- Appendix 4 – Various Draft Leasehold Policy V0.7

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Leasehold Policy		Policy Section: Alterations	
Responsible Officer: Jackie Odunoye		Status: Draft	Version Number: 0.8
Approvals:			
DMT	22 nd November 2010		
CMT	30 th November 2010		
Cabinet	(date)		
Date for next review	(date)		
Abbreviations used in the policy			
LBTH	London Borough of Tower Hamlets		
THH	Tower Hamlets Homes		
GRV	Gross Rateable Value		

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Introduction to the policy

The purpose of this Policy is to set out a consistent approach by LBTH /THH when leaseholders and freeholders want to make alterations to their properties, and also when they have made alterations without first gaining permission from LBTH.

The main purpose of this policy is to set out how LBTH/THH will make sure that owners act within the terms and conditions of the agreements they (or the original purchasers) entered into when the properties were sold. These documents will be the lease agreement for leaseholders and the transfer document for freeholders.

Background to the Policy

This policy applies both to leaseholders on long lease agreements and some freeholders. Throughout the document the term Owner is used to cover all leaseholders and freeholders.

When a property is sold an agreement or contract is agreed between the seller and the buyer which amongst other things sets out the location, extent and boundaries of the property. For leasehold properties this will be recorded in the Lease which clearly defines the access areas of the block and estate within which the property is located, and show the demised areas of the property. They also clearly indicate the obligations of the landlord and of the leaseholder, and set out what restrictions may exist for the leaseholder and the demised premises.

In the case of freehold properties sold by the Council this will be the transfer document which may contain covenants requiring the freeholder to obtain permission from the owner of the estate before alterations or additions can be made.

Reference is also made within this policy to Gross Rateable Value and Mapsites. These are the usual mechanisms by which service charges are apportioned to individual properties. An explanation is available through the Leaseholder Handbook or from THH Leasehold Services, or direct from the THH website.

Legislative references

- The lease agreement or transfer documents for each property concerned
- Law of Property Act 1925
- Housing Act 1980
- Housing Act 1985
- Landlord and Tenant Act 1985 as amended by the Landlord & Tenant Act 1987
- Landlord & Tenant Act 1987
- Consumer Protection Act 1987
- Property Misdescriptions Act 1991
- Leasehold Reform, Housing and Urban Development Act 1993
- Housing Act 1996
- Arbitration Act 1996

- Commonhold and Leasehold Reform Act 2002
- Housing Act 2004

Policy Statement

1 Policy Context

- 1.1 LBTH recognises that it manages blocks and estates that contain a mixture of tenants, leaseholders and freeholders. Residents of any tenure may wish to alter and improve their properties and LBTH recognise the important contribution that such alterations can make to the quality of life of residents. The broad approach adopted by LBTH and THH is that alterations will be permitted (subject to all necessary consents) unless there is good reason to turn down a request. Examples of good reasons to decline a request include (but are not limited to) unacceptably adverse effects on the building or other residents.

2 The need for landlord's/estate owner's permission to carry out alterations

- 2.1 Certain alterations are allowed within the lease agreement and can be carried out without the landlord's permission. However, for many alterations the leaseholder needs to obtain the landlord's permission. In the case of all residential properties owned by LBTH, landlord's permission should always be sought from THH. THH will administer all requests for permission for alterations. When a request is ready for approval THH will pass all relevant information to LBTH who will make the final decision on the request. For freehold properties permission may be required from the estate owner under the covenants.
- 2.2 Some alterations will need one or more types of approval or certification. Examples of approvals and or certification include (but are not limited to):
- planning permission
 - building control approvals
 - gas safety certification
 - electrical safety certification

- 2.3 If they are available copies of these permissions should be submitted when requesting landlord's/estate owner's permission. Proof of all necessary permissions will be required before Landlord/Estate Owner Consent can be granted.
- 2.4 It is important to note that this permission is separate from and in addition to any other permissions that are required. The presence of all other necessary permissions does not constitute Landlord's/Estate Owner's Permission which must be sought in addition to all other permissions.
- 2.5 Some guidance can be gained from the Leaseholder Handbook but this is not definitive, and Owners are asked to contact the THH for guidance. The responsibility to make sure that all necessary permissions are obtained lies with the Owner.
- 2.6 Owners are advised to check their lease or transfer agreement prior to starting any works or alterations in order to avoid any breach of their lease or transfer agreement. In each case they are advised to check with THH before they start any work.
- 2.7 Some alterations are not allowed if they could cause danger to the properties or structures involved.
- 2.8 Owners shall request permission in writing stating:
- details of the planned alterations
 - including any plans and technical product details
 - information on planned start date
 - who will carry out the work
- 2.9 The timescales for dealing with each stage of the process are set out in THH Procedures. Depending on the type and extent of the planned alterations THH surveyors may need to inspect the property in question.
- 2.10 If a visit is not required, a response explaining this will be provided explaining the terms on which final consent can be granted which may include the payment of fees.
- 2.11 When THH receives from the Owner a letter accepting the terms, THH will ask LBTH to give their formal permission and when they have received LBTH's formal permission THH will issue a formal letter granting consent. If a formal licence/supplemental lease is required, LBTH/THH will instruct solicitors to prepare it.
- 2.12 For leasehold properties if the alterations include an extension to the demised premises (the area of the building that is given over to the leaseholder), Corporate Property Services will also be involved. Corporate Property Services will write to the leaseholder (copying THH staff) regarding valuation of the property, Council fees payable and inspections required. It is

likely that THH surveyor will still be required to inspect and therefore joint inspections will be co-ordinated wherever possible. Depending on the proposed development this may also be the case for freehold properties where estate consent is required.

- 2.13 All applications to extend the demise of the premises which have been agreed will need a supplemental lease drawn up by LBTH/THH's solicitors for the works to proceed. If there is an increase in the GRV/floor area, this will increase the service charge to that property. The effect of changes to floor area on service charge calculations will be governed by a calculation within THH Procedures. It will also involve the payment of a premium. These will be recorded in the supplemental lease.
- 2.14 Leasehold alterations, which involve the subdivision of rooms/creation of new rooms, will need permission. Where a leaseholder wishes to combine two or more rooms resulting in a reduced room count, there will normally be no reduction in the service charge as the floor space will not be reduced, otherwise other leaseholders would have to pay for the shortfall. In this circumstance, a provision will be included in the licence stating it is a condition of the landlord granting consent that the GRV remains the same despite alterations. If the subdivision results in an independent separate unit being created then a premium may be payable.
- 2.15 There may be technical reasons that restrict the ability to extend property's demise, for example: communal services sited within a loft space, such as water cisterns, lift machinery or gas/electrical services. There may also be safety requirements where proposals affect primary or secondary means of escape, or maintenance issues, which limit the landlord's ability to carry out essential repairs and maintenance. LBTH /THH reserves the right to refuse permission on these grounds and/or impose restrictions on proposed schemes where essential landlord access will need to be maintained
- 2.16 Before final Landlord's Consent can be given all permissions and conditions must have been complied with, all the fees relating to the request must have been paid and the leaseholder's service charge account must be clear.

3 Fees payable

- 3.1 The Policy on fees is set out in Section 2.7 of the Various Policy statement.
- 3.2 A fee will be charged to cover the cost of administering each request for an alteration.
- 3.3 Depending on the type and extent of the alteration the teams involved may include (but are not limited to):
- THH Leasehold Services
 - THH Surveyors

- LBTH/THH Legal
- Corporate Property Services
- Specialist engineers

3.4 An estimate of the fees will be included within the initial letter sent out to the Owner.

3.5 Where an alteration involves extending the demise, Corporate Property Services will also require a fee to carry out a valuation. Where additional hours are required, the Valuer will notify the leaseholder of the extra fee. In cases where a licence and/or a supplemental lease are required, the Council's solicitor will charge fees for their preparation.

3.6 Where the alteration involves changing the layout of a property and the lease allows for a premium to be charged, a LBTH/THH Officer will forward plans to Corporate Property Services to assess if the works attract a premium. A premium is a sum of money, which represents the addition to the value of the premises created as a result of the consent to alterations or extension of the demise.

3.7 Premiums would normally only be applied if the demise of the premises is extended or an independent separate unit is created. Corporate Property Services will advise the leaseholder if this is the case and will make arrangements to inspect the property and notify what the premium will be. Where there is an extension to the demise, a premium will always be charged.

4 Unauthorised alterations

4.1 There are two circumstances where unauthorised alterations may occur:

- Where an Owner (or a previous Owner) has carried out alterations without the consent of the landlord/estate owner, and is now seeking retrospective permission for works that have been completed
- Where THH becomes aware an Owner has started alterations without formal permission being granted

4.2 Carrying out alterations/additions without obtaining landlord's or estate owner's consent can affect a sale of the property, so it is important that you obtain consent before you carry out the work. The broad approach adopted by LBTH and THH is that retrospective permission for unauthorised alterations will be granted (subject to all necessary consents) unless there is good reason to turn down a request for example if it adversely affects a neighbouring property. However if there is such a reason the consent may be refused and

you may be required to put the property back into the condition it was in prior to the Unauthorised Alterations/additions.

- 4.3 LBTH/THH take the safety of all residents very seriously. Therefore LBTH/THH will work to ensure that issues of Unauthorised Alterations are resolved as quickly as possible. LBTH/THH will work closely with Owners to bring issues of Unauthorised Alterations to a satisfactory conclusion. The prolonged existence of Unauthorised Alterations will not be tolerated and any necessary costs or charges will be claimed from the Owner, together with any arrears incurred in this process or already accrued.
- 4.4 The THH surveyor will carry out an inspection to ascertain what works have been carried out so far, and to advise the Owner what will be required in order for the works to progress. Where the alterations involve an extension of the demise, Corporate Property Services will also be notified.
- 4.5 THH Leasehold Services will monitor the application's progress and the outcome.
- 4.6 With retrospective permission as with permission requested in advance it remains the responsibility of the Owner to ensure that all necessary permissions and certificates are obtained.
- 4.7 Subject to all the conditions being met and the fees paid retrospective consent may be granted.
- 4.8 In the event of the Owner failing to cease work, or failing to meet the necessary requirements proposed by technical staff or Corporate Property Services, THH Leasehold Services will instruct their solicitors to commence legal action to seek an injunction to stop the work and have it made good.
- 4.9 Where an Owner does not comply with these requirements, for example, does not provide plans/diagrams or obtain planning permission; or has carried out work for which the LBTH/THH will not grant permission, and the leaseholder is resisting reinstatement; then legal action will commence towards forfeiture proceedings, through service of a S146 notice. For freeholders this will be by means of county court proceedings for breach of covenants.
- 4.10 Subject to these requirements being met, formal consent may be granted depending on the type of alterations in question.
- 4.11 Details and examples of which works may be allowed without landlord's permission, and which ones may need inspection or attract costs and fees, are provided in the THH Leaseholder Handbook. They are also available from the THH website and from LBTH/THH Leasehold Services.
- 4.12 Before final Landlord's Consent can be given all necessary permissions and conditions must have been with complied with, all the fees relating to the request must have been paid and

the leaseholder's service charge account must be clear.

5 Changes in property sizes

5.1 There are a variety of ways in which this may happen including, but not limited to:

- Combining 2 neighbouring smaller properties into 1 larger property (known as a Knockthrough)
- Dividing one or more units into a larger number of smaller units. For example converting 1 x 5 bed maisonette into 2 x 3 bed flats

5.2 These requests will all fall within the definition of an alteration and so will be covered by all of the information set out in the preceding sections within the policy.

5.3 As with other improvements LBTH/THH will be minded to approve requests unless there are very clear and strong reasons to refuse. Alterations of this kind will often involve more major structural work so the amount of planning, the amount of work and the costs involved in securing all the necessary approvals will typically be higher. All of these costs will be borne by the Owner making the application.

5.4 Changes in configuration and/or size will often result in the need for a licence and/or an additional lease which will incur a fee for their preparation and may incur a premium for their issue (the leaseholder may have to pay to purchase the extra space).

5.5 If the outcome of an alteration is an increase in floor area this may result in an increase in the Gross Rateable Value for the property and hence an increase in service charge.

5.6 If an alteration results in a reduction in floor area there will be no decrease in the GRV and this will be formally acknowledged in any licence/lease issued. This is because any decrease in service charge collected would cause a corresponding increase for other tenants and leaseholders and it is not fair to expect other customers to subsidise an alteration made by one customer.

Leasehold Policy	Policy Section: Major Works	
Responsible Officer: Jackie Odunoye	Status: Draft	Version Number: 0.10
Approvals:		
DMT	22nd November 2010	
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Cabinet	(date)	
Date for next review	(date)	
Abbreviations used in the policy		
LBTH	London Borough of Tower Hamlets	
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Introduction to the policy

The purpose of this Policy is to set out the basis by which Leaseholders will be consulted about and charged for Major Works.

The divide between the content in this Policy and the Procedures that sit beneath it has been shaped by the following definitions:

Policies are principles, rules and guidelines formulated or adopted by an organisation to reach its long-term goals. Policies are designed to influence and determine all major decisions and actions and all activities take place within the boundaries set by them.

Procedures: are the specific methods employed to express policies in action in the day-to-day operations of the organisation.

Background to the Policy

This policy applies to leaseholders on long lease agreements with properties within LBTH/THH estates on whom service charges are levied.

Legislative references

- Law of Property Act 1925
- Housing Act 1980
- Housing Act 1985
- Landlord and Tenant Act 1985 as amended by the Landlord & Tenant Act 1987
- Landlord & Tenant Act 1987
- Consumer Protection Act 1987
- Property Misdescriptions Act 1991
- Leasehold Reform, Housing and Urban Development Act 1993
- Housing Act 1996
- Arbitration Act 1996
- Commonhold and Leasehold Reform Act 2002
- Housing Act 2004

Policy

1. Policy Context

- 1.1. LBTH recognises that it manages blocks and estates that contain a mixture of tenants, leaseholders and freeholders. LBTH also recognises the need to seek an appropriate balance between the needs of tenants, leaseholders and freeholders.
- 1.2. The most significant factors shaping the way that service charges, including those relating to Major Works, are calculated are:
 - The terms of the leases and deeds that describe the terms of the agreement made by each leaseholder at the time of their original purchase from LBTH.
 - The legislative framework: the calculation needs to operate in a way which is legal.
 - Good practice: the calculation needs to operate in a way that reflects good practice within the housing sector.
 - A strong priority has been given to creating a simple and transparent policy.
- 1.3. LBTH and THH are strongly committed to working continuously to improve the quality and value of the services it delivers to all customers. LBTH/THH will achieve this through:
 - Making sure our services reflect good practice
 - Minimising administration
 - Making services and costs as transparent as possible and seeking to reduce costs whenever possible

- Running the service in such a way that LBTH/THH employ, train and keep good staff

2. Equality and Diversity

- 2.1. LBTH/THH recognise that they operate in a community within which there is wide social diversity, and are committed to providing equal opportunities and valuing diversity.
- 2.2. In the delivery of the Leasehold Management service, we aim to treat all customers fairly, and with respect and professionalism regardless of their gender, race, age, disability, religion, sexual orientation, gender identification and marital status.
- 2.3. To enable all residents to have clear information and equal access to the Leasehold Management Service, LBTH/THH publishes clear information in a range of appropriate languages and formats and through a range of media. Feedback is also accepted through a variety of different routes to reflect individual customer's preferences or needs.
- 2.4. To help demonstrate that our approach to managing Leaseholders is fully in keeping with our equality and diversity, we will collect equalities information on leaseholders who have accessed different elements of this service. This will feed into our consultation, monitoring and review processes.
- 2.5. Full details of our approach are set out in LBTH's and THH's respective Equality and Diversity Strategies.

3. Policy Statement: Major Works

- 3.1. The Landlord will aim to limit the proportion of the costs of Major Works, which passes on to Leaseholders wherever possible, and as required by legislation.
- 3.2. The Landlord aims to recover from Leaseholders all monies due from them towards costs of major works in accordance with lease terms and legislation.
- 3.3. The subject of Major Works divides into 3 distinct sections each dealt with separately below:
 - Planning, consulting and letting a contract for the works
 - Carrying out the works
 - Charging and paying for the works

4. Planning, consulting and letting a contract for the works

4.1. Definition of 'Major Works'

- 4.1.1. The annual service charge includes day-to-day repairs and routine maintenance and repair work to buildings and estates (for example, unblocking drains, replacing broken roof tiles or

repairing the main entrance door). These are examples of the types of problem which LBTH/THH cannot plan for, and which LBTH/THH need to put right as and when they happen.

- 4.1.2. LBTH/THH carry out other large-scale work on a planned or ongoing basis, such as repairing and decorating the outside of buildings, replacing a lift, and repairing or replacing windows. These are examples of 'major works'.

4.2. **Legal definition of when LBTH/THH must consult residents**

- 4.2.1. LBTH/THH will at all times seek to meet its' legal obligations to consult and will seek to consult with leaseholders in an open, simple and transparent way. This can sometimes be made more difficult by the legal and/or technical nature of the subjects that need to be communicated.
- 4.2.2. The leaseholder's share of the cost of major works is still a service charge. However, if the cost is over a certain amount, LBTH has to carry out a consultation to be able to charge the leaseholder for the cost of the works. So, LBTH carry out a consultation based on the cost of the works rather than on the type of the works. The procedure is known as a 'Section 20 consultation'.
- 4.2.3. LBTH/THH will carry out statutory consultations with leaseholders under Section 20 of the Landlord and Tenant Act 1985 (as amended) for all repairs and maintenance expenditure over the statutory levels of £250 for any one leaseholder for works of maintenance, repair or improvements, or £100 for any one leaseholder for works carried out under a qualifying long term agreement.

4.3. **Leaseholders who have already replaced a component that is due to be part of a Major Works programme**

- 4.3.1. Sometimes a Leaseholder will have replaced a component that is due for replacement under a Major Works programme, for example their windows. Where this is the case the relevant component will not be replaced providing that:
 - All appropriate permissions have been obtained for the work (including Planning Permission where required)
 - The leaseholder's component is in good condition. Good condition means that the component has a remaining future life (assessed by a competent surveyor) no less than 2/3 of the future life of the component that LBTH/THH will install.
- 4.3.2. If the leaseholder's component meets all the criteria set out above then the component will be excluded from the programme.
- 4.3.3. Leaseholders wishing to claim exemption for a component should tell LBTH/THH in writing that they wish to claim an exemption as soon as they become aware of works being planned to their block. The latest point at which a leaseholder may claim an exemption is 6 months in advance of the planned start date for improvement works or within 14 days of the date on

which LBTH write to residents advising of the start date of the planned major works if this date is less than 6 months in advance of the planned start date for the major works contract. Exemption can only be granted if all work to replace the leaseholder component is or will be complete prior to the start of the major works contract on-site. Under no circumstances may a leaseholder (or their contractor) have any access to scaffolding put in place for the major works contract.

- 4.3.4. When a Leaseholder is successful in obtaining an exemption for one or more components this will change the amount they are charged for the Major Works. The lease holder will not be charged for parts or installation costs relating to the component that has been exempted. All other costs payable relating to Major Works payable under the lease will still be payable. Typically this may include (but is not limited to) preliminaries, professional fees and the costs of work to communal windows and common parts of the block. All leaseholders remain responsible for these costs for two reasons. Firstly, it complies with the terms of the lease. Secondly, if certain leaseholders were exempted from these costs then this would increase the share of the costs to be borne by other residents, tenants and leaseholders. This would not be fair.

4.4. **Consulting leaseholders about Major Works**

- 4.4.1. The subject matter, content and timings of the consultation process are all set out in THH Procedures.

4.4.2. LBTH/THH will

- provide information and advice on large repair and improvement schemes to all residents, tenants and leaseholders, and ensure that all residents are involved in the planning, scope and delivery of schemes
- carry out statutory consultation on all Qualifying Long Term Agreements for contracts and services provided by Tower Hamlets Homes, and ensure that all such services are fully compliant with the legislation.
- ensure that income to LBTH/THH is maximised through the proper application of statutory consultation, effective invoicing and payment options suitable to individuals' needs.
- address the hardship caused to leaseholders by large repair and major works bills, and apply the relevant statutory and non-statutory remedies.
- ensure that major works provide Value for Money by ensuring that decisions on procurement and specifications for works are made transparently and that information regarding price and quality are made available to leaseholders as part of the consultation process.

- address the diverse community served by Tower Hamlets Homes and ensure that the consultation procedure and arrangements do not directly or indirectly discriminate against any service user on the grounds of age, disability, ethnicity, gender, religion/belief, sexual orientation or transgender.
 - ensure that the consultation policy and procedures provide high levels of resident satisfaction and are constantly reviewed in the light of legislative change and good practice
 - carry out leaseholder consultation on major works schemes including preparation of statutory letters and responses to leaseholders' observation
 - offer public meetings and drop in sessions, and inspections of completed works by block representatives or other involved leaseholders in all cases where these are the expressed wishes of residents.
 - include tenants in consultation on large schemes and address tenants' queries at the same public meetings and drop in sessions as for leaseholders
 - ensure Leaseholders are involved in contractor procurement through proper consultation under the legislation and also through leaseholder representation on procurement and shortlisting panels, and through discussion of procurement and shortlisting at the Leaseholder Forum and focus groups (subject to the restrictions of the relevant European Union and UK procurement law and regulations)
 - will give presentations on works planned in the Capital Programme at public events such as repairs days, Estate Action weekends, Residents Fairs and other periodic public events
- 4.4.3. All correspondence will be answered within statutory timescales and also in accordance with the provisions of the Tower Hamlets Homes Customer Promise which states that residents' letters will receive an acknowledgement within three days of receipt and a full response within 10 days.
- 4.5. **More information on major works**
- 4.6. LBTH/THH will produce, and keep up to date, publications designed to help Leaseholders understand how Major Works will be planned, delivered, charged and paid for.
- 5. Carrying out Major Works**
- 5.1. **Managing the works on-site and ensuring quality**
- 5.1.1. LBTH/THH are determined to deliver
- good quality workmanship and minimised disruption

- excellent opportunities for residents to be involved with the major works being done to their block
- high levels of resident satisfaction
- good value for money

and have put a number of arrangements in place to make sure that we achieve the right outcomes.

5.1.2. The detailed description of how contracts will be planned and delivered can be found in THH Procedures.

6. Charging and paying for Major Works

6.1. How LBTH/THH calculate major works charges

6.1.1. Invoice issued at start of works on-site

6.1.1.1. Following the terms of the lease LBTH/THH will issue an invoice to each relevant leaseholder for their share of the estimated cost of the works based on the amount in the Section 20 Notice that will have been issued previously. This invoice will be issued when works have started on-site.

6.2. How each individual invoice will be calculated

6.2.1.1. **Preliminaries:** Preliminaries are fixed overheads arising from contracts e.g scaffolding and site buildings. Preliminaries are charged as a £value within the total cost of the works.

6.2.1.2. **Additional professional and technical fees charged on major works contracts:** When a major works contract is delivered the costs of professional and technical input to the delivery of the contract are charged in addition to the main contract cost. Examples of these fees are:

- Professional Fee
- Clerk of Works fee
- Planning Supervisor

6.2.1.3. Within the relevant procedure LBTH/THH will use a method of calculating the Major Works fee that is transparent and fair.

6.2.1.4. **Administration Fee:** This fee recovers the administrative costs incurred in delivering a major Works contract. Within the relevant procedure LBTH/THH will use a method of calculating the Major Works fee that is transparent and fair.

6.2.1.5. **Generally costs are pooled:** Unless specifically stated otherwise all costs will be pooled at block level. The way in which leaseholders will be charged if they have a component within the Major Works programme that is exempted from the programme is described at 4.2.4

above. Where it is fairer to do so certain costs will be allocated against the specific property where the costs were incurred. Examples of costs that are not pooled and are therefore charged using actual costs incurred per property as the base price (before on-costs) are:

- Electricity reconnection costs
- Heating system replacement
- Window replacement costs for windows in individual properties
- The specific list of the items that will be billed at the level of individual properties can be found in THH Procedures.

6.2.2. The government sets a ‘cap’ on certain leaseholder costs and LBTH will always keep to these capped maximum amounts whenever necessary.

6.2.3. Where costs are pooled each leaseholder’s share of the total costs will be worked out using the Gross Rateable Value (GRV) of each home as a proportion of the total GRV for all the homes in the block.

Example:

GV of 1 home		GV of all homes in the block		Total Value of Works		Share of total costs of works payable by this leaseholder
£350	÷	£17,500	×	£200,000	=	£4,000

6.3. Five year Right to Buy protection period

6.3.1.1. When a property is sold under the Right to Buy Scheme the purchaser will be sent a Section 125 Offer Notice. On this Notice will be listed some ‘itemised repairs and improvements works.’ During the first 5 years after purchase LBTH/THH can only charge for items of major works listed on the Section 125 Notice and can only charge up to the amount specified on the Section 125 Notice (with an allowance for inflation).

6.4. Paying for major works

6.4.1. **Getting advice about payments and debt:** LBTH/THH will provide a wide range of general debt and welfare advice both themselves and through a network of partnerships. LBTH/THH are committed to giving all their customers, including leaseholders, convenient access to good quality debt and welfare advice.

6.4.2. **Payment methods:** LBTH/THH will provide a range of convenient ways that customers can make payments online, over the phone, by post and in person.

6.4.3. **When is payment due?** The terms of LBTH leases require that all Service Charges, including those for Major Works, must be paid for within 14 days of receipt of the estimated invoice. However LBTH/THH recognise that this could cause difficulties for many leaseholders.

6.4.4. LBTH/THH have developed a number of ways to help leaseholders pay their share of the cost of their service charges. In order to avoid LBTH commencing work to collect the debt leaseholders need to make a payment agreement within 12 weeks of receiving an estimated bill and keep up the payments promised in the payment agreement.

6.5. **Reconciling the final cost**

6.5.1.1. When the final cost of the contract is known it will be divided as described above between all the relevant tenants and leaseholders. Adjustments will be made to leaseholder accounts to reflect any difference between the final actual cost and the estimated cost.

6.6. **Different ways to make and spread payments**

6.6.1. **One off payment:** Leaseholders can pay their estimated bill in full. The bill will be adjusted if needed when the Final Invoice is produced.

6.6.2. **Interest Free Monthly Payments:** Leaseholders may pay by monthly instalments without having to pay interest or administration charges:

- If the bill is £1000 or less: 12 monthly instalments
- If the bill is more than £1000: 24 monthly instalments

6.6.3. **Extended Payment Options / Help for Leaseholders having difficulties paying for major works**

6.6.3.1. Details of both these items can be found in the sections that follow. Both sets of options are only available to leaseholders who reside in the leasehold property. Both sets of options may be offered to non-resident leaseholders in exceptional circumstances. The offer of any of these options to a non-resident leaseholder is entirely at the discretion of LBTH/THH.

6.6.3.2. **Extended Payment Options:** LBTH/THH will offer Leaseholders the opportunity to extend the monthly repayment option from 12 to 24 months in cases of financial hardship. In exceptional cases the 24 months may be extended to 36 months. LBTH/THH has discretion whether to allow either of these options. For both options interest will be charged at a local rate based on the amount of the original bill.

6.6.3.3. **Help for Leaseholders having difficulties paying for major works:** LBTH/THH recognise that some leaseholders will have difficulty paying for major works due to the size of the bill and their financial position. LBTH/THH have in place a range of options to help leaseholders in this position.

6.6.3.4. **Service Charge Loan:** the Housing (Service Charge Loan) Regulations 1992 tell LBTH that we are obliged to offer a service charge loan to help people pay large bills. There are specific criteria that must apply for leaseholders to qualify. The period is fixed depending on the amount borrowed. The interest rate is set out in the rules and is likely to be higher than the leaseholder could obtain from a bank or building society.

6.6.3.5. **Voluntary Charge:** leaseholders who do not qualify for any other kind of assistance may qualify to have a voluntary charge put on their property, registered at the Land Registry which secures the debt against the value of the property. The debt must be paid in full if the property is sold. If the eligible leaseholder dies then the remaining leaseholders, assignees or inheritors will be liable to pay the charge. LBTH has discretion on whether to approve a request for a Voluntary Charge.

6.6.3.6. **House Proud Scheme:** Provides help for home-owners in financial hardship if they are over 60 or disabled and meet other qualifying criteria.

In relation to Major Works examples include but are not limited to:

- preparing notices for major works
- issuing estimated costs of major works
- supplying information to leaseholders on loan and payment methods
- collecting payment for major works
- meeting with residents about Major Works

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Leasehold Policy	Policy Section:	
	Service Charge Methodology	
Responsible Officer:	Status:	Version Number:
Jackie Odunoye	Draft	0.8
Approvals:		
DMT	22nd November 2010	
CMT	30th November 2010	
Cabinet	(date)	
Date for next review	(date)	
Abbreviations used in the policy		
LBTH	London Borough of Tower Hamlets	
THH	Tower Hamlets Homes	
GRV	Gross Rateable Value	

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Introduction to the policy

The purpose of this Policy is to set out the basis by which service charge bills to leaseholders and freeholders will be calculated.

Background to the Policy

This policy applies both to leaseholders on long lease agreements and freeholders with properties within LBTH/THH estates on whom service charges are levied. Throughout the document the term leaseholder is used to cover all leaseholders and freeholders.

Legislative references

- Law of Property Act 1925
- Housing Act 1980
- Housing Act 1985
- Landlord and Tenant Act 1985 as amended by the Landlord & Tenant Act 1987
- Landlord & Tenant Act 1987
- Consumer Protection Act 1987
- Property Misdescriptions Act 1991
- Leasehold Reform, Housing and Urban Development Act 1993
- Housing Act 1996
- Arbitration Act 1996
- Commonhold and Leasehold Reform Act 2002
- Housing Act 2004

Policy

1. Policy Context

1.1. LBTH recognises that it manages blocks and estates that contain a mixture of tenants, leaseholders and freeholders. LBTH also recognises the need to strike an appropriate balance between the needs of tenants, leaseholders and freeholders.

1.2. The most significant factors shaping the way that service charges are calculated are:

- The terms of the leases and deeds that describe the terms of the agreement made by each leaseholder at the time of their original purchase from LBTH.
- The legislative framework: the calculation needs to operate in a way which is legal.
- Good practice: the calculation needs to operate in a way that reflects good practice within the housing sector.

- A strong priority has been given to creating a simple and transparent methodology.

2. Two types of lease

- 2.1. LBTH has approximately 9,000 leases in existence. Due to the origins of the estates there are two forms of lease:- a GLC lease and a LBTH lease. The Lease sets out each leaseholder's separate contractual relationship with the council. The terms of that relationship are governed by the terms of the lease.
- 2.2. It is in the interests of all parties that the services delivered to residents on LBTH estates are of high quality and represent good value. One way in which costs can be reduced is by minimising the amount and the complexity of the administration required. To help to minimise cost and to help simplify and improve service delivery we apply one service charge calculation methodology to all the leases.
- 2.3. If we were to run 2 separate calculation methodologies then the amount of work to administer the calculations would more than double because there would be work to administer each calculation plus work to assemble to the results of both calculations into an overall budget.
- 2.4. Using one calculation also simplifies the task for staff who only need to know one method. This creates opportunities for improved focus on service delivery.
- 2.5. Due to the wording of the leases, legally it is permissible to have one methodology across both types of lease
- 2.6. LBTH/THH will prepare timely and accurate information about the cost of services for which service charges are due. It will make available to Leaseholders a copy of the audited annual accounts for management services within six months of the end of the accounting period. Leaseholders will be provided with an estimate of the following year's charges once a budget for that year's expenditure has been agreed, in accordance with the requirements of Leaseholder's lease and in accordance with this policy.

3. Value for money

- 3.1. Achieving good value for money is of key importance to tenants and leaseholders. LBTH/THH will work in ways designed to maximise value for money in the way that services are delivered day to day and in the way that services are reviewed, improved and re-procured.
- 3.2. LBTH/THH will focus on driving down costs and maximising efficiency and effectiveness.

4. Division of costs between tenants and leaseholders

- 4.1. The law and individual leases are quite clear with regard to which items LBTH/THH can charge leaseholders for.
- 4.2. The total cost of providing services to groups of customers is almost entirely met from one of three sources, tenants (rent and service charge), leaseholders (service charge) and Housing Revenue Account Subsidy. While always seeking to minimise the amount of each charge (see 3. above) LBTH/THH will also seek to ensure that the appropriate share of all possible items of charge are charged to the appropriate service user where it is legally possible to do so. If items that could be charged are not charged to leaseholders and freeholders it is tenants who pick up the cost that is not charged and this is neither fair nor legal.
- 4.3. More detail about the Service Charge Calculation including an explanation of the apportionment between tenants and leaseholders can be found in Appendix 1 and in THH procedures.
- 4.4. In addition there are a number of items of work that are charged directly to individual leaseholders. These are charges to recover costs that arise due to requests from individual leaseholders, for example requesting permission for an alteration, providing resale packs.
- 4.5. There is reference within the Policy Statement to the use of Gross Rateable Value (GRV) within the service charge calculation. Individual properties were allocated their GRV's by the Inland Revenue's Valuation Office using a methodology in place at the time they were built. The purpose of the methodology was to establish a rateable value for domestic rates (the system in place before the Council Tax). The Valuation Office no longer deals with or uses the methodology for setting GRV's .
- 4.6. However some of our leases use the term GRV and therefore we have to continue to use GRV when calculating service charge bills. It is worth noting that the only way that we use GRV's is to calculate how big a share of a cost will be borne by an individual leaseholder.

Here is an example.

Leaseholders GRV (for 1 property) = £350

Total GRV for the block: £13,800

Leaseholders share of a £3,000 cost = £76.09

$3000 \div 13,800 \times 350 = 76.09$

5. Service Charge Methodology broken down by heading

- 5.1. Each individual lease describes the items that will form part of the Service Charge for that dwelling. We have created a single service charge methodology that enables cost reduction. Running multiple methodologies increases the costs of administering service charges without bringing any benefits to those paying the costs. It also creates a lack of transparency for those who pay the service charges. A single service charge methodology means that all service charge payers will be clear about how their charges are calculated. This approach has been approved by our legal team and has also been tested over the course of a number of

cases before the Leasehold Valuation Tribunal.

- 5.2. In the table at Appendix 1 we have set out the 16 headings which cover all of the possible items that could appear on a Service Charge Bill. For each heading we have explained the principles of how the item will be calculated. All of these methods have been considered by our legal team in the context of the two types of lease and we have been advised that each of the methods described can be considered fair and reasonable.
- 5.3. Appendix 1 describes the key principles of the Service Charge Calculation. Appendix 1 is supported by THH procedures which are reviewed annually and which set out the mechanics which translate the principles of this policy into a working service charge calculation and generate the amounts billed to leaseholders on service charge invoices.
- 5.4. The governance required for changes to this calculation will depend on the extent of the change. If the changes are proposed to the THH Procedures for calculating costs and after the changes the method will still fall within the principles described in this policy statement then the governance required is as for changes to procedure. If the change(s) involve changes to the principles described in this policy then the governance required will be that for changes to policies.

6. Management Fee: Day to day services

- 6.1. This section deals with the Management Fees that are raised on your annual service charge invoices. There is a separate section on Management Fees relating to Major Works within the Policy Statement on Major Works.
- 6.2. In the past there have been criticisms of the way in which management fees were charged so in this policy document LBTH is trying to make the way it shows Management Fees as clear and transparent as possible.
- 6.3. Wherever possible Management Fees will be calculated using the actual costs to deliver the service to a particular group of properties. Where this is not possible costs will be worked out using structured and transparent calculations.
- 6.4. LBTH/THH are committed to moving to the use actual costing in all service areas where it is cost effective to do so.
- 6.5. Where possible a Management Fee is shown against the individual Service Charge bill heading (for example: Estate Cleaning). Within the heading the Costs and the Management Fee are shown separately.
- 6.6. Those Management Fees which can not be broken down within individual Service Charge items are grouped together under the heading of 'Management Fee.'
- 6.7. Rather than charging the overhead costs to everyone Management Fees will include a fair proportion of additional costs incurred in delivering the particular element of the service. Examples of these additional costs are: support provided by Human Resources, ICT costs and office rental costs.

6.8. Within THH Procedures there will be definitions that set out how the Management Fee will be calculated. These definitions ensure that each cost is only levied once.

7. Administration Charge: Day to day services

7.1. This section deals with the Administration Charge that is raised on your annual service charge invoices.

7.2. There is a separate section within the 'Various' Policy Statement that deals with the Administration Fees that are payable when a leaseholder asks for additional services.

7.3. The Administration Charge recovers those costs allowable under your lease arising from work carried out by staff within Leasehold Services.

7.4. Examples of work charged under this heading are: leasehold enquiries, leasehold calculations, leasehold surgeries, leasehold publications, leasehold collection. In addition human resources, ICT support, office premises, and ICT system costs for that element of staff's work will be included.

7.5. The basis of the Administration Charge will be the actual costs incurred by staff in the Leasehold Services Team. The Administration Charge will also include a fair proportion of additional costs incurred in delivering the service. Examples of these additional costs are: support provided by Human Resources, ICT costs and office rental costs.

7.6. Within THH Procedures there will be definitions that set out how the Administration Charge will be calculated. These definitions ensure that every cost is only levied once.

Appendix 1: Table explaining more about each Service Charge Bill Heading

The following general points apply to all of the headings below:

- This document sets out in a table the policy principles of the service charge calculation and is supported by THH Procedures. (THH Comment accepted)
- Where a cost is apportioned by GRV but the GRV is not known the floor area is used to enable an apportionment equivalent to that which would have been achieved using GRV. The way that this is achieved is described in the THH Management and Administration Model for calculating costs.
- On Service Charge Estimates and Bills whenever possible Management Fees will be shown against the detailed heading (for example Estate Cleaning or Block Repairs). The charges under the general heading of 'Management Fee' will be only those charges that can not be allocated under a detailed heading. The exact definition of the split for any given year will be found in THH Procedures and will change over time as it becomes possible to allocate more costs under individual headings rather than under the general heading. The definition within THH Procedures will ensure that every Management Fee cost occurs only once under one heading.
- Some of the services described here are delivered under contracts or Service Level Agreements. All appropriate procurement and consultation procedures will be followed in procuring and delivering services under these contracts.
- Normally leaseholders will pay a proportion of the costs of goods and services provided under contract . However there are legal limits on the amount that can be recharged to leaseholders if the correct consultation has not been carried out in procuring goods and services. The current legal limits are £100 for routine services and £250 for major works .
- For repair and maintenance services this policy relates to all items that are not subject to Major Works consultation. The subject of Major Works is covered in a separate policy statement.
- There is reference within the document to Mapsites. Mapsites group together properties and the land that surrounds them. A Mapsite will typically be smaller than an estate and will contain a number of blocks. This reflects the fact that residents of a number of blocks share the utility offered by the land that surrounds them. Mapsites are used in calculating costs relating to Estate Cleaning, Estate Maintenance, Bulk Refuse Clearance, Horticultural Maintenance. Each property and each area of shared space will be in only 1 Mapsite.

<p>Service Charge Bill Heading</p>	<p>What Costs are captured How are they captured</p>	<p>How costs are divided</p>
<p>Management Fee</p>	<p>This heading captures the cost of time spent by operational staff outside of the Leasehold Services Team delivering services that are chargeable. Individual leases describe the types of service delivery that are chargeable and LBTH/THH will always ensure that only costs that fall within these definitions are charged.</p> <p>Examples of work charged under this heading are: for Area Housing Officers - A proportion of staffs costs relating to work carried out for leaseholders, the element of which is extracted from any leasehold and/or communal activities undertaken such as estate management, estate visits and inspections, enquiries undertaken, repairs ordering, chasing, co-ordinating services, development of strategy on estates, quality control.</p> <p>Only day to day service provision is charged under this heading. Management of Major Works is charged separately. Where possible the Management Fee for an individual heading is reported under that heading and shown as a separate item on the service charge bill. This improves the transparency of the service charge calculation.</p> <p>Relevant staff work out how much time they are spending on issues that are chargeable by completing timesheets.</p> <p>The timesheets are used to calculate a %age of time spent on chargeable work.</p>	<p>Costs are held at the level of All Stock.</p> <p>The costs are split between tenants and leaseholders using the total GRV of all residents against individual GRVs.</p> <p>Freeholders who pay a service charge are charged 10% of a full equivalent management fee in recognition of the lesser volume of service they receive.</p>

Service Charge Bill Heading	What Costs are captured How are they captured	How costs are divided
	<p>The Management Fee will include a fair proportion of additional costs incurred in delivering the service. Examples of these additional costs are: support provided by Human Resources, ICT costs and office rental costs.</p> <p>The total chargeable cost is calculated using salaries, the relevant %age of time spent and adding on-costs.</p>	
<p>Administration Charge</p> <p>Page 59</p>	<p>This heading captures the cost of time spent by operational and support staff within the Leasehold Services Team delivering services that are chargeable. Individual leases describe the types of service delivery that are chargeable and LBTH/THH will always ensure that only costs that fall within these definitions are charged.</p> <p>Examples of work charged under this heading are: leasehold enquiries, leasehold calculations, leasehold surgeries, leasehold publications, leasehold collection, human resources, ICT support, office premises, ICT system costs.</p> <p>Relevant staff work out how much time they are spending on issues that are chargeable by completing timesheets.</p> <p>The timesheets are used to calculate a %age of time spent on chargeable work.</p> <p>The Administration Fee will include a fair proportion of additional costs incurred in delivering the service. Examples of these additional costs are: support provided by Human Resources, ICT costs and office rental costs.</p> <p>T</p>	<p>Costs are held at the level of All Stock</p> <p>Total costs are apportioned on a flat rate basis. The total cost is divided equally between all leaseholders.</p> <p>Freeholders who pay a service charge are charged 10% of a full equivalent administration fee in recognition of the lesser volume of service that they receive.</p>

Service Charge Bill Heading	What Costs are captured How are they captured	How costs are divided
	<p>The total chargeable cost is calculated using salaries, the relevant %age of time spent, other costs and adding on-costs.</p>	
<p>Estate Cleaning</p> <p>Page 60</p>	<p>Cost of providing qualifying scheduled cleaning services to relevant sites are captured using cleaning schedules that specify average hours and minutes spent cleaning each area.</p> <p>Where possible chargeable costs will be derived from records of time spent on-site plus costs of equipment and supplies.</p> <p>Where this is not possible estate cleaning costs are based on a proportion of total caretaker costs (because Caretakers time is split across a number of activities) apportioned to each mapsite based on weekly cleaning schedules which quantify the number of each type of site (eg communal hard area, estate road etc) and the time needed for each type of site. The total costs include equipment and supplies and additional cleans</p>	<p>Costs are held at Mapsite Level.</p> <p>The service applies to all residents. The costs are split equally between tenants and leaseholders using the total GRV of all residents in the mapsite area against individual GRVs.</p> <p>Freeholders are charged on the same basis as tenants and leaseholders.</p>
<p>Block Cleaning</p>	<p>The cost of providing qualifying cleaning services to blocks.</p> <p>Where possible chargeable costs will be derived from records of time spent on-site plus costs of equipment and supplies.</p> <p>Where this is not possible block cleaning costs are based on a proportion of total caretaker costs (because Caretakers time is split across a number of activities) apportioned to each mapsite based on weekly cleaning schedules which quantify the number of each type of site (eg entrance lobby, bin chamber) and the time needed for each type of site. The total costs include equipment and supplies and additional cleans.</p>	<p>Costs are held at Block level.</p> <p>The service applies to all residents. The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p>

Service Charge Bill Heading	What Costs are captured How are they captured	How costs are divided
TV Aerial Maintenance	<p>All costs of providing and maintaining communal TV/Satellite/other communication aerials.</p> <p>The cost of each job is determined by the contract between LBTH and the supplier.</p> <p>The total chargeable amount is determined by the cost of the work and adding the appropriate on-cost.</p>	<p>Costs are held at Block level (or a combination of blocks where one aerial serves more than one block).</p> <p>The service applies to all residents who can be served by the communal aerial. The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p>
Door Entry Maintenance	<p>Costs of provision and maintenance of Door Entry Systems.</p> <p>The cost of each job is determined by the contract between LBTH and the supplier.</p> <p>The total chargeable amount is determined by the cost of the work and adding the appropriate on-cost.</p>	<p>Costs are held at Block level (or a combination of blocks where one entry systems serves more than one block).</p> <p>The service applies to all residents within the block (or combination of blocks). The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p>
Block Repairs	<p>Those costs of repair and maintenance to individual blocks.</p> <p>The cost of each job is determined by the contract between LBTH and the supplier.</p> <p>The total chargeable amount is determined by the cost of the work and adding the appropriate on-cost.</p>	<p>Costs are held at Block level.</p> <p>The service applies to all residents. The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p>

Service Charge Bill Heading	What Costs are captured How are they captured	How costs are divided
Estate Repairs	<p>Costs of repair and maintenance to estate.</p> <p>The cost of each job is determined by the contract between LBTH and the supplier.</p> <p>The total chargeable amount is determined by the cost of the work and adding the appropriate on-cost.</p>	<p>Costs are held at Mapsite Level.</p> <p>The service applies to all residents. The costs are split equally between tenants and leaseholders using the total GRV of all residents in the mapsite area against individual GRVs.</p> <p>Freeholders are charged on the same basis as tenants and leaseholders.</p>
Boiler Maintenance	<p>Costs of repair and maintenance of communal boiler systems.</p> <p>The cost of each job is determined by the contract between LBTH and the supplier.</p> <p>The total chargeable amount is determined by the cost of the work and adding the appropriate on-cost.</p>	<p>Costs are held at Communal Heating System Level (this means that all the customers served by the same communal heating system will be grouped together)</p> <p>The service applies to all residents. The costs are split between tenants and leaseholders using the total GRV of all residents who are connected to the communal heating system against individual GRVs.</p>
Lift Maintenance	<p>Costs of repair and maintenance of lifts.</p> <p>The chargeable costs are determined by the contract between LBTH and the supplier.</p> <p>The total chargeable amount is determined by the cost of the work and adding the appropriate on-cost.</p>	<p>Costs are held at Block level.</p> <p>The service applies to all residents. The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p>

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Service Charge Bill Heading	What Costs are captured How are they captured	How costs are divided
Refuse Containers	<p>Costs of bin hire.</p> <p>The costs are determined by the terms of the Service Level Agreement with the provider of bins and adding appropriate on-costs.</p> <p>This heading does not include the cost of emptying the bins.</p>	<p>Costs are held at Block level.</p> <p>The service applies to all residents. The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p>
Bulk Refuse Clearance	<p>Costs of bulk waste removal.</p> <p>The costs are determined by the terms of the Service Level Agreement with the provider of refuse removal services and adding appropriate on-costs.</p>	<p>Costs are held at Mapsite Level.</p> <p>The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p>
Horticultural Maintenance	<p>Cost of horticultural maintenance including trees</p> <p>Mapsites define the location of different types of area (lawn, flower bed, types of flower bed, trees etc).</p> <p>Horticultural contracts and schedules specify the rate charged for maintaining each type of area, the frequency of the work and rates for ad-hoc work.</p> <p>The total costs are determined by combining the elements listed above and adding on-costs.</p>	<p>Costs are held at Mapsite Level.</p> <p>The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p> <p>Freeholders are charged on the same basis as tenants and leaseholders.</p>

Service Charge Bill Heading	What Costs are captured How are they captured	How costs are divided
Communal Energy	<p>Costs of energy supplied to components in communal areas including (but not limited to) communal lighting, lifts and door entry systems.</p> <p>Cost per unit is determined by the rate agreed within LBTH's bulk buying of energy.</p> <p>Number of units consumed is calculated using meter readings</p> <p>The total costs are determined by combining the elements listed above and adding on-costs.</p>	<p>Costs are held at Block level.</p> <p>The service applies to all residents. The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p>
Boiler Fuel	<p>The cost of fuel for communal boiler systems.</p> <p>Cost of fuel per unit is determined by the outcome of LBTH's procurement of fuel.</p> <p>Total volume purchased is determined by demand.</p> <p>Total cost is units purchased x unit price plus on-costs.</p>	<p>Costs are held at Communal Heating System Level (this means that all the customers served by the same communal heating system will be grouped together)</p> <p>The service applies to all residents. The costs are split between tenants and leaseholders using Boiler Points. Alternatively where a scheme has been approved the calculation will be by an alternative method that does not alter the split of costs between tenants and leaseholders but does split costs more equitably with reference to the actual or estimated usage per dwelling.</p>
Concierge Service	<p>The total cost of the Concierge service will be the actual cost of the concierge service (including items such as dog patrols) plus any on-costs</p>	<p>Costs are held at the level of the Concierge Service Group. This means that all the properties being served by one concierge or team of concierges will be grouped together.</p> <p>The service applies to all residents. The costs are split between tenants and leaseholders using the total GRV of all residents in the block against individual GRVs.</p>

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Leasehold Policy	Policy Section: Sub-letting Postponements Insurance Leasebacks Prevention and Collection of Debt Administration Fee	
Responsible Officer: Jackie Odunoye	Status: Working Draft	Version Number: 0.7
Approvals:		
DMT	22nd November 2010	
CMT	30th November 2010	
Cabinet	(date)	
Date for next review	(date)	
Abbreviations used in the policy		
LBTH	London Borough of Tower Hamlets	
THH	Tower Hamlets Homes	
GRV	Gross Rateable Value	
CLARA	Commonhold and Leasehold Reform Act 2002	
RTA	Recognised tenants association	

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Introduction to the policy

The purpose of this Policy is to set out the policy framework for the following issues:

- Balancing improved accuracy and good value
- Sub-letting
- Postponements
- Insurance
- Leasebacks
- Prevention and Collection of Debt
- Administration Fees

Background to the Policy

This policy applies to leaseholders on long lease agreements and freeholders with properties within LBTH/THH estates on whom service charges are levied.

Legislative references

- Law of Property Act 1925
- Housing Act 1980
- Housing Act 1985
- Landlord and Tenant Act 1985 as amended by the Landlord & Tenant Act 1987
- Landlord & Tenant Act 1987
- Consumer Protection Act 1987
- Property Misdescriptions Act 1991
- Leasehold Reform, Housing and Urban Development Act 1993
- Housing Act 1996
- Arbitration Act 1996
- Commonhold and Leasehold Reform Act 2002
- Housing Act 2004

Policy

1. Policy Context

- 1.1. LBTH recognises that it manages blocks and estates that contain a mixture of tenants, leaseholders and freeholders. LBTH also recognises the need to seek an appropriate balance between the needs of tenants, leaseholders and freeholders.
- 1.2. LBTH and THH are strongly committed to working continuously to improve the quality and value of the services it delivers to all customers. LBTH/THH will achieve this through:
 - Making sure our services reflect good practice
 - Minimising administration
 - Making services and costs as transparent as possible
 - Running the service in such a way that LBTH/THH employ, train and keep good staff

2. Policy Statement

2.1. Finding the best balance between improving the accuracy of bills and the cost of administering improved accuracy

- 2.1.1. LBTH/THH will always seek to improve value, reduce cost and improve the accuracy of bills. LBTH/THH will always seek to improve the accuracy of bills in a ways that reduce the cost of administration. However this is not always possible.
- 2.1.2. In those situations where greater accuracy in billing is only possible by incurring additional administrative costs (which will mean higher management or administration fees) LBTH/THH will seek to find the appropriate balance between the cost of additional administrative complexity and the improvements to the accuracy of billing. The appropriate balance will be the method that delivers optimum value.

2.2. Sub-letting

- 2.2.1. Each Leaseholder has the right to rent out their property. This is known as sub-letting.
- 2.2.2. The Leaseholder must tell LBTH/THH that they are planning to sub-let their property and must provide the following information:
 - A fully completed and signed copy of the tenancy agreement the leaseholder is going to use to sublet their home including the names and contact phone numbers for the tenants
 - The leaseholder's new postal address and contact details
 - Name and contact details for a letting or managing agent if one is being used

- It is a condition of the permission to sub-let that when any of the above details change the Leaseholder must inform LBTH/THH
- The leaseholder, tenant and LBTH/THH officer must sign a 3-way deed of covenant. The deed of covenant ensures that the sub-tenant is bound to abide by the lease conditions whether or not these are the same as the tenancy conditions.
- THH will charge an administration fee for processing consents to sublet.

2.2.3. When a property is sub-let the leaseholder remains responsible to make sure that all of the terms of the lease are not broken. This means:

- That the Leaseholder is responsible for the way that their tenant uses the flat, the block and the surrounding area
- The Leaseholder must make sure that the tenancy agreement covers all the conditions in the lease
- LBTH/THH can not get involved in any difficulties a Leaseholder may have with their tenant
- The leaseholder retains responsibility for paying all charges
- If any damage is caused to adjoining properties the Leaseholder may be liable to pay to put this right and the payment of compensation to adjoining residents if they have suffered damage or inconvenience. The Leaseholder would be responsible for recovering these costs from his tenant.

2.2.4. Landlords Safety obligations

2.2.4.1. There are a number of statutory safety obligations that apply to landlords of rented property. For example residential landlords must carry out an annual safety inspection of their gas installation (which results in a CP12 Certificate).

2.2.4.2. It is the responsibility of all leaseholders who sub-let their property to make sure that they comply fully with all appropriate regulations relating to rented property.

2.3. Postponements

2.3.1. When a Leaseholder buys their home with a mortgage the mortgage company will register a legal charge against the property. The legal charge secures (protects) the money the mortgage company lends to the Leaseholder. If the property was bought through the Right to Buy, and a discount was given, LBTH/THH will also secure the repayment of this by a legal charge. However, the legal charge for the mortgage will have priority over the LBTH/THH legal charge.

2.3.2. If the Leaseholder wants to remortgage the property or get another secured loan during the discount repayment period, the mortgage company will probably insist on a 'postponement of charge'. A postponement of charge makes sure that the new loan takes priority over the repayment of discount under the Right to Buy if your property is repossessed.

2.3.3. Requests for Postponement of charge will only be approved if the loan is for one of the following reasons:

- To carry out work to the leased property or to make improvements
- To pay your service charge (including major works and buildings insurance)
- The remortgage is to change mortgage companies
- The leaseholder is taking out a loan to repay loans secured against the property
- To pay any interest you owe on a mortgage or remortgage

2.3.4. Leaseholders must contact LBTH/THH Leasehold Services to arrange a postponement of charge. LBTH/THH will give advice on whether the Leaseholder will qualify and let the Leaseholder know what documents will be needed to as evidence. An administration fee will be charged which may include legal costs if a deed of postponement is required.

2.4. Insurance

2.4.1. Buildings insurance

2.4.1.1. Under the terms of the lease LBTH arranges comprehensive building insurance for all sold flats and maisonettes under a blanket policy.

2.4.1.2. Maintenance of the building is the landlord's responsibility and the leaseholder will not be allowed to opt out and arrange their building insurance.

2.4.1.3. LBTH/THH will determine the frequency and method of re-procurement for the policy in order to maximise the value for money while delivering the required level of insurance cover.

2.4.1.4. Under Schedule 10 of the Commonhold and Leasehold Reform Act 2002 (CLARA) we will respect the rights of leaseholders or a recognised tenants association (RTA) to provide them with a written summary of insurance cover within 21 days of a request.

2.4.1.5. Leaseholders or recognised tenants associations (RTAs) have the right to request to inspect the policy without having first requested a summary of it. LBTH/THH will recognise that both may request an opportunity to inspect the policy and any associated documents or require that copies are made available for collection or sent to them.

2.4.1.6. LBTH/THH will make facilities available within 21 days

2.4.2. Contents Insurance

2.4.2.1. The responsibility for contents (and contents insurance) lies with the Leaseholder. For this reason LBTH/THH do not provide any cover for the contents of leasehold properties.

2.4.2.2. LBTH/THH will promote to leaseholders the importance of Leaseholders buying contents insurance. LBTH/THH will, where possible, enter into a partnership arrangement with insurers who can offer low-cost contents insurance cover to leaseholders.

2.5. Leasebacks

2.5.1. A Leasehold Leaseback will come into existence when a resident of a property in a block that has been let on a long lease to a managing company (for example Estmanco) exercises their Right to Buy.

2.5.2. The contractual relationships between LBTH/THH (the freeholder), the managing company and the leaseholder are complex.

2.5.3. LBTH/THH will take care to ensure that they fulfil all of their legal obligations in respect of leasehold customers living in leaseback properties.

2.5.4. THH will pay service charges to the freeholder or management company as long as the service charges are demanded in accordance with the legislation and are properly accounted for (under sections 18 and 20 of the Landlord and Tenant Act 1985 and other legislation). THH may request supporting information from the freeholder/managing agent as is necessary to comply with the law and ensure the charges are justifiable and transparent.

2.5.5. THH will charge a service charge to the leaseholder of the leaseback property under the terms of the lease. The leaseholder will be billed in the same billing cycle and be offered the same payment methods and options (including deferred payments) that are offered to other leaseholders within THH managed properties.

2.6. Prevention and collection of Service Charge Debts

2.6.1. It is the responsibility of staff dealing with service charge arrears to follow a consistent approach detailed in this policy to maximise service charge debt recovery and to minimise the amount owed to the Council.

2.6.2. LBTH/THH will aim to prevent arrears and recover all relevant costs owed to LBTH/THH by:

- By inviting prospective leaseholders for individual discussion and giving clear information prior to the leasehold purchase about leaseholder responsibilities
- By ensuring that leaseholders receive adequate notice of charges due and are fully and promptly informed of charges to be levied on them
- By ensuring there is a wide range of payment methods available and that customers are fully aware of the methods available to them

- By cost effectively pursuing debts owed to LBTH/THH, ensuring that where customers have the means they do pay their debts and are not allowed to avoid their obligations
- By pro-actively signposting customers to independent providers of advice including money advice and debt counselling
- Advising leaseholders that LBTH/THH monitors its accounts regularly and has an expectation that leaseholders will communicate any difficulties that they may have in meeting their obligations at the earliest opportunity

2.6.3. Where arrears do build up, these should be kept to a minimum and effectively reduced through a fair, responsive and, where necessary, firm approach.

2.6.4. LBTH/THH's aim is that leaseholders clear debts as soon as possible whilst taking into account the specific circumstances of the individual leaseholder. If leaseholders experience difficulties in making payments they should contact THH Leasehold Services who may be able to arrange tailored repayment plans for leaseholders.

2.6.5. If leaseholders do not pay within the specified time; miss payments despite a number of reminders; make no effort to make payments, or have come to no agreement with LBTH/THH, then LBTH/THH will use the most appropriate and effective method of debt recovery in order to maximise income. This could result in a County Court judgement being obtained against the Leaseholder which could affect their credit status.

2.6.6. LBTH/THH will ensure that its more severe powers for debt recovery will only be used when all other reasonable methods have failed and where statutory processes have been properly followed. Appropriate levels of authorisation will be maintained within the LBTH/THH Leasehold Arrears Procedure.

2.7. Administration Fees for additional service requests

2.7.1. LBTH/THH will charge a separate fee for any extra services a leaseholder asks us to provide, just as most managing agents in the private sector would do.

2.7.2. The following are examples of the types of request that will incur an Administration Fee

- Request for a Postponement of Charge
- Request for permission for an Alteration
- Request for a Resale Pack
- Request for permission to sublet a leasehold property
- Assignment of a lease on resale

2.7.3. Fulfilling requests for extra services from Leaseholders will involve administrative cost and may involve professional costs in a number of teams including (but not limited to):

- THH Leasehold Services
- THH Technical Services
- THH Legal
- LBTH Legal
- LBTH Commercial Property Services

2.7.4. Within their Procedures THH will maintain a scale of appropriate fees which seek to recover all of the costs incurred in servicing additional service requests from leaseholders. If LBTH/THH did not seek full recovery of these costs for an extra service requested by a leaseholder then these extra costs would be shared between all leaseholders which would not be fair. The fee structure will include a number of fixed fees for certain types of transactions as well as specifying hourly rates for relevant types of staff (for example surveyors and solicitors).

2.7.5. Administration fees refer to the costs that are individual to the leaseholder or property. The Commonhold and Leasehold Reform Act 2002 define an administration fee as follows:

'In relation to service charges, an administration charge is defined as being an amount which is payable directly or indirectly for:

- The grant of approval under the lease or application for such approvals
- The provision of information or documents by or on behalf of the landlord
- Costs arising from non-payment of or a sum owing to the landlord by the required date.
- Costs arising in connection with a breach (or alleged breach) of the lease

Agenda Item 8.1

Committee	Date	Classification	Report No.	Agenda Item No.
Overview and Scrutiny Committee	8 th March 2011	Unrestricted		8.1
Report of: Acting Joint Service Head, Scrutiny and Equalities		Title: Overview and Scrutiny Recommendation Tracking Report: Update		
Originating Officer(s): Barry Clark / Afazul Hoque Scrutiny & Equalities		Ward(s) affected: All		

1. Summary

1.1 This report provides an update on implementing the recommendations of the Overview and Scrutiny Committee.

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 – October 2010

3 Report

- 3.1 As part of its regular work programme, Overview and Scrutiny Committee (OSC) receives a regular, 6-monthly, tracking report to monitor progress in implementing past recommendations. This report had been monitoring all its recommendations since 2003/04, including those from the Committee and Working Group reviews, however as many of these have now been completed, they are no longer being monitored. This report incorporates all the action plans from those reviews undertaken since 2007/08.
- 3.2 This tracking report shows that overall, services are implementing the majority of the recommendations made by Overview and Scrutiny and that outcomes and ongoing work streams are in line with the spirit of the original recommendations. The report demonstrates that action plans have influenced key strategies and campaigns in a number of ways including actions being mainstreamed into ongoing service development through to specific initiatives.
- 3.3 Appendix 1 provides an update of the tracking system. It is organised by the broad themes from the Community Plan with the additional area of Excellent Public Services to focus on Value for Money, performance and customer services, however, none of the action plans for this year fall under this area.
- 3.4 As noted in the report of the October 2010 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.
- 3.5 Appendix 1 summarises the progress made in implementing the recommendations arising from the reviews. This summary highlights some of the challenges faced in implementing the recommendations.
- 3.6 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.
- 3.7 The report shows that in terms of the 16 action plans being monitored, 14 are at green with two currently at yellow, this is due to these reviews being in the early stages of implementation or that have only recently been agreed by Cabinet.

4 Concurrent Report of the Assistant Chief Executive (Legal)

- 4.1 There are no legal implications arising from this report

5 Comments of the Chief Financial Officer

- 5.1 This report details an update of the implementation of recommendations of the Overview and Scrutiny Committee. The reviews include value for money issues that allow monitoring of the use of resources by the Council and as evidence to the Audit Commission's assessment of how well it is managing and using its resources to deliver value for money and better and sustainable outcomes for local people.

5.2 There are no direct financial implications arising from this report.

6 One Tower Hamlets considerations

6.1 Equalities considerations are central to the work of the Overview and Scrutiny Committee. A number of reports and reviews have specific equalities themes including the English for Speakers of Other Language (ESOL) and Anti-bullying challenge sessions which sought to respond to the issue of local and new residents' access to services.

7 Risk Management implications

7.1 There are no direct risk management implications arising from this Report.

8 Sustainable actions for greener environment

8.1 There are no implications arising from this Report

9. Crime and disorder implications

There are no direct crime and disorder implications arising from this Report. However, a number of reviews have focussed on reducing crime and disorder this includes the review of Tackling Anti-Social Behaviour and Alcohol Misuse amongst Young People. In particular the review of Youth Offenders – Supporting Vulnerable Young People has made a number of recommendations to reduce crime by young people in the borough. A detailed response to these recommendations is outlined in appendix 7.

Appendix 1	Overview and Scrutiny Recommendation Tracking Update
Appendix 2	Affordable Homeownership
Appendix 3	Private Rented Sector
Appendix 4	Early Interventions, Child Protection
Appendix 5	Dangerous Dogs Challenge Session
Appendix 6	Anti-Bullying Challenge Session
Appendix 7	Youth Offenders – Supporting Vulnerable Young Adults
Appendix 8	Tower Hamlets Enforcement Officers Challenge Session
Appendix 9	Parental Engagement in Secondary Education
Appendix 10	Reducing Worklessness amongst young adults between the ages of 18 - 24.
Appendix 11	Post 16 Participation Challenge Session
Appendix 12	Child Poverty
Appendix 13	Strengthening Local Community Leadership
Appendix 14	English for Speakers of other Language (ESOL) Challenge Session
Appendix 15	End of Life Care
Appendix 16	Reducing Childhood Obesity increasing the availability of healthy choices
Appendix 17	Alcohol Misuse Amongst Young People

Overview and Scrutiny Recommendation Tracking Update

'A great place to live'

Issue Licensing of Strip Clubs	Recommendation Date 5 November 2008	Green
Monitoring Status – Maintain annual monitoring		
Recommendation The review investigated the impact of Strip Clubs in Tower Hamlets and considered approaches to regulation and licensing of Clubs in the future, within an appropriate legal framework.	Response / Progress An update was provided to the Committee in October 2010 and will next be monitored in October 2011.	
Issue Choice Based Lettings	Recommendation Date 3 December 2008	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This review looked into the Council's approach to Choice Based Lettings Scheme for the allocation of housing, with particular emphasis on overcrowding, homelessness, accessibility of the scheme for disabled and elderly residents and the medical assessment process.	Response / Progress An update was provided to the Committee in October 2010 and will next be monitored in October 2011.	
Issue Affordable Homeownership	Recommendation Date 2 nd December 2009	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This review was established to consider the challenges local residents face in accessing affordable housing, and how the Council and our partners can work together to overcome these.	Response / Progress Out of the six recommendations in the action plan, four have made good progress with two not being implemented due to national and local policy changes. This action plan is attached in appendix 2.	
Issue Private Rented Sector	Recommendation Date 8 th September 2010	Yellow
Monitoring Status – Maintain six-monthly monitoring		

<p>Recommendation This review looked to identify key gaps and issues that exist within the Private Rented Sector in Tower Hamlets and recommend potential initiatives that would improve service delivery. In particular consider existing systems, procedures and initiatives which are currently in place to support landlords and tenants within the sector.</p>	<p>Response / Progress A comprehensive action plan was agreed by Cabinet in September 2010, and out of the 14 recommendations made 13 have made significant. Recommendation 13 has been postponed to 2011/12 due to the substantial volume in changes to Benefits. This action plan is attached in appendix 3.</p>
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‘A safe and supportive community’

<p>Issue Early Intervention, Child Protection</p>	<p>Recommendation Date 2nd December 2009</p>	<p style="text-align: center;">Green</p>
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Monitoring Status – Maintain six-monthly monitoring

<p>Recommendation This review was established to examine the Council’s existing early intervention services in relation to Child Protection and explores the case for extending services from a value for money and customer service perspective.</p>	<p>Response / Progress Out of the 14 recommendations made by the Working Group, 11 of them have made significant progress. Recommendations 5,6 and 7 updates are being sought. This action plan is attached in appendix 4.</p>
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<p>Issue Dangerous Dogs Challenge Session</p>	<p>Recommendation Date 3rd November 2009</p>	<p style="text-align: center;">Green</p>
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Monitoring Status – Maintain six-monthly monitoring

<p>Recommendation This challenge session was an opportunity for Members and residents to hear about work undertaken locally and regionally on tackling dangerous dogs. This was an opportunity for residents to highlight their main concerns.</p>	<p>Response / Progress All 6 of the recommendations made have been significantly implemented into service delivery. This action plan is attached in appendix 5.</p>
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<p>Issue Anti-Bullying Challenge Session</p>	<p>Recommendation Date 6th April 2010</p>	<p style="text-align: center;">Green</p>
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Monitoring Status – Maintain six-monthly monitoring

<p>Recommendation This challenge session was to consider bullying related issues at schools and to examine the effectiveness of the borough’s anti-bullying initiatives.</p>	<p>Response / Progress Progress has been made on all of the recommendations in the action plan. This action plan is attached in appendix 6.</p>
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<p>Issue Youth Offenders – Supporting Vulnerable Young Adults.</p>	<p>Recommendation Date 8th September 2010</p>	<p style="text-align: center;">Green</p>
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Monitoring Status – Maintain six-monthly monitoring		
Recommendation The review examined the causes of youth crime; looking at what interventions are already in place to combat youth crime and what further work the Partnership could do to reduce youth crime and lower youth re-offending rates.	Response / Progress Out of the 17 recommendations made by the Working Group all have either been completed or completed in the near future. This action plan is attached in appendix 7.	

Issue Tower Hamlets Enforcement Officers Challenge Session	Recommendation Date 5 th October 2010	Yellow
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Monitoring Status – Maintain six-monthly monitoring		
Recommendation This challenge session was to look at increasing Members and residents understanding of the work of the THEOs.	Response / Progress This is a new action plan and will be monitored in October 2011. The action plan is attached in Appendix 8.	

‘A prosperous community’

Issue Parental Engagement in Secondary Education	Recommendation Date 4 th November 2009	Green
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Monitoring Status – Maintain annual monitoring		
Recommendation This review was established to examine the current policy and practices and suggest improvements in supporting and encouraging parental engagement in secondary schools.	Response / Progress Out of the eight recommendations made all have made significant progress therefore annual monitoring will be maintained in the future. This action plan is attached in appendix 9.	

Issue Reducing worklessness amongst young adults between the ages of 18 – 24.	Recommendation Date 6 th October 2010	Green
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Monitoring Status – Maintain six-monthly monitoring		
Recommendation This review was established to look at how the Council can support young adults in improving their chances of securing employment.	Response / Progress This is a new action plan and will be monitored in October 2011. The action plan is attached in Appendix 10.	

Issue Post 16 Participation Challenge Session	Recommendation Date 9 th November 2010	Green
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Monitoring Status – Maintain six-monthly monitoring		
Recommendation This challenge session was undertaken to increase understanding of the national and local post 16	Response / Progress This is a new action plan and will be monitored in October 2011. The action plan is attached in Appendix 11.	

participation policies and to develop understanding of barriers to certain 16-18 year olds remaining at education.	
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'One Tower Hamlets'

Issue Child Poverty	Recommendation Date 7 th October 2009	Green
Monitoring Status – Maintain six-monthly monitoring		
Recommendation The main aim of the review was to consider a community leadership model which contributes to creating One Tower Hamlets using child poverty as a case study.	Response / Progress Out of the 18 recommendations made in the action plan 15 of them have made progress. Recommendations 2, 11 and 12 updates are to follow. This action plan is attached in appendix 12.	

Issue Strengthening Local Community Leadership	Recommendation Date	Green
Monitoring Status – Maintain six-monthly monitoring		
Recommendation The review considered how the Democratic Process in particularly Scrutiny can be used to strengthen local community leadership. This was pertinent due to a number of national drivers for strengthening local leadership.	Response / Progress This is a new action plan and will be monitored in October 2011. The action plan is attached in Appendix 13	

Issue English for Speakers of Other Languages (ESOL) Challenge Session	Recommendation Date 5 th January 2010	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This session was to consider ESOL provision in the borough with a focus on Tower Hamlets College.	Response / Progress All of the recommendations in this action plan have made significant progress. This action plan is attached in appendix 14.	

'A healthy community'

Issue End of Life Care	Recommendation Date 7 th April 2010	Green
Monitoring Status – Maintain six-monthly monitoring		
Recommendation This main aim of the review was to look at how social care provision of end of	Response / Progress This is a new action plan and will be monitored in October 2011. The action plan is attached in	

life services meets the needs of local people and examine the co-ordination of health and social care at end of life and identify solutions to the barriers faced by local people in accessing end of life care.	Appendix 15.
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Issue Reducing Childhood Obesity increasing the availability of healthy choices Challenge Session	Recommendation Date	Green
Monitoring Status – Maintain six-monthly monitoring		
Recommendation The review investigated the steps that health partners and the Council needed to take to reduce childhood obesity. However given the seriousness of the childhood obesity problem in the borough, the challenge of this review was to identify ways in which we can reverse the tide of children eating fast food and accelerate the number of children eating healthy food.	Response / Progress This is a new action plan and will be monitored in October 2011. The action plan is attached in Appendix 16.	

Issue Alcohol Misuse Amongst Young People	Recommendation Date 4 th November 2009	Green
Monitoring Status – Maintain six-monthly monitoring		
Recommendation This review was established to explore the problem of alcohol misuse amongst young people.	Response / Progress Major progress has been made against the nine recommendations within the action plan. This action plan is attached in appendix 17.	

Issue Tobacco Cessation in Tower Hamlets	Recommendation Date 30 July 2008	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This review was conducted by the Health Scrutiny Panel and examined the provision and impact of tobacco cessation services in Tower Hamlets. A total of 9 recommendations arose from the review, for both the PCT and LBTH.	Response / Progress An update was provided to the Committee in October 2010 and will next be monitored in October 2011.	

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Response to Scrutiny Review Working Group Report on Affordable Homeownership				
Recommendation	Response / Comments	Lead Officer	Date	Update: March 2011
R1 That wider publicity and promotion is undertaken of the Housing Options service including sign-posting from Lettings and Homeless Services	The housing Options service is now live with Colin Cormack as Service Head. A successful Housing Options Open Day was held in August 2010, and Tower Hamlets are actively promoting a London wide LCHO event in Sept 2010.	Colin Cormack, Service Head Homeless and House Advice	October 2009 April 2010	The Housing Options Service engages with over 7,000 households annually and, within that engagement, explores all appropriate 'Options', including Affordable Home Ownership Complete
R2 That the Development and Renewal Directorate consider local lifestyle issues and emphasise provision of separate kitchen and living space (not open plan) in the development of future schemes	The Core Strategy, recently found sound and to be adopted by Council on 15th September, includes policy SP02 which will ensure all housing is appropriate, high-quality, well-designed and sustainable. This allows local housing design standards to be set. These housing design standards will be set through the Development Management DPD, which is currently being developed. Issues relating to internal layouts, and the need to consider the special circumstances among the	Johnny Moore, Development and Renewal	August 2010 March 2011	Previous response is still relevant. The Development Management Policies which will consider local lifestyle issues in relation to housing design standards will go out to consultation in April 2011.

<p>R3 That the Development and Renewal Directorate work with the Homes and Communities Agency to re-assess intermediate rent levels with a view to making it affordable for local people</p>	<p>Borough's residents, will be considered by this document, due for consultation in early 2011.</p> <p>In addition, Tower Hamlets have responded to the consultation on the Mayors Draft London Housing Design Guide.</p>	<p>Jackie Odunoye, Head of Strategy, Development and Renewal</p>	<p>On-going</p>	<p>The Government has announced major changes to housing policy, including the introduction of an Affordable Rent product at up to 80% or local market rent, which will form the basis of all applications to the HCA for grant. These changes have effectively overtaken the discussion on intermediate rent levels as these rents will be at the same or higher levels than intermediate rents. The HCA is not currently continuing the family sized intermediate pilot.</p>
<p>R4 That the Tower Hamlets Housing Forum support the development of the</p>	<p>Development and Renewal has agreed a Preferred Partnering arrangement with 15 Registered Providers in the borough, as part of the Action Plan to be delivered over the next 3 years additional pressure will be brought on partners to ensure the Affordability of new LCHO schemes. The borough has also recently agreed to be part of an HCA pilot on Family sized Intermediate schemes, and will be looking at affordability again through this process .</p>	<p>Alison Thomas,</p>	<p>April 2010</p>	<p>Against the Government housing policy changes</p>

Discounted Market Sales model working in conjunction with developers		Private Sector and Affordable Housing Manager		on tenure and rent levels have overtaken this discussion. The recession , the large reduction in the number of new homes being produced and the difficulties in obtaining mortgage finance have all meant that it has not been possible to make progress on this issue.
R5 That the Development and Renewal Directorate investigate the development of a shared equity scheme open only to residents of Tower Hamlets	N/A	N/A	N/A	N/A
R6 That the Development and Renewal Directorate undertake a full feasibility study to consider the development of a local community land trust model using external expertise	N/A	N/A	N/A	N/A

Appendix 3

Response to Scrutiny Review Working Group Report on Private Rented Sector				
Recommendation	Response / Comments	Responsibility	Date	Update: March 2011
R1 That the Development and Renewal Directorate develops a new Private Sector Housing Strategy	This in the Directorate Plan and a steering group will be set up and will meet in July 2010. This will need to be done. More importance will be placed	Alison Thomas (Private Sector and Affordable Housing Manager)	January 2011	The steering group has met; the strategy is contingent on the completion of the

<p>which incorporates recommendations from this review and issues highlighted in the Housing Strategy and Housing and Homelessness Strategy</p>	<p>on how we use the private rented sector. There are no financial implications.</p>	<p>John Coker (Strategic Housing Manager)</p>		<p>stock condition survey, details of which are outlined below. This task will not complete until 2011/12</p>
<p>R2 That the Development and Renewal Directorate undertake a full Private Sector Stock Condition Survey to provide an evidence base for the Private Sector Housing Strategy and the update to the Private Sector Housing Renewal and Empty Properties Framework</p>	<p>This is in the Directorate Plan and the Private Housing Improvement Team Plan. The funding for this Survey has been identified and officers are now researching similar surveys in other London Boroughs.</p> <p>We have a statutory duty to assess the Boroughs private sector housing stock every five years. The last Private Sector Stock Condition Survey was published in 2004. We are currently commissioning a new Private Sector Stock Condition Survey with the help of BRE. Costs are expected to be in the region of £80k. We have identified a budget for the project are now in contact with BRE. We are also under a statutory duty to have an up to date Private Sector Housing Renewal Policy. The current policy expired in 2009. We cannot produce a new policy without the evidence base.</p>	<p>Alison Thomas (Private Sector and Affordable Housing Manager)</p> <p>Alan Warner (Private Sector Housing and Home Improvement Agency Co-ordinator)</p>	<p>January 2011</p>	<p>Contractor appointed but site surveys delayed until May 2011 due to Census survey. Unable to produce PS housing Renewal Strategy without the evidence base</p> <p>The contractor for the stock condition survey has been procured, however the proposed dates for conducting the survey have now been postponed until May 2011 due to a clash with the National Census.</p>
<p>R3 That the Development and Renewal Directorate, Tower Hamlets Homes and local Registered</p>	<p>D&R have recently selected 15 RSL's as preferred development partners with the borough, the Housing Strategy also seeks an action that requires all local</p>	<p>John Coker (Strategic Housing Manager)</p>	<p>March 2011</p>	<p>This is an area regularly explored by landlords but with very little tangible results as</p>

<p>Social Landlords explore the feasibility of providing a full management service for leaseholders that sub-let their properties</p>	<p>registered partners to improve their standard of management, this action can be incorporated into the developing Action Plan for the preferred partner process. There are no financial implications.</p>			<p>leaseholders often do not notify their landlord before sub letting. LBTH will continue to work with Registered providers on this.</p>
<p>R4 That the Communities, Localities and Culture Directorate develops a partnership strategy which includes NHS Tower Hamlets, the London Fire Brigade and the third sector to deal with homes in poor condition. This should include the sharing of resources as highlighted by the Healthy Homes programme in Liverpool City Council</p>	<p>The Environmental Protection Service will establish a reciprocal mechanism for referral between the Council and its Partners to tackle poor housing conditions and poor health in the rented sector throughout the borough. Referrals can then be made to these partners, for a range of support services to improve the residents' quality of life, for example, health issues, Fire Safety. Information from the proposed Private Sector Condition Survey will help formulate the focus of the strategy. Funding will need to be sought for this additional proactive workload as our current resources would not enable us to take on this extra workload</p>	<p>Jane Gardner-Hayter (Acting Team Leader, Environmental Control)</p>	<p>October 2010</p>	<p>Liverpool City Council was awarded £4.5m by their PCT to fund home improvements to eliminate health hazards in the areas of the city with the greatest need. This is unlikely to happen in LBTH now, especially with the demise of the PCT. The Environmental Protection Service will still endeavour to establish a partnership with Tower hamlets NHS in its objective to improve private sector housing. We already have an established partnership and share information with the Fire Service.</p>

<p>R5 That the Development and Renewal Directorate commit to utilising Private Rented Sector stock to its full capacity instead of using bed and breakfast and hostels where possible</p>	<p>The need to rely on this resource for emergency situations remains but the use of B&B has diminished considerably in the last 12 months. It would be reasonable, in the context of some 1,800 temporary accommodation placements, to commit to continue this reduction by setting a ceiling of a maximum of no more than 5% placements being in B&B. Hostels are typical used for non-statutory homeless households and remain a vital source of accommodation, particularly where modest support needs are necessary. It would be inappropriate then not to continue to use hostel accommodation. There are no financial implications.</p>	<p>Colin Cormack (Service Head, Housing Options)</p>	<p>March 2011</p>	<p>The use of B&B continues to be limited to specific circumstances to the extent that such placements now form less than 4% of temporary accommodation bookings.</p>
<p>R6 That the Environmental Health Team implements the new powers given to local authorities which allows the licensing of all landlords including those with Houses of Multiple Occupations (HMOs)</p>	<p>The Environmental Protection Service will review the effectiveness of the current Licensing Scheme. Information from the proposed Private Sector Condition Survey will help identify problem areas and the Service will need to work together with the Anti Social Behaviour Team. Funding will need to be sought for any further Licensing schemes.</p>	<p>Jane Gardner-Hayter (Acting Team Leader, Environmental Control)</p>	<p>November 2010</p>	<p>This objective was essentially a tool for targeting ASB perpetrators in ex-RTB homes. The ex-RTB homes may not necessarily be of multiple occupied so selective licensing might be more appropriate. Confusion occurred as to the lead of this objective. Strategic Housing will now lead on the</p>

<p>R7 That the Tower Hamlets Landlords Forum uses local media to increase awareness of the benefits of the London Landlord Accreditation Scheme (LLAS) and publicises which local landlords are accredited and registered on its website</p>	<p>We will place an article into East End Life to publicise both the Landlords Forum and the accreditation scheme and ensure the website is updated.</p> <p>In addition to this the East End Life will also be used to publicise services available to local residents for the reporting of rogue landlords.</p> <p>There are no financial implications in delivering.</p>	<p>David Gingell, (Service Manager- Housing Advice)</p>	<p>September 2010</p>	<p>feasibility, holding discussions early in 2011 with LBTH ASB team and Environmental protection</p> <p>As an update, the Housing Options Service is keen to influence the development of a local Accreditation Scheme that has true value to participating landlords. The driver for this is the suggested changes to statutory homeless duties and the potential anyway for increased use of this sector in light of "Fairer, Firmer" proposals</p>
<p>R8 That the Tower Hamlets Landlords Forum and Tower Hamlets Homes publicise the Landlords Forum through the greater use of local media and an annual "Landlord of the Year" award</p>	<p>The service will explore the possibility of developing an annual awards ceremony and look at best practice from other boroughs who may already have this in place. The Councils existing awards ceremony can be developed to encompass a 'landlord of the year' element.</p>	<p>David Gingell, (Service Manager- Housing Advice)</p>	<p>September 2010</p>	<p>Until R7 has been progressed, there are no plans to introduce this award potential</p>

	There are no financial implications in delivering.			
R9 That a representative from the Tower Hamlets Landlords Forum have a standing invitation on the Great Place to Live Community Plan Delivery Group	Request was put forward to the Great Place to Live CPDG Co-chairs and members at the 8 th June 2010 GPtL CPDG meeting. The group agreed to have a representative from the Tower Hamlets Landlords Forum so they receive a standing invitation on the GPtL CPDG. Tower Hamlets Partnership Governance Officer has now invited a representative to attend future meetings. There are no financial implications for delivering this recommendation.	Afiya Begum (Governance Team Leader)	September 2010	Noella Ling, Chair of the Tower Hamlets Landlord Forum, was invited to join the GPtL membership and is recorded as a member since the 13 September 2010 meeting.
R10 That the Development and Renewal Directorate support private landlords to access grant or loan funding to improve the quality and energy efficiency of the PRS	The new Private Sector Housing Renewal and Empty Property Policy will be launched in February 2011 which will incorporate this. This will then be widely publicised. These grants will be discretionary and dependant on funding – either sub regional TFS or LPP.	Alison Thomas (Private Sector and Affordable Housing Manager)	February 2011	Until the production of a new Private Sector Housing Renewal and Empty Property Policy (slipped to 2011-12 due to postponement of the stock condition survey until after the census) measures to encourage and facilitate improvements in privately rented properties contained in the existing policy remain in place. The Landlord's

<p>R11 That the Tower Hamlets Landlords Forum takes a lead in exploring the development of a regional landlord's forum</p>	<p>Tower Hamlets already plays an active part in the London Landlords Forum and London Landlords Day. We are members of the London Landlord's Accreditation Scheme and joint hosts of London Landlords Day. Costs are currently met from the sub-regional TFS. If the Borough had to support these costs it would be in the region of £3,000 pa</p>	<p>Alison Thomas (Private Sector and Affordable Housing Manager)</p>	<p>July 2010</p>	<p>Accreditation Scheme has recently become the United Kingdom Landlord's Accreditation Partnership (UKLAP) with national coverage, a Tower hamlets officer is currently on the UKLAP steering committee. Sub-regional support for empty property work will continue for a further year until March 2012, after which the borough will have to fund support from its own resources.</p>
<p>R12 The Housing Benefits Service continue moving from a process of paying housing benefits through cheques to payments through BACs</p>	<p>This process has commenced and further roll out is included as part of the Benefits Service Team Plan for 2010/11. The Benefits ICT system now has this functionality, however Corporate ICT are required to automate the interface process between the Councils Financial Systems and the Benefits System. This is still achievable and desirable. The move from Cheque payments to BACs payments would deliver savings as the method of payment itself is</p>	<p>Steve Hill (Benefits Service Manager)</p>	<p>December 2010</p>	<p>Corporate ICT have completed the interface work enabling the automation process between the Councils Financial Systems and the Benefits System. The process of transferring payments from cheques to BACs</p>

<p>R13 The Housing Benefits Service explore the possibility of sending schedules of payment to landlords through email along with written copies to increase efficiency</p>	<p>cheaper. The Benefits Service has included this work as part of its current year Team Plan and therefore the necessary finance for the ICT development has already been secured by the Service.</p>			<p>has commenced and the Benefits Service is liaising with its core Benefits ICT supplier with a view to transfer all payments by cheque to BACs or Post Office payment card in the first quarter of 2011/12.</p>
<p>R13 The Housing Benefits Service explore the possibility of sending schedules of payment to landlords through email along with written copies to increase efficiency</p>	<p>Data Protection issues associated with sending emails including Benefits payment details to Landlords. However, the benefits Service and Corporate ICT are exploring the possibility of providing Landlords with access to their own schedules electronically. Mindful of this recommendation, the Benefits Service has procured the "Landlord Portal" as part of the Council's core Benefits ICT system. The Portal should enable Landlords to securely access their payment schedules by direct access to the Council's Benefits system. The "Landlord Portal" requires testing and work on satisfying Security access but the necessary finance for this ICT development has been secured by the Benefits Service. It is envisaged that enabling the necessary ICT Security access may take several months to implement.</p>	<p>Steve Hill (Benefits Service Manager)</p>	<p>December 2010</p>	<p>Due to the substantial volume of changes in Benefits at present, this work has had to be postponed until 2011/12.</p>

R14 That the Housing Benefits Services and Housing Advice Service explore the possibility of a Benefits Officer being based within the Housing Advice Team	<p>This issue has been explored. Agreed that the problems are around gathering of information and evidence in support of the Claim (as all New Claims are processed on average within 20 days of receipt of the Claim being made). The Benefits Service Review will include a Visiting Officer resource for the Family Rent Deposit Scheme and the provision of a new "Assisted Claim" process. Key to the "Assisted Claims" process is the roll out of electronic Benefit Claim forms identified in the Channel Strategy as way of making efficiencies. The cost of implementing this ICT enhancement will be met from the Benefits Service budget, it is expected that implementation costs will be minimal. ICT Security access for this initiative may take several months to implement.</p>	Steve Hill (Benefits Service Manager)	September 2010	Implemented. Visiting Officer assignment has worked well; record % of Homeless Households in receipt of HB have been achieved this year. In addition, the "Assisted Claim" process is in development and expected to be piloted before the end of March 2011.
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Appendix 4

Response to Scrutiny Review Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Date
R1 That the Community Safety team in conjunction with Children, Schools and Families Services develops targeted services to work with families and perpetrators of domestic	Perpetrator programme was launched in November 2009. Training with front line staff took place by December 2009.	Paul Mcgee (Service Manager, Assessment and Early Intervention) Philippa Chipping (Policy & Victims Manager)	December 2009 The 32 week Positive Change Programme has now been completed. The project is working with London Probation to develop the IDAP programme and

Response to Scrutiny Review Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Date
<p>violence, particularly male perpetrators.</p>	<p>The group programme has been running since November 2010. On average about 8 men are seen every month. There were 15 referrals in the first quarter of 2010/11.</p> <p>The programme is currently looking into future developments, including linking with the Amali project and Carding Dads programme.</p>		<p>Update: March 2011</p> <p>Caring Dads programme. The IDAP programme has now been running for 8 weeks. 4 referrals were received from Tower Hamlets and 2 men are totally attending. The Caring Dads programme is due to commence on 18th January. 6 referrals have been agreed so far.</p>
<p>R2 That the Community Safety team in conjunction with the Registered Social Landlord (RSL) forum and Tower Hamlets Homes explore options for using tenancy conditions to hold Domestic Violence perpetrators to account.</p>	<p>A housing protocol has been drafted and is due to be launched with housing providers by Dec 2010. Training is currently being undertaken with Tower Hamlets Homes and covers action against perpetrators. There has been some recent case law on this issue which should support this agenda.</p>	<p>Philippa Chipping (Policy & Victims Manager)</p>	<p>December 2009</p> <p>Training completed with Tower Hamlets Homes staff including use of tenancy conditions to hold DV perpetrators to account.</p>

Response to Scrutiny Review Early Intervention, Child Protection				
Recommendation	Response/Comments	Responsibility	Date	Update: March 2011
R3 That the Community Safety team in conjunction with Children, Schools and Families Services and the Partnership give active consideration to publicising actions taken against perpetrators when safe to do so, through selection of appropriate cases.	The Specialist Domestic Violence Court was launched in October 2009. Outcomes from the court have been publicised through the communications team. This has included publicising actions taken against perpetrators where it has been safe and appropriate to do so.	Philippa Chipping (Policy & Victims Manager)	December 2009	Outcomes from the Specialist DV court continue to be publicised through the communications team, including publicising actions taken against perpetrators where it has been safe and appropriate to do so.
R4 That a mapping exercise is undertaken by Children's Social Care and the Domestic Violence team to chart the links between Domestic Violence and children's services in the borough.	The Children's Domestic Violence Coordinator role has not been recruited, however, mapping work is currently being undertaken through the Childrens Domestic Violence subgroup looking at mapping current service provision and identifying key needs and gaps.	Philippa Chipping (Policy & Victims Manager)	March 2010	Due to current funding situation the Children's Domestic Violence Coordinator role was not recruited. A mapping exercise is currently being undertaken through the LSCB domestic violence subgroup to look at the links between domestic violence and children's services in the borough.
R5 That the Partnership explores ways in which support to parents with mental health problems could be increased.	The IPST has a specialist Mental Health Worker who can offer advice and signpost to different organisations and Adult Mental Health	Paul Mcgee (Service Manager, Assessment and Early Intervention) / Ian Williamson (Head of Social Care Practice Adult	November 2009	

Response to Scrutiny Review Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Date
	<p>services</p> <p>Working protocol between children's social care and adult mental health has been updated to include IPST</p>	Mental Health)	
<p>R6 That Adults' Health and wellbeing in conjunction with Children, Schools and Families Services undertake an audit of cases in which an adult receives services from the Community Mental Health Team (CMHT) and where no referral was made to Children's Social Care, to question whether this is leading to any unmet needs for the children involved.</p>	<p>A Database is kept of CHAMP involvement in cases. This is reviewed with the care coordinator with consideration of threshold for referral to CSC when and if required.</p>	<p>Paul Mcgee (Service Manager, Assessment and Early Intervention) / Ilan Williamson (Head of Social Care Practice Adult Mental Health)</p>	November 2009
<p>R7 That a review is undertaken on how the needs of children from CMHT areas not covered by a Children's and Adult Mental Health (CHAMP) worker can be addressed using a similar model, within budgetary</p>	<p>Cases not meeting threshold for referral to CSC if there is an identified need then a Team around a Child [TAC] would be considered.</p>	<p>Paul Mcgee (Service Manager, Assessment and Early Intervention) / Ilan Williamson (Head of Social Care Practice Adult Mental Health)</p>	January 2010
			Update: March 2011

Response to Scrutiny Review Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Date
constraints.			
<p>R8 That further analysis be undertaken to identify how the needs of parents with substance misuse problems can be targeted. Further to this, funding will need to be identified to allow increased support is available to vulnerable parents.</p>	<p>Signpost to community services</p> <p>Close partnership between the Hidden harm Co-ordinator has resulted in effective work between adults and children's services. The Hidden harm strategy is complete. A handbook is in the final draft stage. CAF training has been completed for adult services staff, including a CAF conference (January 2010) that included housing providers and drug and alcohol service providers.</p> <p>The Hidden Harm conference took place, highlighting good practice. Two staff from the Family Intervention project have been trained in delivering the MPact training. One course has been completed in partnership</p>	<p>Nikki Bradley (Head of Specialist parenting Programmes) Emma Bond (Hidden harm Co-ordinator)</p>	<p>December 2009</p>
			<p>Update: March 2011</p> <p>A Total of six practitioners have been trained and have passed their assessment as MPact facilitators. Grant funding has been applied for in relation to an MPact co-ordinator in light of severe reductions in funding and resource pressure on every service, but in particular the FIP, where the Think Family grant will end in March 2011. The bid for Seacole linked Flip funding is in the second stage of applications. A start date for a third MPact course is on hold until the impact of the public service cuts is clearer.</p> <p>A structure of good practice is in place and the Hidden harm handbook is a widely available resource for all agencies.</p> <p>Await funding decisions</p>

Response to Scrutiny Review Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Date
	with drugs and alcohol agencies and a second course started in August 2010. Additional funding is being sought to increase FIP capacity in order to work directly with the Seacole Midwives who provide ante natal care for drug using adults.		
R9 That the Council works with partner agencies to ensure the successful launch and management of the ContactPoint system to provide a more effective early intervention service.	ContactPoint will be permanently switched off on the 6th August 2010. ContactPoint will no longer be accessible to users or to data administrators after this date. The database will be permanently deleted according to Government-approved processes and security standards. Changes to regulations supporting ContactPoint will require Parliamentary approval which will take place in due course.	Iqbal Vaza (Manager Children's Information Systems)	Incremental roll out from November 2009
R10 That Children, Schools and Families Services in	The Scrutiny Lead of Excellent Public Services undertook two	Helen Lincoln (Service Head for Social Care)	July 2009
			Update: March 2011 ContactPoint has now been shutdown and all activities related to the project have been stopped.
			Tower Hamlets Family wellbeing model provides the conceptual regarding this

Response to Scrutiny Review Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Date
<p>conjunction with the Partnership further develops localisation of services through clarifying pathways between delivery and local centres and extended schools, and the wider integrated front and back doors.</p>	<p>scrutiny challenge sessions, Dangerous Dogs and ESOL.</p> <p>In the current financial climate all scrutiny reviews will have a focus on value for money and efficiency.</p>		<p>Update: March 2011</p> <p>interface at different levels of the service. The well being model has been agreed across partner agencies and is sanctioned by the tower hamlets children's trust</p>
<p>R11 That Children, Schools and Families Services work with Children's Centres and other key partners to explore development of a model to have a designated lead professional for families, allowing them one point of contact amongst the many professionals that may be working in partnership.</p>	<p>Children's Centre Social Work project implemented with Social Workers offering direct support and capacity building to Family Support Workers that carry case loads within the CC's.</p> <p>11 CAF's completed 1/4/09 – 31/8/09</p> <p>265 CAF's completed 1/4/10 – 31/8/10, showing a significant increase</p>	<p>Jo Freeman (Children's Centers Senior Strategic Manager)</p>	<p>July 2010</p> <p>Formal consultation on restructure of Children's Centres services began on 4/2/11. A new model of family support is being developed incorporating recommendations from the children's centres social work project. The family well being model will be the framework to work with families providing targeted services. A plan of intervention will be offered to ensure the best outcomes for children and to support enhanced resilience.</p>
<p>R12 That Children, Schools and Families Services work alongside the Communications</p>		<p>Monawara Bakht (Local Safeguarding Children Board Co-ordinator) / Sukhjinder Nunwa</p>	<p>November 2009</p> <p>All of the LSCB website has been consolidated into the Children and Families Trust website. The site is regularly</p>

Response to Scrutiny Review Early Intervention, Child Protection				
Recommendation	Response/Comments	Responsibility	Date	Update: March 2011
<p>team to be more proactive in identifying and publicising good practice from both statutory social care services and other partner agencies in protecting vulnerable children.</p>		Stakeholder Engagement & Participation Manager		<p>updated and maintained with policies that supports our multi-agency work.</p> <p>The entire LSCB website has been consolidated into the Children and Families Trust website. The site is regularly updated and maintained with policies that supports our multi-agency work.</p>
<p>TR13 that the Children, Schools and Families Services, and particularly Children's Social Care, work with Members to explore ways of further involving Members in the overview and audit of safeguarding work.</p>		Monawara Bakht (Local Safeguarding Children Board Coordinator)	April 2010	<p>New Working Together to Safeguard Children Guidance issued in March 2010, states that Elected Members and DCS are to hold organisations and officers to account for their contribution to the effective function through governing bodies (s3.64).</p> <p>Also, introduced new role for Lead Member for Children to provide political leadership to ensure effective coordination of work across agencies and act as 'participating observer' at the LSCB. (s3.65 & s3.66)</p> <p>Since then, Lead Member has been invited to attend</p>

Response to Scrutiny Challenge Session Report Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Date
particular dog welfare problems such as stray, status or dangerous dogs.	control issues. It has not been possible to re-launch this initiative due to conflicting priorities for available time. Poster campaign is ongoing and currently in the hands of Communications.		September 2010 Ongoing
R2 That Community Action Events are arranged by the Animal Warden Service, in partnership with RSPCA, SNTs and RSLs that work with local communities to promote responsible pet ownership.	2 Days have been organised with RSLs for Old Ford Housing and Island Homes, with more to follow. The Animal Wardens have participated with the Police on many successful operations in addition to participating fully in Operation Fusion which resulted in a number of seizures of 'Dangerous Dogs' and subsequent prosecutions.	Dawn Sammons (Principal Animal Warden, Environmental Control)	March 2010
			organising a dog fouling poster competition for the younger classes in the school, which Dawn helped judge. Councillor Anna Lynch presented prizes in Assembly and Dawn had the winning posters copied and laminated and used on streets around the school. The Animal Warden team presented a talk to students on responsible dog ownership in December.
			The Animal Wardens took part in a Community Event with Island Homes on 31 st July 2010 in Sir John McDougal Park where they gave out free dog waste bags, ID discs and microchipped residents' dogs. On 30 th October 2010

Response to Scrutiny Challenge Session Report Dangerous Dogs				
Recommendation	Response / Comments	Responsibility	Date	Update: March 2011
				<p>Animal Wardens gave information and advice at the Old Ford Housing Association Residents' Conference.</p> <p>A 3 day community event held in partnership with the RSPCA is scheduled for 29th, 30th and 31st March in the Roman Road Bow E3. It will offer advice, neutering, microchipping and the opportunity to share information about dog related ASB with police SNT officers.</p>
R3 That the Animal Warden Service provides solutions to dog fouling by reporting offenders for prosecution where offences are witnessed in parks and open spaces, in particular around children's play areas.	The Animal Warden Team continue to carry out enforcement for dog-fouling throughout the Borough. 4 areas have been identified for implementation of Dog Control Orders, and discussions with Parks are ongoing to agree on appropriate areas for separating children and dogs.	Dawn Sammons (Principal Animal Warden, Environmental Control)	April 2010 Ongoing	<p>Notices announcing the Council's intention to make Dog Control Orders in respect of dogs on leads and dogs banned from children's play areas have been published in local press. It is anticipated that the Orders will be in place by end March.</p> <p>East End Life has been</p>
R4 That the Animal	Currently developing a communication	Iain Pendrigh	March 2010	

Response to Scrutiny Challenge Session Report Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Date
<p>Warden Service use East End Life to send out clear information to all residents informing them on whom to contact and the information needed to prosecute an owner of a dangerous dog.</p>	<p>forum with RSL's and will be producing a schedule of co-ordinated advertising to ensure messages are reinforced and targeted. A dog fouling campaign will take place in September and dangerous dogs will be added to the schedule to be included early next year.</p>	<p>(Team Leader, Environmental Protection) Anu Varma (Performance Improvement & Engagement, Public Realm)</p>	<p>March 2010 On-going</p>
<p>B5 A partnership amongst Animal Welfare Officers, the Council, SNTs, RSLs, Status Dogs Unit, THEOs and the RSPCA is officially set up to work together on dog welfare and ownership issues. Also to reduce incidents where dogs are misused and investigating ASB linked to misuse of dogs. It needs to also share intelligence and information, preventing issues arising by educating dog owning and non dog owning members of the public and enforcement using</p>	<p>A lot of work has been and continues to be done with RSLs on all aspects of animal welfare and control on their estates. The landlords are exploring with their lawyers whether a compulsory registration scheme would be legitimate and enforceable. We will continue to press on this. We are also encouraging the use of anti-social behaviour provisions and tenancy agreements relating to problems resulting from irresponsible dog-ownership. We are working ever more closely with the Met. Police's 'Status Dogs Unit' including having one of their Officers embedded in our Service for 3 months. A 'Warrant Day of Action' was also organised with the Police which resulted in the execution of a large number of Warrants and the seizure of 20 dogs under the Dangerous Dogs</p>	<p>Iain Pendrigh (Team Leader, Environmental Protection) Iain Pendrigh Iain Pendrigh Dawn Sammons</p>	<p>Launch of BARK on 9th February 2011 Borough Action for Responsible Canines is being copied from other boroughs including Brent and Barnet. A team of officers from different organisations will go out in a minibus visiting addresses where there has been a dog ownership problem reported, be it fouling, barking dangerous dog. With police, Dog Wardens, RSPCA and tenancy enforcement officers on board, it is envisaged that each problem can be dealt</p> <p>Ongoing March 2010 March 2010 September 2010</p>

Response to Scrutiny Challenge Session Report Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Date
<p>appropriate legislation. Four steps are proposed to make this successful:</p> <ol style="list-style-type: none"> 1. Setting up a partnership –get commitment from all agencies 2. Develop a strategy to tackle dangerous dogs 3. Consider the possibility of forming a network with other London boroughs to share best practice <p>Offer staff training on how to effectively deal with residents calling to report a dangerous dog. This will improve quality and speed of response.</p>	<p>Act. We have developed very effective partnership working and information sharing with the Police. Reporting of Dangerous Dogs can be made to either Police or the Council and advice on this will be included in the poster campaign.</p>		<p>Update: March 2011</p> <p>with there and then by the appropriate agency. Enforcement can be used in tandem with education or practical assistance, and different legislation eg animal welfare, dangerous dog, tenancy conditions can be used as appropriate. The launch of BARK will be publicised in local press.</p> <p>All four members of the Animal Warden team have undergone training in the Animal Welfare Act 2006 and now await authorisation under this Act as a supplementary tool to deal with irresponsible dog ownership.</p>

Appendix 6

Recommendation	Response/Comments	Responsibility	Date	Update: March 2011
<p>R1 That the Children, Schools and Families Directorate works with schools to develop a mechanism to engage parents in anti-bullying initiatives. Furthermore, it also works with local third sector and faith organisations to raise awareness of dealing and responding to bullying.</p>	<p>Support schools to raise awareness with parents e.g. around the SEAL curriculum and production of information including leaflet written for parents and carers on preventing cyber-bullying. This will be distributed through schools, Ideas Stores and other public buildings .</p> <p>Training sessions on cyber safety and other aspects of bullying will be offered to voluntary , faith and third sector organisations</p>	<p>Liam Mc Quade, Team Manager, Behaviour Support Team</p>	<p>April '10 – April 11</p>	<p>SEAL work continues in all the borough's primary schools and 10 out 14 secondary schools.</p> <p>35 000 copies of a parents' leaflet on cyber were distributed to schools in 2010.</p> <p>Sessions on the subject were delivered to 23 parents' groups and 5 professionals' meetings in 2010 including religious leaders.</p>
<p>R2 That the Children, Schools and Families Directorate work with local schools and youth clubs to ensure their policies and practices have appropriate measures to deal with cyber bullying.</p>	<p>LSCB E-Safety Working Group is developing a strategic approach to cyber safety which will be rolled out across schools, the youth and voluntary sectors in Tower Hamlets.</p> <p>Schools will be offered an online self review package to allow them to update their policies.</p>	<p>Liam Mc Quade, Team Manager, Behaviour Support Team</p>	<p>By October 2010</p> <p>By July 2010</p>	<p>The E-Safety Working Group has produced a Young People's Leaflet which can be accessed electronically and is on the AMP website, a social network protocol and an E-Safety Training package for delivery to trainers.</p> <p>The self review package has been delayed to coincide</p>

Recommendation	Response/Comments	Responsibility	Date	Update: March 2011
<p>R3 That the Children, Schools and Families Directorate support local schools to provide training and support to staff to deal with and respond to homophobic bullying.</p>	<p>All schools are to be provided with joint LBTH / Stonewall information on how to respond to homophobic incidents. As part of the launch they will be offered workshops on appropriate responses with support from the Tower Hamlets LGBT Forum</p>	<p>Liam Mc Quade, Team Manager, Behaviour Support Team</p>	<p>By October 2010</p>	<p>with the launch of the new anti-bullying resource pack in early 2011.</p>
<p>R4 That the Children, Schools and Families Directorate review the use of anti-bullying helpline and use funding from this to explore other innovative methods for young people to seek advice on bullying.</p>	<p>The helpline will be brought in-house and run at a significantly lower cost.</p> <p>The directorate can no longer divert the savings made by bringing the facility in house, to other innovative methods, as this saving has contributed to make significant savings across the council in the current financial situation.</p> <p>Support will therefore be focussed on ensuring schools give pupils every opportunity to report bullying in a confidential way. The in-house help-line will be retained as an alternative means of support.</p>	<p>Liam Mc Quade, Team Manager, Behaviour Support Team</p>	<p>By May 2010</p>	<p>The helpline was brought in house and runs at minimal cost. Despite publicity, use remains very low but it is being retained so that children and young people always have this option.</p>
<p>R5 That the Children, Schools and Families</p>	<p>Offer training at SENCO</p>	<p>Liam Mc Quade, Team Manager,</p>		<p>Training was delivered at SENCO conference</p>

Recommendation	Response/Comments	Responsibility	Date	Update: March 2011
<p>Directorate undertake further work with schools to ensure they develop greater understanding of the impact of bullying on disabled young people and those with learning difficulties and develop policies to deal with this effectively.</p>	<p>conferences. Prepare anti-bullying materials with Physical Impairment team.</p> <p>A Physical Impairment Advisor is now working with the anti-bullying officer and other members of the anti-bullying working group to address this issue and incorporate ideas into the revisions to the anti-bullying guidance for schools.</p>	Behaviour Support Team	By October 2010	<p>about bullying of children with SEN.</p> <p>Structure changes have disrupted the functioning of the working group but this issue will be prioritised for work in summer 2011.</p>
<p>B6 That the Children, Schools and Families Directorate works with private schools and other private educational facilities such as Islamic after school classes to develop anti-bullying policies which is consistent with the borough's and national policies.</p>	<p>Ensure that these institutions receive all the LA materials and are invited to LA events and trainings.</p> <p>Directly contact these institutions, discuss their training needs and responsibilities and offer appropriate training packages.</p>	Liam Mc Quade, Team Manager, Behaviour Support Team	By November 2010	<p>We have made a number of attempts to engage with these institutions, including allocating a team member to develop links with them. There has been little response.</p>

Appendix 7

Scrutiny Review of Youth Offenders: Supporting Vulnerable Young Adults				
Recommendation	Response / Comments	Responsibility	Date	Update: March 2011
<p>R1. That the Children, Schools and Families Directorate sign up to the principles of the London Youth</p>	<p>This action was implemented through the 'Making a Positive Contributions Action Plan.' This has meant that it has been streamlined through the Children and Young People's Plan (CYPP) and continued implementation</p>	Stuart Johnson (Head of Youth Offending Services)	Completed	Completed

Resettlement Pledge.	and monitoring will be maintained through the Children and Families Trust.			
R2. That all young offenders who are at risk of becoming homeless are assessed by a housing officer prior to discharge.	Through discussions between the Youth Offending Team (YOT) and the Housing Options Team, the two teams will look at the feasibility of carrying out this action. There is currently a service agreement between the two teams which governs joint working, which is to be updated soon. Resources for the recommendation are containable within existing resources.	Stuart Johnson (Head of Youth Offending Services) David Gingell (Manager of Housing Advice and Housing Options Service)	Ongoing	The service agreement is under review and is likely to be agreed shortly. It includes the statement that wherever possible the Housing Options Service will assess the young person before discharge.
R3. That the Children, Schools and Families Directorate and the Housing service investigate the provision of additional emergency supported housing within Tower Hamlets for young people leaving custody, or appearing before the youth court and in need.	The Housing Options Service will consider this point within its wider investigations into generally increasing provision for young people in housing need. There are likely to be significant financial implications although that does not diminish the importance of this objective; rather, such implications will fundamentally influence the joint work to investigate and develop any provision.	David Gingell (Manager of Housing Advice and Housing Options Service)	March 2011	One local Supporting People funded general needs hostel is now also taking young people.
R4. That the Youth Offending Team maintains up to date data on the	It has been agreed by the YOT that this information will be logged on to their data information system, the Youth Offending Information System	Ian Suatt (Education Coordinator and YOT Teacher)	May 2010	Completed, Data has been collected since May 2010.

<p>number of young people in the Youth Offending Team cohort with special educational needs.</p>	<p>(YOIS). The data will be placed in the appropriate place of case characteristics. This will indicate whether young people have special education needs (SEN) and whether this is at School Action, or Statutory Statemented level. The case information will be available through our standard educational information requests made as part of the assessment process for their court reports. This information will then be available as a statistic through the Information Systems Data draw down mechanisms.</p>		
<p>R5. That, in line with the Rose review, the Children, Schools and Families Directorate support schools so that all teachers are made aware of the difficulties of dyslexia and specialists teachers in each school are trained to recognise the symptoms of dyslexia.</p>	<p>The Support for Learning Service (SLS) has disseminated national training materials (the Inclusion Development Programme) to all schools in the Borough and has hosted a number of local conferences promoting how to improve the skills of all teachers. In the light of the Rose report these materials will be updated and the SLS will provide further dissemination and training opportunities for schools.</p>	<p>Roland Ramanan (Joint Head of Early Years – Children and Learning)</p>	<p>July 2011</p> <p>Previous training materials disseminated and events held. Refreshed materials to be shared in Feb/March 2011. 28 teachers enrolled on MA Dyslexia course including from the PRU.</p>
<p>R6. That Cabinet consider supporting the UK Foyer Federation's proposal to create a</p>	<p>Cabinet have already pledged their support for this proposal as part of their consideration of the report into The Public Safety of Young People. Any future development will be</p>	<p>Mary Durkin (Head of Youth and Community Learning)</p>	<p>Ongoing</p>

<p>Young Offenders Academy in East London.</p>	<p>presented to Cabinet.</p> <p>No additional financial implications arising at this stage, but if the scheme does go ahead, this will need to be considered by Cabinet.</p>		
<p>R7. That the Children, Schools and Families Directorate ensure that parenting courses are recommended as a matter of course to parents of young people who are entering the Youth Justice system.</p>	<p>A leaflet has been developed which will be given to all parents explaining parenting support available.</p> <p>It should be noted that the Parenting courses are subject to the continuation of Youth Justice Board's and other grant funding.</p>	<p>Stuart Johnson (Head of Youth Offending Services)</p>	<p>Completed, leaflets available in Court and at Referral Order panels</p>
<p>R8. That the Youth Offending Team develop exit strategies for families of young offenders, linking with targeted youth support and parenting support.</p>	<p>A system for exist strategies is currently in development and will address issues highlighted by this recommendation.</p>	<p>Mary Durkin (Head of Youth and Community Learning)</p>	<p>The Social Inclusion Panel (SIP) will screen and allocate services to exit plans from April.</p>
<p>R9. That the Children, Schools and Families Directorate use innovative methods of communication to publicise the activities and</p>	<p>The Children, Schools and Families Directorate are doing a number of things to publicise the activities and courses available. These are:</p> <ul style="list-style-type: none"> • Redevelop the amp.uk.net site to provide up-to-date information about services in the borough. • Consolidate thelearninghub.org 	<p>Sukhjinder Nunwa (Communications and Engagement Service Manager)</p>	<p>Amp.uk.net site completion in October 2010. Fully functional and regularly maintained.</p> <p>Consolidated learning options into the amp.uk.net in October 2010</p>

<p>courses available through Youth Services.</p>	<p>site into the amp.uk.net to provide young people with a one stop shop on information about courses and activities.</p> <ul style="list-style-type: none"> • Working closely with the London Serious Youth Violence Board (LSYVB) in promoting their London wide campaign which aims to change perceptions of youth violence in the capital. • Ongoing promotion of holiday activities throughout the year (holiday periods) • Working closely with the Olympics and Find Your Talent teams to host a Summer Festival for young people and families • Developing a social marketing policy to actively engage young people through innovative methods 			<p>99% campaigns launched and supported by LBTH. Holiday activities promotion is via amp.uk.net Summer Festival 2010(innov8) completed and planning for 2011. Social marketing campaign led on by corporate communications</p>
<p>R10. That the Human Resources Team and Skillsmatch explore increasing the number of work experience placements, specifically targeting ex-offenders (linked with the Worklessness Scrutiny Review).</p>	<p>As part of the Local Economic Assessment and review of the employment strategy, the Employment & Enterprise team will be identifying and consulting on the key activities targeting different client groups. Following this comprehensive quantitative, qualitative and analytical process, action plans will be developed in association with available investment. Opportunities and barriers to be scoped with HR by June. Leading to</p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education</p>	<p>LEA Due date July 2010 Cabinet December 2012 September 2010</p>	<p>The LEA is on track for final publication and availability. The draft Employment strategy is being circulated for consultation and expected to be published in May 2011. Annual action plans are being designed currently. The new strategy introduces a 'routeway to work' model which includes utilising and increased volume of work experience placements for unemployed residents.</p>

	<p>development of action plan to deliver 14-19 targets. Action Plan to include Directorate targets and ensure some opportunities ring fenced for young people most at risk</p> <p>An annual target of 90 work experience places (15 in each directorate) has been agreed. Placements are being developed between April – July and are due to come on stream from July/August until the end of the financial year.</p> <p>Children, Schools and Families Directorate is working very closely with partners and asking them to identify opportunities for funding for work placements.</p>	<p>Business Partnership)</p> <p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p>	<p>August 2010</p>	
<p>R11. That the Youth Offending Team discuss with CAMHS (Child and Adolescent Mental Health Services) the provision of anger management training for young offenders, as appropriate.</p>	<p>Currently a protocol is being developed between CAMHS and the YOT. Once finalised, this item will be incorporated into the working arrangements.</p>	<p>Mick Reid (Operational Manager of the Youth Offending Team)</p> <p>Emma Fayer (Head of Nursing CAMHS)</p>	<p>August 2010</p>	<p>CAMHS have agreed to put arrangements in place for YOT to use. These arrangements are awaited and said to be imminent.</p>
<p>R12. That the Youth Offending Team</p>	<p>There is an ongoing discussion happening between the Youth</p>	<p>Stuart Johnson (Head of Youth</p>	<p>Ongoing</p>	<p>Protocol in place January 2011</p>

<p>and Social Care ensure there is good and appropriate communication between them and any Tower Hamlets young person placed in a Young Offenders Institution, Secure Training Centres or Secure Children's Homes, whether on remand or sentence.</p>	<p>Offending Team (YOT) and Social Care on this issue. The YOT will continue to ensure that visits take place with a Tower Hamlets' young person in a Young Offenders Institution as per the Youth Justice Board standard.</p> <p>The Children's Social Care will continue to ensure:</p> <ul style="list-style-type: none"> • That if a young person is looked after at the point of entry to a Young Offenders Institute (YOI) or Secure training centre, they work in line with the principles of the Children Act 1989 in maintaining contact with the young person. • A young person retaining their looked after status in a YOI or Secure training centre, the young person receive all services commensurate with legislation for looked after children. • All children are assessed prior to release to check whether or not they need social care intervention. The YOT team refers to the Integrated Pathways and Support team where necessary. • In relation to the first two points the Children's Social Care team will be involved in the discussing/ planning for a young person exiting either a YOI or Secure 	<p>Offending Services) Paul McGee</p>	
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	<p>training centre.</p> <p>The YOT will explore how this could be implemented as part of the Induction process for new staff in Children, Schools and Families.</p> <p>Organisation Development are reviewing the course structure for those going through the Post foundation stage of the Social Workers training. They will look at whether they can introduce something around working with young people at risk of offending into this redesigned course.</p>	<p>Stuart Johnson (Head of Youth Offending Services)</p> <p>Ann Johnson (Social Care Training Coordinator)</p>	<p>July 2010</p>	<p>The post foundation course structure has been reviewed and now is split into an intermediate and advanced safeguarding training course. We have agreed in principle that it is possible to introduce this into the advanced safeguarding training for social workers and designated cp professionals. Unfortunately we have had to cancel the March date and so it will not be able to be implemented until the next date on 01/07/11.</p> <p>The Director has raised the issue with the Mayor and the Corporate Director – Resources, re the protection of funding for the YOT more generally. The Director has given assurances that every effort will be made to try and protect YOT core funding.</p>
<p>R13.</p> <p>That the Children, Schools and Families Directorate ensure that as part of their basic training all social workers and youth workers are given introductory training in local systems for work with young people at risk of offending.</p>	<p>The Director of Children, Schools and Families will speak to the Leader and Cabinet about developing an appropriate response to this recommendation.</p>	<p>Isobel Cattermole (Acting Corporate Director of Children, Schools and Families Directorate)</p>	<p>Ongoing</p>	
<p>R14.</p> <p>That Cabinet lobbies Central Government and the Youth Justice Board to ensure Young Offenders Institutions are sufficiently funded to provide a full range of education, mental health and other support services, to facilitate each young offenders transition into responsible, law abiding adulthood.</p>				

<p>R15. That in preparation for a period of fiscal tightening the Youth Offending Team identifies and tracks all its current and anticipated funding. Many important programmes have at risk all or part of their funding. This situation requires close monitoring, particularly where partnerships are involved.</p>	<p>The YOT Manager and the senior managers of the Children, Schools and Families Directorate are monitoring all budgets, especially grant funded targeted work, carefully and will discuss particular budgets at risks with appropriate stakeholders at an early stage. In terms of targeted work they looking at the provision provided these across the Directorate.</p>	<p>Stuart Johnson (Head of Youth Offending Services) Mary Durkin (Head of Youth and Community Learning) Isobel Cattermole (Acting Corporate Director of Children, Schools and Families Directorate)</p>	<p>Ongoing</p>	<p>Awaiting information from YJB as to the level of grant funding in the coming year. Funds from Early Intervention grant identified.</p>
<p>R16. That the Youth Offending Team regularly benchmark against innovative youth offending schemes nationally and where appropriate internationally.</p>	<p>In the annual benchmarking exercise which compares Tower Hamlet's YOT performance with national and those of its statistical neighbours, the Tower Hamlets' YOT was rated as 'Excellent.' The service will continue benchmarking with similar service providers and explore learning from innovative youth offending schemes.</p>	<p>Stuart Johnson (Head of Youth Offending Services)</p>	<p>Ongoing</p>	<p>Recent benchmarking in respect of First Time Entrants to the Youth Justice system. The data shows a marked drop in the rate of FTE in 2009/10, and comparison with family, London and national data indicates that our improvement has been at a greater rate than that of the comparison samples.</p>
<p>R17. That the Youth Offending Team ensures young offenders are supported during the transition from</p>	<p>The YOT will follow the Pan London agreement regarding the transfer of cases to London Probation. This agreement is currently in its final draft.</p>	<p>Stuart Johnson (Head of Youth Offending Services)</p>	<p>July 2010</p>	<p>The YOT is involved in a pilot with the YJB for the electronic transfer of cases to Probation</p>

<p>the youth justice to the adult justice system, providing full information to Probation services at the point of transfer.</p>				
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Appendix 8

SCRUTINY CHALLENGE SESSION ACTION PLAN – TOWER HAMLETS ENFORCEMENT OFFICERS

Recommendation	Response / Comments	Responsibility	Date
<p>R1 That the Community Safety Team undertakes a new publicity campaign to raise the profile of the THEOs. This should include publicising their roles, responsibilities and achievements in local media such as the East End Life, RSL newsletters, Estate notice boards and BME media. This should also include permanent displays at Idea Stores, Leisure Centres and Supermarkets.</p>	<p>When the THEO service was launched last year, we embarked on a comprehensive media and engagement plan which was provided to the panel as part of the briefing documents for the challenge session on the 20th July. The Community Safety Service has already started work on developing a new communications & engagement campaign which has already commenced. For example displays are now on a DVD loop at ideas stores across the borough and in the Royal London Hospital. A new information leaflet will be published by the end of December with much more planned to take place from early next year. It should be noted that activity will need to consider cost effective methods due to the economic circumstances. This is welcomed as an opportunity to try different approaches. An initial plan has already been drafted and can be provided if required.</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Dec 2010</p>
<p>R2 That the THEOs develop</p>	<p>At present there are only 16 officers and therefore it is not possible for the officers to attend all LAP meetings</p>	<p>Gavin Dooley</p>	<p>March 2011</p>

<p>relationship with the Local Area Partnership, Schools and Community / Youth Centres through presentations and visits highlighting their work and noting community concerns</p>	<p>across the borough. However the officers are linked in with the local police SNTs and will be attending ward panels as part of the development of service integration. Consideration will be given to attending schools to introduce the service which forms part of the engagement plan. However it should be noted that engagement activity does result in less patrol time on the streets and any abstractions from duty must be carefully considered.</p>	<p>(Head of Enforcement and Support Intervention)</p>	
<p>R3 That the Community Safety Team explores methods of making its workforce consistent with the Council's Workforce to Reflect the Community Strategy</p>	<p>The diversity make up of the officers very much represents the BME make up of the local community. Officers consider themselves to represent the following BME groups; British, Pakistani, Caribbean, Chinese Cantonese, Turkish, Sri Lankan and Bengali.</p> <p>We accept that at present there are no female officers represented within the service and this is something we are committed to addressing at the first opportunity when we are able to recruit new members of staff. The SMT have already held discussions with the Councils Race & Diversity team to considered targeted recruitment. Initial conversations have taken place with the Muslim Women's Collective.</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>March 2011</p>
<p>R4 That the THEOs leave stickers in locations they have worked in to show their impact in dealing with the issue and to advise residents of what they can do if problems persist</p>	<p>The suggestion that the officers leave stickers to clearly show where they have been seems like a very useful suggestion and it something which we have given consideration to in the past. Clearly this might work where officers have reported a broken lamp post or reported dumped rubbish for removal, but it becomes more problematic using such a tactic where</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Jan 2011</p>

	<p>officers have been deployed to deal with ASB. In such circumstances, officers do already put leaflets into letter boxes to explain that the officers have patrolled the estates and explain how to report ASB. As part of the communications plan we are going to redesign the introduction leaflet which will mean people should have more information about the service, the role and how to get in contact.</p>		
<p>R5 That the Community Safety Team set up an integrated IT system to improve shared intelligence and better mapping of Anti Social behaviour issues around the borough. Joint intelligence reports should be disseminated to LAP steering groups in order to empower local community leaders to resolve issues locally.</p>	<p>The issue of a comprehensive IT system has been a significant problem for sometime. The advent of the Service Integration and Localisation agenda has now resulted in this entire issue being reviewed and identified as a priority for services across CLC. The CLC Director has already initiated a project group to examine this issue and develop IT solutions which will ensure that front-line officers are equipped with the appropriate solution to maximise efficiency.</p> <p>The ability of the Councils to map ASB has significantly improved. The introduction of Joint Tasking model has resulted in comprehensive data and maps being produced on a monthly basis which informed the tasking of the THEOs and other front-line resources. The analytical products now contain relevant information from the police, ASB reporting systems and RSLs. These reports are provided to the RSLs leads for ASB via the RSL forum.</p> <p>Consideration can be given to provide the LAPs steering groups such reports but it is advised that this is done in the context of a meeting which seeks to deal with the issues of crime and ASB across the LAP area. For example, similar reports where produced for LAP 1 steering group to enable them to make decisions about</p>	<p>Andy Bamber (Service Head – Community Safety)</p>	<p>April 2011</p>

<p>R6 That the Community Safety Team continues to explore greater partnership working with Registered Social Landlords in order to share intelligence and increase collaboration around the borough</p>	<p>the tasking of THEOs as part of the Participatory Budgeting operations.</p> <p>The CSS SMT works closely with RSLs across the borough. Officers attend the key CDRP groups i.e RSL ASB Forum. We currently have an SLA with Tower Hamlets Homes and discussions are taking place with other RSLs to consider what support can be provided. In addition the CSS already provides a dedicated intelligence and surveillance support service to RSLs. The monthly analytical products produced for Joint Tasking contain information taken from the key RSLs REACT database. These reports are provided to the RSLs leads for ASB via the RSL forum.</p>	<p>Ongoing</p>
<p>R7 That the THEOs explore increasing working with other parts of the Council and external agencies which are involved with detached and outreach working</p>	<p>The THEOs work closely with the CSS DAAT Outreach Team. Both teams come under the responsibility of the CSS Enforcement & Operations manager. Recently the CSS has developed the Care Plan meeting which is a multi-agency group which operates a case management mode. It seeks to provide supportive interventions and appropriate enforcement activity to persistent individuals who engage in crime and ASB on the streets. E.g work with Thames Reach regarding rough sleepers engaged in street drinking and begging.</p>	<p>Andy Bamber (Service Head – Community Safety)</p>
<p>R8 That the Community Safety Team explores providing a seven day coverage so the THEOs are on the streets</p>	<p>The initial development of the service means that with only two teams it is not possible to provide operational cover seven days a week. An assessment of demand was completed prior to the shift pattern being</p>	<p>Andy Bamber (Service Head – Community Safety)</p> <p>April 2011</p>

every day	approved. It shows that the peak period of concern for issues which the THEOs are empowered to deal with is from Thursdays to Sunday (1400 – 0200hrs). Once the service expands and more officers are employed, the shift system will be reviewed.		
<p>R9</p> <p>That the performance outcomes of the THEOs are measured against costs and monitored on a 6 monthly basis to ensure value for money</p>	<p>The CSS SMT has already developed performance management procedures for the monitoring the activity of the THEOs. Any assessment of value for money must take into consideration the impact on police resources as well as council resources. The officers have been provided with a unique set of powers which enable them to deal with low level ASB issues which free the police resources to be deployed to other community priorities. In addition the officers are the only front-line resource in the council which has been provided delegated authority to deal with issues which traditionally have been the responsibility of several service areas. The move to generic working will reduce duplication and create opportunities for far wider efficiency savings whilst improving the quality of service and the response to the community. It would be advisable that any assessment is completed post the implementation of the first Service Integration Team in LAPs 1&3.</p>	<p>Andy Bamber (Service Head – Community Safety)</p>	<p>April 2011</p>

Appendix 9

Response to Scrutiny Working Group Report on Parental Engagement in Secondary Education

Recommendation	Response/Comments	Responsibility	Date	Update: March 2011
R1 That Children, Schools and Families Directorate help to	1. Complete - LAP based Parent Support Coordinators audited parental engagement in all borough secondary schools.	Sharon Sullivan, Senior Parent Support Co-		Supporting and developing the work of Parent Support Partners in Secondary Schools continues including

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Recommendation	Response/Comments	Responsibility	Date
<p>develop the Parent Support Partner (PSP) role within schools to ensure parents have access to the information and support they might need to access services, including parenting programmes.</p>	<p>Mapping of activity is ongoing.</p> <p>2. Complete - LAP focused Parent Support programme publicised in Children's Services Training Directory, "Parents Matter Newsletter, PSP Link meetings, flyers and email network group.</p> <p>3. Complete - Support work in Schools (SWiS) delivered. 9 secondary school staff have completed and achieved the SWiS level 3 qualification</p>	<p>ordinator, Early Years, Children and Learning</p>	<p>October 2009</p> <p>October 2009</p> <p>March 2009</p>
<p>R2 That Children, Schools and Families Directorate develops clear and accessible information and communication networks for parents through development of the PSP role, publications and newsletters, websites, parent forums and rep schemes as well as face to face meetings.</p>	<p>1. Complete - Parental Engagement Team working in partnership with communications team. Organised Working with Parents Seminar to promote the work of Family Information Service and launch of Family Services Directory, attended by 35 staff.</p> <p>2. Complete – Family Information Service promoted in termly "Parents Matter" Newsletter and Via localised cluster based meetings.</p> <p>2. Complete – Family Information Service signposted as a key</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>December 2009</p> <p>December 2009</p>

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Recommendation	Response/Comments	Responsibility	Date	Update: March 2011
	<p>service. Information included in Parent Support – ‘Using Information Services’, part of the core training offer for school staff. 2 training sessions delivered. Programme to be repeated Spring 2011.</p>			<p>shows examples of good practice</p>
<p>R3 That Children, Schools and Families Directorate in partnership with primary and secondary schools develops a seamless and effective transition process from year 6 (primary school) by running transition information sessions (Parent Information Point) for all Year 7 parents. This should be followed by a structured induction into year 7 through workshops and short courses enabling parents to learn more about how secondary schools work and how they can support their</p>	<p>1. Complete – take-up from secondary schools varied, limited staff capacity within some schools to work directly with parents on a regular basis. Schools have been supported to explore staff capacity and training / professional development needs</p> <p>2. - 6 secondary schools participated in the Transition Programme for year 7 parents: St Paul’s Way, Oaklands, Bethnal Green Technology College, Raines Lower School, Mulberry Girls, and Langdon Park.</p> <p>3 further schools held extended Parent Information Point (PIP) sessions for parents of children in year 7: Central Foundation, Bishop Challoner Girls School and Swanlea.</p> <p>121 Parents attended.</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>December 2009 October 2009 January 2010</p>	<p>Supporting all Transition Borough Days. Year 7 transition courses at BGTC and Swanlea (including a focus on year 7 girls). Support for transition into year 8 (Raines). Parent Information Point (PIP) Transition sessions have become embedded in primary schools to facilitate smooth transition for children between primary/secondary schools. The sessions offer clear information to parents and help them through the application process. 69 PIP sessions took place in primary and secondary schools between April –October 2010 attended by a total of 821 parents</p>

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<p>child's learning.</p>	<p>Parent Forums have been established in 4 schools.</p> <p>3. – Course evaluations have been positive, further learning opportunities taking place in autumn term.</p>			
<p>R4 That Children, Schools and Families Directorate supports secondary schools to offer transition information sessions for parents of children in Y9 (making curriculum choices) and Y11 (making post 16 choices) and pilots a Choice Advice Service for parents who find it difficult to engage with the process.</p>	<p>1. Complete - Senior PSC attending all IAG meetings. Contributing to development of publicity, information & promotion. Work with the hub is ongoing Parental Engagement Team have supported targeted events for parents of NEETs and young people at risk of NEET</p> <p>2. Complete –5 schools recruited following audit.</p> <p>3. Parent Support Partner / Choice Advisor appointed for each school. Transition work with parents of young people 14-19 established, Parent Support Partners' supported to deliver 7 parent workshops for those at risk of making poor transition. 1-1 support meetings also provided.</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p> <p>Wendy Forrest, Director of the Hub, Tower Hamlets 14-19 Partnership</p>	<p>September 2009</p> <p>November 2009</p> <p>November 2009</p> <p>November 2009</p>	<p>Support for yr 9 and 11 Option events offered to all secondary schools (On going).</p> <p>Senior PSC attends IAG meetings</p>

Response to Scrutiny Working Group Report on Parental Engagement in Secondary Education

Recommendation	Response/Comments	Responsibility	Date	Update: March 2011
<p>R5 That Children, Schools and Families Directorate support schools to ensure that there is a dedicated area for parents to meet or attend programmes, either in the school or nearby.</p>	<p>4. Complete all schools offered support– Approx 500 parents of young people in years 9, 10 and 11 attended Parent Information Point (PIP) sessions and workshops to support transition.</p>			
<p>R5 That Children, Schools and Families Directorate support schools to ensure that there is a dedicated area for parents to meet or attend programmes, either in the school or nearby.</p>	<p>Complete – Review of appropriate space for Parental Engagement activities undertaken during audit of Parent Support in 2009. Increasing number of schools developing accessible, multi-purpose space. Adult learning / meeting / crèche space is still limited within some schools. Where possible links have been established with local community venues. Consideration of appropriate space included in “Developing a Welcoming School” training” available for secondary school staff</p>	<p>Ann Sutcliffe, Head of BSF, Building Schools for the Future Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>March 2010 March 2010</p>	<p>As of March 2011 eight schools are under construction within the BSF programme. A further seven schools are currently within the New Project Approval design development process. During the NPA design development process all schools and their stakeholders are engaged in an extensive process including weekly engagement meetings, structured design workshops and consultation events. Other methods and formats of engagement include: § Incorporation of the school’s vision into the design brief for being a community school including the provision of flexible community</p>

Response to Scrutiny Working Group Report on Parental Engagement in Secondary Education			
Recommendation	Response/Comments	Responsibility	Date
			<p>Update: March 2011</p> <p>spaces and learning resource areas that will be accessed by the community out of school hours;</p> <p>§ Regular feedback and input from Governing bodies of schools via Design Quality Indicator workshops and presentations to Governors;</p> <p>§ Scheduled formal design & build and ICT engagement meetings with the school and design team to conceive, develop and arrive at an agreed master plan and outline 1:200 design solution;</p> <p>Public consultation events in preparation of submission for planning application.</p> <p>Appropriate space for Parental Engagement activities is an ongoing challenge for secondary</p>

Response to Scrutiny Working Group Report on Parental Engagement in Secondary Education			
Recommendation	Response/Comments	Responsibility	Date
			Update: March 2011
R6 That secondary schools, with the support of the Children, Schools and Families Directorate, introduce regular consultation events to obtain parents' views and build trust and confidence (Parent Voice), ensuring parents receive feedback and see results.	<p>1. Identifying and meeting with school staff proved challenging due in part to complex structures and staff roles. Events planned in partnership with Parent Support Partners and extended school staff work well.</p> <p>2. Parent Voice events have taken place in 3 schools. Work is ongoing to further develop events and build upon questionnaires used in majority of schools.</p> <p>3. Work to improve feedback and dialogue with parents and governors is ongoing.</p>	Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning	<p>January 2010</p> <p>February 2010</p> <p>February 2010</p>
R7 That Children, Schools and Families Directorate supports schools to develop a welcoming School with training for front-line staff, both in the office and the classroom, on how to make parents feel comfortable, particularly when discussing sensitive issues.	<p>1. Complete – Due to demand 3 "Developing a Welcoming school" training sessions have been delivered. Further programmes planned for 2011</p> <p>2. Complete – 2 training sessions centrally delivered. Localised sessions failed to recruit sufficient numbers.</p>	Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning	<p>March 2010</p> <p>November 2010</p>

Response to Scrutiny Working Group Report on Parental Engagement in Secondary Education

Recommendation

Response/Comments

Responsibility

Date

Update: March 2011

R8 That the Children, Schools and Families Directorate support schools to develop an ongoing programme of interactive activities and workshops for parents to learn more about the curriculum, how children are taught and how they can support their child's learning, as well as approaches to parenting teenagers.

1. 2. Complete - Success of 3 week Transition Course for parents of children in year 7 has led to the development of parent groups / forums in 3 Secondary Schools with plans for parent forums to be set up in 2 additional schools.

3. A wide range of courses have been delivered in response to parent survey / voice consultation and school priorities. Courses include 16 Strengthening Families Strengthening Communities (SFSC) parenting courses (including targeted courses in Bengali), Passport to Learning Building skills & confidence courses, Volunteering in your child's school (accredited and non-accredited), Healthy Living and creative programmes. Parent Volunteer programmes have been established in 2 secondary schools. Parents are now volunteering in the classroom and on visits and extra-curricular activity.

Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning

Denise Hickford, Parental Engagement Coordinator, Equalities and Parental Development

October 2009

January 2010

March 2010

Parental Engagement Team has supported school Curriculum Days. Working with PSP to develop work with parents, especially signposting skills. Encouraging better parent worker links between primary and secondary schools. A wide range of courses continue to be delivered in secondary schools: **9** further SFSC courses have been delivered. Accredited courses – Volunteering in your child's school

Response to Scrutiny Working Group Report on Parental Engagement in Secondary Education		
Recommendation	Response/Comments	Responsibility
	Further programmes and development negotiated for the autumn term.	
		Update: March 2011

Appendix 10

Response to Scrutiny Working Group report on Reducing Worklessness Amongst Young Adults 18-24		
Recommendation	Response / Comments	Responsibility
R1 That the Prosperous Community Plan Delivery Group (CPDG) accelerates progress on Apprenticeships by setting annual targets which are agreed by partner organisations and should explore using any locally available funding	<p>14-19 team to ensure</p> <ul style="list-style-type: none"> Integration with 16-19 commissioning plan which includes local Apprenticeship numbers Support from the National Apprenticeship Service and agreement with Group Training Agencies to engage employers offering Apprenticeships up to 19 <p>CPDG to secure from each strategic partner an annual commitment to new apprenticeship starts, 16-19 and 19+ for 2011/12 and annually thereafter <i>No additional resource required to maintain ongoing relationship with Apprenticeship providers and NAS.</i> <i>Grant request submitted to NAS to pilot improved Apprenticeship delivery programme and engagement with those sectors (principally financial services) that do not currently participate in the Apprenticeship programme</i></p>	<p>Wendy Forrest (Director, The HUB)</p> <p>May 2010</p> <p>2010/11</p>

<p>R2 That annual targets for work experience commitments are secured by the Human Resources Team for 14-19 year olds and the Employment and Enterprise Team for 19-25 year olds. There should be a clear emphasis on targeting groups with high levels of economic inactivity such as vulnerable young adults, women and ex-offenders</p>	<p>An annual target of 70 apprenticeships within the council has been set by the Work based Learning Service as part of the Workforce to Reflect the Community Strategy <i>No additional resources required to meet this target which is now increased to a minimum of 83</i></p>	<p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p>	
<p>As part of the Local Economic Assessment and review of the employment strategy, the Employment & Enterprise team will be identifying and consulting on the key activities targeting different client groups. Following this comprehensive quantitative, qualitative and analytical process, action plans will be developed in association with available investment. <i>Financial implications: None.</i> <i>LEA process is near completion and within current budget allocations</i> <i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans will follow strategy through employment enterprise task groups and Prosperous communities group</i></p> <p>Opportunities and barriers to be scoped with HR by June leading to action plan to deliver 14-19 targets. Action Plan to include Directorate targets and ensure some opportunities ring fenced for young people most at risk <i>No additional resource required to maintain ongoing relationship with EBP</i> An annual target of 90 work experience places (15 in each directorate) has been agreed. Placements are being developed between April –</p>	<p>As part of the Local Economic Assessment and review of the employment strategy, the Employment & Enterprise team will be identifying and consulting on the key activities targeting different client groups. Following this comprehensive quantitative, qualitative and analytical process, action plans will be developed in association with available investment. <i>Financial implications: None.</i> <i>LEA process is near completion and within current budget allocations</i> <i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans will follow strategy through employment enterprise task groups and Prosperous communities group</i></p> <p>Opportunities and barriers to be scoped with HR by June leading to action plan to deliver 14-19 targets. Action Plan to include Directorate targets and ensure some opportunities ring fenced for young people most at risk <i>No additional resource required to maintain ongoing relationship with EBP</i> An annual target of 90 work experience places (15 in each directorate) has been agreed. Placements are being developed between April –</p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business Partnership)</p>	<p>LEA Due date July 2010 Cabinet December 2012</p> <p>September 2010</p> <p>August 2010</p>

	<p><i>reduction of management costs at present, it is committed, through the Health Careers Board, to increasing local employment in clinical areas, especially in relation to underrepresented BME communities. The full action plan is planned to be adopted in September, and will include marketing to parents and children on nursing roles, taster placements for school students and an extended apprenticeship programme.</i></p>		
<p>R4 The Prosperous Community Plan Delivery Group (CPDG) explores extending existing Graduate Programmes in the borough to devise a summer internship programme for Undergraduate Tower Hamlets residents</p>	<p>An internship scheme is being organised to start in August. It will offer 3 month placements with training / coaching support. The scheme will be for 20 graduates. <i>No additional Resources required to meet this target, however we may have to reduce this intake to 13-14 places</i></p> <p>A number of organisations including Skillsmatch, ELBA, Young Foundation, Adaab Trust, University East London and the London Metropolitan University will be setting up an action group to look further into graduate unemployment and aspects of job brokerage for new graduates. <i>Financial implications: None.</i> <i>Staff resource to attend steering group meetings is contained within current allocations.</i></p>	<p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p> <p>Andy Scott (Employment and Enterprise Manager)</p>	<p>August 2010</p> <p>March 2011</p>
<p>R5 That the Prosperous Community Plan Delivery Group (CPDG) explores either developing or supports in extending an existing mentoring project where unemployed young</p>	<p>This recommendation will be considered further in the Employment Strategy refresh during 2010/11</p> <p>The action group mentioned in R4 will also look at a partnership approach to mentoring local graduates and advising them on employment related issues.</p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Andy Scott (Employment and Enterprise Manager)</p>	<p>March 2011</p> <p>March 2011</p>

<p>R8</p> <p>That the Prosperous Community Plan Delivery Group (CPDG) use the Connexions model to explore developing a detached and outreach strategy to reconnect with unemployed 18-24 year olds</p>	<p>The Employment and Enterprise Team are developing a communications strategy to publicise employment support. <i>Financial implications: None.</i> <i>Communications strategy will be developed as part of ongoing economic strategy development work</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	
<p>As part of the Local Economic Assessment process, evidence of different groups of unemployed and economically inactive residents will be identified and evaluated. This work will lead to development of partnerships and engagement proposals to deliver the most productive methodology of engagement producing the highest impact for investment. This will include engagement with disadvantaged, detached and marginalised groups. <i>Financial implications: None.</i> <i>LEA process is near completion and within current budget allocations</i> <i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans will follow strategy through employment enterprise task groups and Prosperous communities group.</i></p> <p>Employment Task Group reporting to the Prosperous Community Plan Delivery Group to develop a localised multi-agency outreach pilot providing intensive support to young people transferring from NEET to JSA/ESA linked to the Employment Strategy, 14-19 plan and Olympic borough Strategic Regeneration Framework. <i>This is linked to DWP resourcing request in R9</i></p>		<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Mike Tyler (Director, Education Business Partnership & Chair of the Employment Task Group)</p>	<p>LEA due date July 2010</p> <p>Action plan to be drafted by June 2010 for consideration by Employment Task Group</p>

R9	<p>That the Prosperous Community Plan Delivery Group (CPDG) works with Jobcentre Plus, Connexions and Local Authority teams to ensure that NEET young people moving into adult unemployment receive consistent and seamless support</p>	<p>The Employment & Enterprise team working on behalf of the Employment Task Group are already exploring the opportunities within DWP funding streams to develop proposals that will link the work of connexions, JCP and local delivery agencies to develop transition arrangements between service delivery at different ages. It would be preferable to create an innovative intervention which focuses young people on employment before they move onto an unemployment benefit delivery agency. This is ongoing.</p> <p><i>Financial implications: None.</i></p> <p><i>Neet project is looking at external funding to go forward through ESF matched opportunities</i></p> <p>This will take forward work which has already been initiated and is a priority to be led through the Employment Task Group reporting to Prosperous Community Plan Delivery Group</p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Mike Tyler (Director, Education Business Partnership & Chair of the Employment Task Group)</p> <p>Andy Scott (Employment and Enterprise Manager)</p>	<p>On- going</p> <p>Action plan to be drafted by June 2010 for consideration by Employment Task Group</p> <p>On - going</p>
R10	<p>That the Prosperous Community Plan Delivery Group (CPDG) commit to organising at least two job fairs annually</p>	<p>CPDG and its partners will organise a minimum of 2 jobsfairs events per year which will include larger generic jobsfairs as well as smaller targeted events. CPDG are committed to working alongside the Employment task group and its strategic partners and will gather and co-ordinate a jobsfairs and events calendar for the year to ensure that internal and external investment in these events is maximised. CPDG and the</p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>On - going</p>

	<p>Employment Task group will also work alongside any new delivery organisations for the emerging government 'work programme' to promote job opportunities for local residents.</p> <p>Larger events will be managed by Jobcentre Plus and the Councils Skillsmatch service whilst smaller targeted events can be geographic based like the recent Ask Coach LOCOG/ RSL roadshow event in Bow and the LAP based event being planned by WNF programme team. Key sector based events will be designed to promote local opportunities including health, security, hospitality and retail. These events will target specific work sectors linked to Barts and Royal London, Olympics, new developments in the borough, sector shortage areas and growth sectors within the local labour market. Events can highlight different levels of jobs including from entry level through to graduate placements.</p> <p>Jobsfairs, events and publicising opportunities will also form part of the communications and publicity plan which is developing alongside the Employment and Enterprise strategies revision process.</p> <p>Financial implications: Medium Events with strategic partners will usually have funding attached to them. Specific events focusing on sectors or geographies will be planned into new programmes of work however additional funding allocations will need to be secured for current and ongoing programmes to</p>		
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R11	<p>The Third Sector Team liaises with third sector organisations to develop a clear and consistent commissioning framework that sets out at the outset what it intends to purchase and what the third sector is providing. In addition, the Third Sector Team explore methods to encourage the Third Sector to be more qualitative in approach rather than merely report on outcomes</p>	ensure successful outcomes.	<p>Third Sector Commissioners' Group to:</p> <ul style="list-style-type: none"> • Develop a framework (prospectus) • Work with the Third Sector Team and other colleagues to develop a capacity building Action Plan • Review the commissioning arrangements for MSG and CMF • Strengthen partnerships with third sector around commissioning and procurement by communicating opportunities to bid for LBTH contracts and facilitating a third sector provider day. <p><i>Might have future financial implications but at present this work is ongoing using existing resources</i></p>	<p>Richard Parsons (Service Head, Procurement and Corporate Programmes)</p> <p>Abid Hussain (Third Sector and External Funding Manager)</p>	<p>October 2010</p> <p>September 2010</p> <p>September 2010</p>
R12	<p>That the Third Sector Team capacity build and support umbrella organisations and Third Sector Partnerships such as the Third Sector Employment Network to carry out collaborative work, influence policy and advice and support mainstream agencies</p>	<ul style="list-style-type: none"> • Ensure support is available to local third sector organisations including infrastructure/umbrella organisations • Use third sector networks and advisory boards to seek advice and help influence and shape future and emerging policy. <p><i>Might have future financial implications but at present this work is ongoing using existing resources</i></p>	<p>Alice Wallace (Third Sector Development Manager)</p>	<p>On going</p>	
R13	<p>That the Employment</p>	<p>A scoping paper is already being drafted in</p>	<p>Andy Scott</p>	<p>December 2010</p>	

<p>and Enterprise Team devise a clear Enterprise Strategy which gives on going support to local social enterprises and encourages entrepreneurship amongst young adults</p>	<p>preparation for the wider development of the enterprise strategy, which will go through a consultation phase and link to the enterprise statement in place. This has an element of entrepreneurial focus as well as a support to all enterprises. Funding will need to be secured to take projects forward. <i>Financial implications: Limited.</i> <i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans containing enterprise start up will follow the strategy through employment & enterprise task groups and Prosperous communities group.</i> <i>Any actions proposed but not yet funded will seek to apply for externally based funding.</i> Delivery of enterprise based initiatives is on-going including projects through the Bishop Gate Section 106 funds and the East London Business Place. Once completed, delivery of the Enterprise strategy will also commence.</p>	<p>(Employment and Enterprise Manager)</p>	<p>On-going</p>
<p>R14 That the Third Sector Team explore developing a shared database between themselves and third sector organisations showing whose working with whom whilst retaining choice for individual clients</p>	<p>The Third Sector Team will be working with the CVS interim Board and the ChangeUp Consortium to explore further.</p> <ul style="list-style-type: none"> • Scope the development of the database • Agree protocols for the use of database • Promotion of the database across the partnership 	<p>Gay Harrington (Chair Enterprise Working Group)</p> <p>Alice Wallace (Third Sector Development Manager)</p>	<p>December 2010</p>
<p>R15 That the Children's, Schools and Families Directorate explore the possibility of introducing</p>	<p>If the pilot for careers education in primary is going ahead we will this year:</p> <ul style="list-style-type: none"> • Identify a lead officer within the primary 	<p>Anne Canning (Service Head, learning and Achievement)</p>	<p>March 31st 2011 The school improvement service is undergoing a review due to the DCSF discontinuing</p>

<p>greater careers education at a Primary School age, as is currently being piloted through the governments <i>Young peoples information, advice and guidance strategy - Quality Choice and Aspiration</i></p>	<p>team</p> <ul style="list-style-type: none"> • Ensure LA primary school improvement officers are familiar with DCSF documentation, the implications for primary school and the pilot programme for primary schools • Hold a dissemination event for primary headteachers on the pilot programme • Liaise with secondary colleagues to ensure alignment of approach • Use existing cross-phase clusters to develop the careers education pilot • Use SIP visits to audit existing careers provision in primary schools • Implement pilot 		<p>funding in April 2011</p>
<p>R16 That the Children's, Schools and Families Directorate work with all Schools in the borough to ensure young people have an opportunity to gain a qualification in Employment Skills</p>	<p>Passport to Employability targets and action plan for academic year 10/11 to be agreed through Employment Task Group. Targets to specify:</p> <ul style="list-style-type: none"> • Number of Schools offering the programme • Number of pupils registered onto the programme • Number to qualify at L1 and L2 in year <p><i>Employability currently sponsored by Nomura until July 2011. No additional resource required if sponsorship continues</i></p>	<p>Wendy Forrest (Director, The HUB)</p> <p>Mike Tyler (Director, Education Business Partnership)</p>	<p>September 2010</p>

R17	That the Children's, Schools and Families Directorate work with Schools and Colleges to increase the availability of industry related qualifications with support from appropriate employers	Tower Hamlets Applied Curriculum Strategy to be agreed through Hub Board and frame the ongoing work of the EBP and 14-19 Employer Engagement Manager <i>No additional resource required assuming continued central government EBL grant and school support (through DSG) for 14-19 Plan</i>	Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business Partnership)	July 2010
R18	That the Children's, Schools and Families Directorate work with the Education Business Partnership and schools to improve quality and outcome of work experience, including a wider range of challenging opportunities with partner organisations	Work Experience improvement programme to be agreed by June for implementation by January 2011 <i>No additional resource required assuming continued central government EBL grant and school support (through DSG) for 14-19 Plan</i>	Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business Partnership)	June 2010
R19	That the Council supports Councillors and other community leaders in developing their community leadership role in reducing worklessness and in particular encouraging and supporting groups which are under represented in the labour market	A range of seminars focusing on Members' community leadership role and how this can contribute to reducing worklessness will feature in the 2010-11 Member learning and development programme. (This would be subject to sign off by the Member L&D Working Group and CMT). <i>Internal training sessions will be cost neutral, however if there is a need to bring in external experts to deliver some workshops then there could be a possible cost involved with this.</i> The Employment and Enterprise Employment Strategy will detail local employment champions.	Steve Wiggett (Learning and Development Manager) Andy Scott (Employment and	On-going December 2010

<p>R20 That the Prosperous Community Plan Delivery Group (CPDG) commission a piece of research to map out all services, within each LAP area, that deliver employment and training provisions and looks at ways in which this could be better managed and utilised in preparation for a reduction in public services</p>	<p><i>Financial implications: None. Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans containing engagement methodology and community engagement will follow the strategy, developed through employment & enterprise task groups and Prosperous communities.</i></p>	<p>Enterprise Manager)</p>	
<p>A Local Economic Assessment is currently being undertaken, which is a statutory requirement for local authorities. The outcome of this will give us a more comprehensive outlook of each LAP Area. <i>Financial implications: Limited . Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans containing particular focus on co-ordination of effort and targeting will follow the strategy through employment & enterprise task groups and Prosperous communities group. Totalplace approach projects will need to identify their scope and funds available to deliver. This could be from an alignment of partner agency funding.</i> The Council is currently running a Total Place Pilot which is looking at Child Poverty. A key aspect of this is mapping employment support organisations in the borough and in particular from the third sector. This piece of work will support the refresh of both the Employment Strategy and the Child Poverty Strategy. Both of these reports will be considered by the Prosperous Community Plan Delivery Group.</p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Jon Underwood (Total Place Programme Manager)</p>	<p>July 2010</p> <p>July 2010</p>	

SCRUTINY CHALLENGE SESSION ACTION PLAN – Raising Participation in Post 16 Learning in Tower Hamlets			
Recommendation	Response / Comments	Responsibility	Date
R1 That the borough review and revise their parental engagement policy and develop a more innovative and effective approach to engaging parents in their children's post 16 education.	<p>Offer advice to parents as part of all post-16 progression information provided in print or on line</p> <p>Invite parents to Y11 options events in every school</p> <p>Ensure that the parental engagement team and parent advice services have current, accessible and engaging information about post-16 options and can provide informed advice</p> <p>Hold targeted parents' evenings for young people at risk of drop out through the Transition Mentor and Advanced Skills PA programmes</p>	<p>Wendy Forrest, Director, Hub</p> <p>Headteachers</p> <p>Wendy Forrest</p> <p>Wendy Forrest</p>	<p>January 2011</p> <p>March 2011</p> <p>January 2011</p> <p>May 2011</p>
R2 That all partners continue to work with employers to develop and deliver a range of Level 3 apprenticeships, providing young people with clear progression routes and increasing employment opportunities by involving more employers through a more effective partnership.	<p>Implement a joint approach to employer engagement through the Apprenticeship Task Group to target 50 large local businesses in partnership with the National Apprenticeship Service</p> <p>Trial Advanced Apprenticeships with at least two local work-based learning providers</p>	<p>Wendy Forrest</p> <p>Learning for Growth Partnership</p>	<p>March 2011</p> <p>August 2011</p>
R3 That the borough target resources to the most	<p>Undertake an equalities impact assessment to report the impact of the current 16-19 offer in Tower Hamlets on</p>	<p>Equalities team</p>	<p>April 2011</p>

<p>vulnerable learners, which needs to ensure proactive engagement with those young people and identify their needs to provide integrated effective support.</p>	<p>participation by gender, ethnicity and ability</p> <p>Support 20 young parents return to learning or employment through a weekly learning and support programme delivered at Bromley by Bow Centre</p> <p>Support 20 young offenders leaving custody into learning or work, through implementing the London Resettlement Pledge</p> <p>Trail a new Level 1 traineeship, including work experience within the Council, with 5 young people with learning difficulties</p>	<p>Wendy Forrest</p> <p>Wendy Forrest</p> <p>Wendy Forrest</p>	<p>January 2011</p> <p>April 2011</p> <p>April 2011</p>
<p>R4</p> <p>That the borough and Hub partners consider further developing personalised progression support, which help young people develop personalised 'road maps' to progression.</p>	<p>Continue to pilot Advanced Skills Personal Advisers in five schools, supporting over 320 Year 11s to progress into post-16 learning and complete external programme evaluation</p> <p>Publish interim evaluation of targeted support with 30 NEET young people in Bromley by Bow, ensuring that they don't fall between youth and adult employment services as they manage transition at 18</p>	<p>Wendy Forrest</p> <p>Wendy Forrest</p>	<p>August 2011</p> <p>October 2011</p>
<p>R5</p> <p>That the borough examine the effectiveness of the integrated plan for young people with a view to developing it further in consultation with appropriate stakeholders.</p>	<p>Review proposals to support full participation to 18 through</p> <ul style="list-style-type: none"> § Hub Board § Achieving Economic Well-being Theme Group § Employment Task Group 	<p>Wendy Forrest</p>	<p>January 2011</p>
<p>R6</p> <p>That the borough identify services that provide long-</p>	<p>Develop evidence of demonstrated impact in terms of</p> <ol style="list-style-type: none"> 1. learner success 	<p>Wendy Forrest</p>	<p>March 2011</p>

<p>term effectiveness and consider shifting resources to such services.</p>	<p>2. learner progression to inform commissioning and monitoring of youth provision 16-19 learning Under 20 employment support</p>	
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Appendix 12

Response to Scrutiny Review Working Group Report on Child Poverty			
Recommendation	Response / Comments	Lead Officer	Date
<p>R1 That the Tower Hamlets Partnership develops on-going programmes to support specific groups facing barriers to employment.</p>	<p>Performance against the LAA targets (NI 151, 152 and 153) is ahead of target.</p> <p>The Working Neighbourhood Fund programme is nearing completion and has targeted a range of different groups, including young people, homeless families and other vulnerable groups such as those with mental health problems and learning disabilities, to assist them into employment. At this stage of the programme 2,484 people have been helped into employment. A full evaluation of the programme is to be carried out which will help inform the Partnership's Employment Strategy.</p>	<p>Aman Dalvi, Corporate Director, Development and Renewal</p> <p>Louise Russell, Service Head Strategy and Performance</p> <p>Simon Kilbey, Service Head of HR and Workforce Development</p>	<p>March 2011</p> <p>March 2011</p> <p>March 2011</p>
			<p>Update: March 2011</p> <p>Performance against final year LAA targets is on-track. The Working Neighbourhoods fund programme is approaching its end in March 2011. Unverified job outputs up to December 2010 are 3,496 against an overall target of 4,000 people into work.</p> <p>There is confidence that the overall target of 4,000 for the programme will be met.</p> <p>The Councils Skillsmatch service has an individual target of 1800 to achieve by March 2011, performance up to December 2010 shows the programme has placed 1,719 local people into work. There is</p>

<p>R2 That the Health and Employment Group consider the role of GPs in identifying ways of breaking the cycle of long term sickness for those with support needs.</p>	<p>The Jobs in Health project, part funded through WNF is targeting recruitment into entry level PCT positions through the mytowerhamletsjobs.com process. This is being widened and launched in autumn 2009 and will be used to register health service users a clear route into employment advice. This will be marketed to GPs and other health care professionals as the main referral route for their patients. Patients of psychological services will benefit from this approach in the first instance.</p> <p>A pilot is also in place using the concept of a 'well-note' as an intervention to reduce the likelihood of long-term sickness.</p>	<p>Simon Kilbey, Service Head of HR and Workforce Development</p>	<p>On-going</p>	<p>confidence that the target will be achieved. Evaluation of the WNF programme is currently underway.</p>
<p>R3 That Children's Services ensures that assessments, including Common Assessment Framework and Core Assessments include debt management considerations and whether financial advice is required as part of action planning.</p>	<p>Children Centre Family Support Workers complete CAF's. Where appropriate action plans reflect the need for financial advice and where this can be obtained e.g. through BRAC UK, parents guide to money, Citizens advice or any local Children's Centre service</p>	<p>Helen Lincoln, Service Head Children's Social Care</p>	<p>September 2009</p>	<p>Complete</p>

<p>R4 That Children's Services develop and train front line staff at Children's Centres to deliver debt management and financial advice in partnership with locally based organisations such as the Financial Services Authority and third sector organisations.</p>	<p>The Children Centre Community Involvement Officers have an in-depth awareness of services available and are able to sign post as appropriate.</p> <p>Delivered training - (60 staff attended in total)</p> <p>Family Information Service (FIS) user survey carried out at the Working With Parents seminar - (50 attended)</p> <p>Parent Support Partner staff and representatives from voluntary and statutory services attended.</p> <p>Further development to include launch of Family Information Service, 'show and tell' to PSP network groups.</p> <p>FSA delivered a one hour session for staff with follow up 1-1 sessions.</p> <p>HMRC until recently were attending some Children Centres the following gives a flavour of outcomes (it should be noted that this is London wide feedback from HMRC)</p> <ul style="list-style-type: none"> • Increased awareness of tax credits • Increased awareness of tax credit not claimed • Increased awareness of childcare element of Working 	<p>Amanda Hicks, Children's Centre Strategic Manager</p>	<p>December 2009</p> <p>31 March 2010</p> <p>31 March 2010</p> <p>Ongoing</p> <p>September 2009</p>	<p>Complete</p> <p>Children Centre Community Involvement Officers (CIO's)/lead workers have produced a contact list of providers that support this area of work. This is circulated to all CIO's/lead workers particularly when new people come into post. Other centre staff signpost to the CIO/lead worker as appropriate</p> <p>The Children's Centres have worked in partnership to deliver advice such as with Toynbee Bee, ELFI, Quaker, Limehouse, BRAC, Money Matters, Bromley By Bow Centre</p> <p>Staff have attended training and sessions on: Working Benefits. Money Mentoring debt management/financial advice</p> <p>HRMC Ceased when the</p>
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<p>R5 That the External Funding Team consider how financial inclusion and debt management might be further promoted through wider</p>	<p>Tax Credit</p> <ul style="list-style-type: none"> • Increased awareness of childcare element of Working Tax Credit • Better understanding of eligibility • Encouragement to apply for tax credits • Encouragement to notify about changes of circumstance • Encouragement to return to work <p>This type of work is considered across a range of groups within the Children and Families Trust to ensure that families are provided with appropriate advice and so that staff are well equipped to be able to do this. We have also undertaken some consultation with families who live in poverty which has given us information about how families want to access services - this is feeding into the child poverty commissioning plan</p> <p>Currently fortnightly notice in EEL on Where to go for debt advice . Credit union advert continues to be placed every two weeks</p>	<p>Everett Haughton, Funding and Development Manager & Maura Farrelly ,</p>		<p>present government came in</p>	<p>Regular information articles on debt advice ,financial inclusion, affordable credit and benefit take up continue to</p>
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<p>publicity in East End Life and through the publications of key local agencies.</p>	<p>.Also regular information articles on debt advice ,financial inclusion and benefit take up in EEL and RSL publications</p> <p>A new leaflet and poster highlighting Where to Go for debt and benefits advice circulated March 2010 through key stakeholder partners.</p>	<p>Community Resources Office</p>	<p>On-going</p> <p>August 2009</p>	<p>be publicised in EEL and RSL publications and on the internet and intranet In response to demand a further 10,000 Where to Go for Advice leaflets were printed and distributed to front line agencies in Dec 2010</p> <p>The scrutiny recommendation have been implemented fully and</p> <p>a financial inclusion steering group with representatives from key statutory and voluntary sector agencies was established in Oct 2010 to ensure that this work is maintained and taken forward</p>
<p>R6 That Tower Hamlets Partnership re-considers its position and use of data to review the support needed to get women into employment with a particular focus on supporting Bengali women.</p>	<p>A number of actions around this have now been included in the Gender Equality Scheme, which is awaiting final sign-off.</p> <p>Work should be underway following the finalising of the Scheme. Specific work is also taking place on women and worklessness outside of the Scheme.</p>	<p>Shahanaz Begum, Diversity and Equality Co-ordinator</p>	<p>March 2010</p>	<p>In depth research into women and worklessness in Tower Hamlets has been commissioned. This will involve a quantitative and qualitative element looking at the potential reasons behind worklessness amongst Bangladeshi and Somali</p>

				<p>women specifically.</p> <p>Final report to be completed in April 2011 - intended to feed into key strategies such as the Employment Strategy and Child Poverty Strategy</p>
<p>R7 That the ESOL Providers Action Group (EPAG) explores ways to improve the referral process to employment advice and opportunities for students who have completed courses.</p>	<p>Mapping activity completed in January 2010 and disseminated between partners</p> <p>Progression routes have been discussed, identified and learners given referral opportunities.</p>	<p>Fiona Paterson, Head of Adult and Community Learning</p>	<p>30 May 2009</p> <p>June and September 2009; January and March 2010</p> <p>30 June 2009</p>	<p>Mapping completed for 2010/11 and disseminated to partners to support referrals</p> <p>An ESOL work placement project is under consideration as a legacy from WNF activity.</p>
<p>R8 That Children's Services strengthen the promotion of the role of Children's Centres and childcare support through East End Life and the publications of other partner agencies.</p>	<p>Case studies of families to feature in East End Life in October 2010. Ongoing promotion of childcare and the Family Information Service in local press.</p> <p>Two advertisement wraps of East</p>	<p>Tony Finnegan, Communications Officer & Jacqueline Harthill, Stakeholder Engagement Officer</p> <p>Jo Green, Planning and</p>	<p>Initial communications to coincide with launch (May – July 2009), ongoing communications thereafter</p> <p>September 2009</p>	<p>Complete</p> <p>Features highlighting the work the council is undertaking appeared in East End Life during 2010: Family Information Service 24.05.10</p> <p>Children's Centres 18.10.10</p>

	<p>End Life produced – one promoting childcare in general, the other promoting holiday playschemes, a time of particular need for working parents. Four more wraps planned for rest of year.</p>	<p>Information Manager, Early Years Service</p>	<p>onwards</p>	<p>Improving Schools 01.11.10 Young People into Training/Employment 15.11.10 Housing 29.11.10</p> <p>Benefits of Childcare 26.03.10 Holiday Fun 12.07.10 Starting School 13.12.10 One more ad to appear but postponed due to team reorganisation.</p>
<p>R9 That Tower Hamlets Partnership should continue to support ESOL financially and identify targeted funding for women who may not meet the financial threshold for assistance and where they are not able to gain access to the household income.</p>	<p>Currently there is a £1.3m ESOL programme funded through WNF until 2011. The Partnership does not have any further funds beyond this period. ESOL will continue to be a priority for the Partnership.</p> <p>Implementation of Recommendation 6 could lead to the identification of support for vulnerable women.</p>	<p>Shanara Matin, Interim Head of Participation and Engagement</p>	<p>On-going</p>	<p>Working Neighbourhood Funding has now finished, and no further funding has been identified by the Tower Hamlets Partnership to support ESOL financially.</p>
<p>R10 That the Cabinet in partnership with the Learning Skills Council lobby government to increase funding for ESOL.</p>	<p>The LSC was disbanded at the end of March 2010. The run up to and the election in May 2010 meant that a proposal to send a joint letter to the then BIS Secretary of State was not</p>	<p>Heather Bonfield, Service Head of Cultural Services</p>	<p>December 2009</p>	<p>BIS has consulted on the Skills for Sustainable Growth strategy which outlines the future for ESOL provision in terms of</p>

<p>R11 That Jobcentre Plus review customer experience and case management with a view to improving the experiences of local people.</p>	<p>implemented.. Since then the new government policy, in relation to skills and learning has led to two consultation papers on the future and funding of learning and skills. While ESOL remains a high priority locally, constructing a case to the new BIS Secretary of State for additional investment needs to wait until the policy position is clearer, possibly after the October CSR announcements. This will be kept under review.</p> <p>A range of recession busting measures were introduced in April 2010 not least Future Jobs Fund, Backing Young Britain and Day One/Six Months offers. These have had some success and have gradually been removed as the impact of recession has reduced and as the new Government's Welfare Policy and fiscal reforms have developed.</p> <p>Flexible New Deal will no longer be introduced, instead a new single Work Programme will come on line in summer 2011 that will encompass all existing provision, including Pathways to Work . The Work Programme will be individually tailored work focused support of up to two years irrespective of benefit claimed or customer group. The</p>	<p>Derek Harvey, External Relations Manager, Jobcentre Plus</p>	<p>December 2009</p> <p>Immediate</p> <p>August 2009</p>	<p>funding, Funding rates have declined by 32% and new eligibility criteria targets those on work related benefits. This is part of the governments' strategy to support individuals who are close to gaining work..</p>
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<p>Work programme will have some mandatory attendance requirements and in return offer support to Incapacity Benefit (IB)/Employment Support Allowance (ESA), Income Support (IS) and Jobseekers Allowance (JSA)</p> <p>The Work Programme will be supported by work experience/apprenticeships/ volunteering offers involving third and voluntary sectors organisations. In addition existing IB customers will be reassessed through the Work Capability Assessment to determine whether they are fit for some work now, some time in the future or unlikely to be job ready. After which they will be respectively supported into claiming JSA, ESA (Work Related Activity Group) or ESA (Support Group).</p> <p>Our Advisers are being and have been upskilled to better deal with more vulnerable groups ie those with mental health issue, those with drug related issues, carers, etc.</p> <p>Additionally they are embarking on a development programme to assess and upskill to NVQ level standards. This is a longer term objective spanning 3 years.</p>	<p>Immediate and ongoing</p> <p>On going and from October 2009 re Future Jobs Fund</p>	
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<p>R12 That the Cabinet lobby Department of Work and Pensions to review how the benefits payment system can be improved to make prompt payments and support people so as not to fall further into poverty.</p>	<p>We have advisers working out of 6 Children Centres in Tower Hamlets and are seeking to expand. This is in addition to advisers attending 8 primary schools offering advice and jobsearch support under the School Gates project. We have restructured all of our offices to focus more closely on specific customer groups and in the case of JSA customers to enhance support at key stages of duration of unemployment</p> <p>Local Employment Partnerships ceased as a branding in May 2010 however due to the success of the model, the concept and offer to employers will continue. The District exceeded LEP targets by 215%.</p> <p>Lone Parents with children aged 10 and over have been migrated onto either JSA or ESA as can no longer be considered lone parents for IS purposes. This will reduce to age 7 this October with plans to reduce further to age 5.</p> <p>Virtuality was introduced from April 10.</p> <p>Telephony was brigaded all under the Contact Centre Directorate handling calls for benefit enquiries as well as employment related services and claims taking.</p>	<p>Derek Harvey, External Relations Manager, Jobcentre Plus</p>	<p>December 2009</p> <p>August 2009</p>	
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<p>All claims can now be taken over the telephone and in 2010, JSA (conts based) was able to be claimed on line. This was extended to JSA (income based) in Aug 2010.</p> <p>There is now only one telephone number for all Jobcentres.</p> <p>In March 2010, Better of in Work calculations became available on line via the 'benefit adviser' on the 'Directgov' website as well as offering information on entitlement/eligibility of benefits.</p> <p>The In and Out of Work project was completely rolled out by March 10 which speeded up the claiming of in and out of work benefits. Information is captured at the outset of the claim and shared with Housing Benefit/Council Tax teams and when starting work information is updated and sent to HB/CTB and HMRC to initiate the Working Tax Credit claim</p>	<p>Steve Hill, Benefits Service Manager</p> <p>Steve Hill, Benefits Service Manager</p>	<p>September 2009</p> <p>Date to be confirmed</p> <p>September 2009</p> <p>Dependent on guidelines from Department of Work and Pensions – Welfare Reform Agenda currently on-hold until after Parliamentary recess</p>	
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<p>R13 That the Partnership explores ways to improve employment opportunities for the Somali community including the use of outreach work.</p>	<p>The Partnership is carrying out a detailed piece of work to improve understanding of the needs of the Somali community. This work will be completed by the end of September. The recommendations will be presented to the Partnership Executive.</p> <p>It is also to be noted that there are 2 WNF programmes commissioned to improve employment opportunities for the Somali community including the use of outreach work, the Somali Network is in place, and has representatives on the governance structures of the Partnership.</p>	<p>Steve Hill, Benefits Service Manager</p> <p>Shanara Matin, Interim Head of Participation and Engagement</p>	<p>July 2009</p> <p>September 2009</p> <p>October 2009</p>	<p>Complete</p>
<p>R14 That the Council should sign-up to the London Child Poverty Pledge and encourage partners including the PCT, Canary Wharf and Olympics Authority to sign and use the Pledge to respond to the employment needs of local people.</p>	<p>Tower Hamlets has signed up to the London Child Poverty Pledge and is seen as a beacon for work in this area</p>	<p>Layla Richards, Partnerships and Equalities Manager</p> <p>Shanara Matin, Interim Head of Participation and Engagement & Layla Richards, Partnerships</p>	<p>October 2009</p> <p>September 2009</p>	<p>Fully Implemented in the first six months of the plan in keeping with the deadline</p> <p>Fully Implemented in the first six months of the plan</p>

	<p>R15 That the Council explore ways of increasing the participation of new communities in the democratic process.</p>		and Equalities Manager	John Williams, Head of Democratic Services		October 2009	in keeping with the deadline
<p>A Consultation and Participation Framework is being developed to increase participation, the New Residents and Refugees Forum will be included in the development of the Framework, this work will include:</p> <ul style="list-style-type: none"> • Production of a governance map to identify the links between existing groups in the community and the influencing groups of the Tower Hamlets Partnership. • Formally linking the New Residents and Refugees Forum to the structures of the Partnership in a way that suits the needs of that group. <p>In addition, the Consultation and Involvement Team collect equalities data from each of their events and surveys conducted with communities to identify which groups are missing, and plan how they will improve participation in the future. This could be strengthened and collated Council and Partner wide.</p> <p>In its efforts to increase participation and engagement, the Council is</p>		On-going	December 2010	Following completion of the pilot programme of Cabinet meetings in Community venues undertaken by the previous administration to October 2010, the Elected Mayor is now developing proposals for a programme of surgeries and other participative events in venues around the borough from March 2011 onwards.			

	currently exploring holding meetings outside the Town Hall.			
R16 That local BME media is used to increase awareness of how local democracy works and how it can address local issues for example unemployment and to champion positive stories about parental employment.	See recommendation 8 update.	Kelly Powell Communications Officer	On-going	See recommendation 8 update.
R17 That the Overview and Scrutiny Committee undertake a Scrutiny Review exploring how the development of community leadership across the partnership could be improved and further explore how the One Tower Hamlets Interview model can be used to support this.	The Scrutiny Lead for One Tower Hamlets undertook a review last year focussed on strengthening local community leadership. The recommendations focus on three key areas; need to develop a new model of community leadership to support Members to engage with local residents more fully. They also show a need for the Council to increase resident participation in the democratic process and to improve the partnership process.	Afazul Hoque, Scrutiny Policy Manager	May 2010	The Overview and Scrutiny Committee undertook a review on the role of Scrutiny under an executive Mayor. This considered strengthening local community leadership to hold the Mayor to account.
R18 That the Strategy and Performance Team further develop the THIS Borough system to improve support to Members.	The THIS Borough strategic review has been completed. It was felt that involving members at this stage was not appropriate, given that it was during the period leading up to the local and General elections. The THIS Borough system is currently going through a major upgrade. Once completed, it would improve the speed of access to data.	Ashraf Ali, Local Information System Manager	December 2009	The system has been off line for a while now, as a result of maintenance work being carried out. During this time a study was completed analysing the benefits of THIS Borough. This included looking at whether we should still fund the system. CMT in December 2010 decided

	<p>The functionality of the system will be simplified and improved so that Members can access ward level data from one page, as supposed to multiple pages, which is currently the case. Ward level maps will also be available for downloading. ward profiles will be produced which can be downloaded into PDF for Members to use.</p> <p>Once the system is fully functional training sessions for Members will be arranged, possibly late November. We can use this opportunity to get Members views of the system and identify further improvements needed to support Members.</p>			<p>that the system should remain. We are in the final stages of maintenance work and plan to go live in March 2011. We will then schedule training and support sessions for Members.</p>
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Response to Scrutiny Review on Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Date
<p>R1 That the Council develops a programme to raise awareness amongst Members, residents and other stakeholders of the Councillor Call for Action (CCfA) process.</p>	<p>CCfA process will be communicated to all stakeholders through a number of communication mechanism including the Council website, East End Life and internal bulletins. Discussions have already been held with partner organisations through the Community Plan Delivery groups. While there will be a chance to promote CCfA through the Ward Panels.</p> <p>Members will be briefed using the Members</p>	<p>Afazul Hoque (Scrutiny Policy Manager)</p>	<p>October 2010</p> <p>June 2010</p>

Response to Scrutiny Review on Strengthening Local Community Leadership		
Recommendation	Response/Comments	Responsibility
		Date
	<p>Induction Session on Scrutiny.</p> <p>A tool kit for CCfA will be produced which will clearly outline to members how to raise a CCfA.</p>	October 2010
R2 That the Council create a robust analytical tool to provide better understanding of the problems faced by residents to find longer term and effective solutions.	The Performance Digest report is currently being further developed following feedback from this Scrutiny Working Group. The first report is expected at OSC and the LAPs in October with the second six monthly report due in April 2011.	Stephanie Ford (Interim Performance Manager) Afazul Hoque (Scrutiny Policy Manager)
R3 That the Partnership develops local scrutiny with a problem-solving focus through LAP Steering Groups and links this in with the Council's Overview and Scrutiny Committee.	<p>In response to Steering Group feedback the Partnership has developed LAP task-groups. These are time limited and issue focussed groups who work with Neighbourhood Managers to identify solutions to specific issues. Elected Members are able to lead or hold task groups to account as part of their role as co-chairs of the wider LAP Steering Group.</p> <p>Guidance on Task groups has been published and made available to LAP Steering Groups.</p>	Lorna Hughes, (Senior Neighbourhood Manager) On-going
R4 That the Council develops a programme to improve Councillors' links with third sector and partner organisations, focusing on enhancing their ward level	<p>A list with existing third sector networks will be sent to all Members.</p> <p>A Database is currently being developed with details of all third sector organisations which can be used to identify organisations by area</p>	Alice Wallace (Third Sector Development Manager) June 2010

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		Date
leadership role.	and themes. LBTH have commissioned Tower Hamlets CVS to develop a database. As part of the work on Voice and Representation a thematic health forum is being developed which will support the Member's Community Leadership role on the Health Scrutiny Panel. The ChangeUp Consortium is leading on – and resourcing - the development of the Health and Wellbeing Forum.	
That the Council continues to develop programmes to support Community Leaders at all level including targeted work with minority and new communities.	The Council's Community Leadership Skills Programme has recruited 31 local community leaders. The programme will develop and enhance the community leadership skill of these residents. The programme started in August 2010 and is run by the Council of Ethnic Minority Voluntary Sector Organisations (CEMVO) and the School of Oriental and African Studies (SOAS). The participants will gain a post graduate diploma in Community Leadership. The CVS will also be delivering the "Skilling Up Programme" which is a course to support those involved in representing the third sector. Based on the previous programme a Future Councillor's programme will be developed to encourage and support under represented	Nasim Ahmed (WNF Programme Manager) Alice Wallace (Third Sector Development Manager) John Williams (Service Head, Democratic Services)
		August 2010 December 2010 July 2011

Response to Scrutiny Review on Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Date
	<p>communities to stand for office. This will be developed within existing Council and/or London Councils resources.</p> <p>Service Integration is leading on developing the Corporate Framework for Community Champions, which is where residents volunteer (Community Champions) to monitor the services provided by the Council. Initially Community Champions are focused on Communities, Locality and Culture's services, with the potential to expand the current 'upskilling' offered to the Champions (allowing them the ability to monitor a larger range of services).</p>	Shazia Hussain (Project Director – Service Integration)	April 2011
R6 That the Council develops Member Champion roles for the six equalities strands to ensure those areas are promoted at strategic and local level.	<p>This year's Member Diversity and Equality Group (MDEG), chaired by Cllr Saunders, the lead Member for Equalities, will identify a Member champion for each of the equality strands. Through the MDEG Members will provide support and challenge to the implementation of the Council's six equality schemes.</p>	Hafsha Ali and Frances Jones (Acting Service Heads, Scrutiny & Equalities)	Start in July 2010, with meetings ever quarter.
R7 That the Council develops a comprehensive Induction Programme for new Councillors including allocating Senior Officers to each Councillor to help them navigate around the Council.	<p>A comprehensive Induction Programme has been developed for new Councillors and delivered from May 2010. New Councillors have also been offered the opportunity to 'buddy up' with a Senior Officer.</p>	John Williams (Service Head, Democratic Services)	Completed
R8 That the Council develops innovative communication mechanisms such as use of	<p>As part of the development of the Corporate Communication Strategy it will explore how social media can be used to publicise</p>	Takki Sulaiman (Service Head Communications)	July 2010

Response to Scrutiny Review on Strengthening Local Community Leadership		
Recommendation	Response/Comments	Responsibility
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social media and developing councillors website to highlight their work including how local residents can work with Councillors to shape their area.	Members and support digital engagement with citizens. The Council's website will be updated and opportunities will be sought around development of the Members Web pages. A Members Seminar will be organised outlining support available from Corporate Communications and how Members can improve their communication with local residents.	December 2010 December 2010
R9 That the Council rolls out a programme of formal meetings at different community locations within the borough.	A pilot programme of Cabinet and other Committee meeting will be organised at community venues from Autumn 2010. An evaluation of this pilot will explore the benefits of full roll out. A pilot programme of 4 Cabinet meetings in outside venues is underway. This is being funded from within existing Democratic Services budgets. Any extension of the programme beyond this pilot - either to further Cabinet meetings or to meetings of other Committees will give rise to additional costs for venue hire and staff resources, estimated at an average of £400 per meeting, for which there is currently no budget provision.	John Williams (Service Head, Democratic Services) October 2010
R10 That the Council reviews the way petitions are managed and develops a more comprehensive system for receiving and responding to	The regulations for petitions have been published and a scheme for managing petitions will be developed. E-petition facility will be developed by	John Williams (Service Head, Democratic Services) July 2010 December 2010

Response to Scrutiny Review on Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Date
petitions.	December 2010.		On-going
R11 That the Partnership reviews how the Local Area Partnership (LAP) structures involve Councillors more effectively by utilising their democratic mandate and relationships with their constituents, for example helping to accessing 'hard to reach' sections of the community and communicating with residents in more open ways.	<p>Both these will be publicised amongst residents and other stakeholders.</p> <p>The Partnership has taken part in the scrutiny review and used some of the emerging findings during the review process to inform wider work. For example the Partnership held a LAP Steering Group conference in January 2010 to explore improvements to LAP processes. Some immediate changes have been made to improve resident and councillor engagement within these structures. Further detail is set out in response to Recommendation 12.</p> <p>As part of the development of the Citizen Engagement Strategy we will be looking at how Members fulfil their community leadership role through the Partnership and are enabled to engage local communities and hard to reach groups. The consultation plan for the Strategy includes an induction / development session with Members.</p>	<p>Shanara Matin (Head of Participation and Engagement) Jon Underwood (Total Place Programme Manager)</p> <p>Shazia Hussain (Project Director – Service Integration)</p>	<p>October 2010</p> <p>May 2010</p>
R12 That the Partnership reviews the way work programmes and agendas are being set at LAP Steering Groups to ensure it has a more local focus and encourages other residents to attend.	<p>LAP Steering Group agendas have been revised. They are now designed to allow half the meeting to focus on a Community Plan theme and the remaining half on local issues.</p> <p>The meetings have been programmed into a forward schedule to ensure there is a rotation of Community Plan Themes and will enable LAP input to be reported up to Community</p>	<p>Afiya Begum (Governance Team Leader)</p> <p>Afiya Begum (Governance Team Leader)</p>	<p>Completed</p> <p>Ongoing</p>

Response to Scrutiny Review on Strengthening Local Community Leadership		
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	Plan Delivery Groups of the same theme. The locality focussed section of the agenda will be determined by Steering Group members.	
R13 That the Council undertakes a feasibility study to explore allocating ward budgets to local Councillors.	In light of the current economic climate, there are no resources available to provide ward budgets and therefore any cost in undertaking a feasibility study would not be cost effective. However, the current Total Place Pilot includes a commitment to deliver a Budget Matrix, which aims to embed participatory budgeting into the service planning cycle.	None Shazia Hussain (Project Director – Service Integration) March 2011

Appendix 14

Response to Scrutiny Challenge Session Report – English for Speakers of other Languages (ESOL)		
Recommendation	Response/Comments	Responsibility
Recommendation	Response/Comments	Date
R1 That the Trading Standards service investigate allegations of bogus issue of Skills for Life certificates and pursue prosecution or other sanction, and ESOL providers across the borough through External Partners Advisory Group	EPAG meetings have included discussions about private colleges offering ESOL qualifications and citizenship tests. Mapping of private colleges is planned for October 2010 Focus groups with private college representatives will follow once the mapping has been completed	Colin Perrins (Head of Trading Standards and Environmental Health Commercial) Eugene Walters (Community Partnerships Manager, Life Long Learning)
		On-going Reviewed at bi monthly EPAG meetings December 2010- December 2010
		Reviewed regularly at EPAG meetings. No instances have been reported.

Response to Scrutiny Challenge Session Report – English for Speakers of other Languages (ESOL)				
Recommendation	Response/Comments	Responsibility	Date	Update: March 2011
and includes action to identify further funding for entry level ESOL provision.	A refreshed ESOL plan has been overtaken by events but local planning between providers continues and progression arrangements to the next level for learners who had been WNF participants is being organised.		by September 2010	is refreshing its local ESOL strategy and action plan. Entry level remains a priority. The refresh of the Plan will be completed by March 2011.
R4 That EPAG ensures students displaced by the closure of the 11 ESOL courses in community centres are supported and redirected to other accredited providers that are able to meet their needs.	Completed	Tower Hamlets College EPAG Providers	Completed	Completed
R5 That Job Centre Plus is encouraged to participate fully in EPAG to share information about provision and exchange best practice so that the planning of ESOL provision and the standard of delivery meets the needs of	JCP representatives have been invited to EPAG meetings.	Clare Welburn (Preparation for Life and Work Manager , Life Long Learning Service) Derek Harvey (Job Centre Plus)	Reviewed at bi monthly EPAG meetings June 2010	JCP representatives are invited to EPAG meetings

Response to Scrutiny Challenge Session Report – English for Speakers of other Languages (ESOL)			
Recommendation	Response/Comments	Responsibility	Date
local residents.	This has not been included in the 2010/11 work programme, however, Members may decide to review this in the next six-monthly monitoring report.	Afazul Hoque (Scrutiny Policy Manager)	October 2010
			Update: March 2011

Appendix 15

Response to Health Scrutiny Panel Review on End of Life Care			
Recommendation	Response/Comments	Responsibility	Date
R1 That the Care-Plus project be commissioned by NHS Tower Hamlets and London Borough of Tower Hamlets for a minimum of a further two years. The scope for disseminating learning from the project locally should be explored within the commissioning of the project.	LBTH and NHS Tower Hamlets initially agreed interim funding for this project until March 2010 pending the completion of an evaluation of this project. The evaluation was completed (and identified by the Kings Fund as good practice) and based on this evaluation the service has been re-commissioned by the partners, initially for 2010/2011 and using just clinical staff. The future of the Project will be included within the Integrated Commissioning Programme currently being developed by LBTH and NHS Tower Hamlets.	Health Lead – Alison Roberts (Head of Commissioning, NHS Tower Hamlets) Social Care Lead – Barbara Disney (Commissioning Manager for Older People)	Funding has been agreed until March 2011.
R2 That the needs and rights of carers, partners, single sex	NHS Tower Hamlets already applies the principles and aspirations set out by the panel	Social care lead – Barbara Disney	Completed

Response to Health Scrutiny Panel Review on End of Life Care			
Recommendation	Response/Comments	Responsibility	Date
<p>partners and friends be recognised within the context of end of life care. In particular the tools used to facilitate discussion with families at end of life be extended to cover these groups.</p>	<p>in this recommendation in relation to end of life care using the Gold Standard Framework and Liverpool Care Pathway process of identifying the main carer and have appropriate discussions with them. It will continue to use this process so that all groups are included.</p>	<p>Health Lead – Alison Roberts</p>	
<p>R3 That the Council and NHS Trusts work in partnership with St Joseph's Hospice to extend palliative care in the community and train health and social care and care home staff on managing end of life care</p>	<p>One of the work streams for the Delivering Choice programme is looking at workforce development and training which includes both health and social care.</p> <p>Representatives from social care are already on other work streams which include elements of education and training need identification and care home work.</p>	<p>Health, social and voluntary sector Health lead – Alison Roberts Social Care lead – Barbara Disney</p>	<p>A variety of courses for health care assistant and non professional staff have been commissioned by NHS Tower Hamlets in 2010. Ongoing</p>
<p>R4 That the NHS Trusts in Tower Hamlets and London Borough of Tower Hamlets prioritise co-ordination across health and social care during discharge from hospital and as a part of this work that the major Hospitals in Tower Hamlets explore options to prioritise the transport needs of those at end of life.</p>	<p>As part of DCP¹ this is an area that is being currently investigated and scoped</p>	<p>Health lead – Alison Roberts Social Care lead – Barbara Disney</p>	<p>Executive Board agreed for a co-ordination centre to be set up in Tower Hamlets funded from health in Jan 2010. Negotiations have started with community health services to set up a pilot.</p>
<p>R5 That the Council provide</p>	<p>There is a booklet designed by NHS Tower</p>		

¹ DCP is the NHS Tower Hamlets / Marie Curie Delivering Choice Programme which was launched in August 2008 and works with partners including LBTH.

Response to Health Scrutiny Panel Review on End of Life Care			
Recommendation	Response/Comments	Responsibility	Date
<p>signposting and advice services on how to make wills and put in place Advance Directives and that these should be linked to information provided by the Births, Deaths and Marriages Registry services in the Borough.</p>	<p>Hamlets "What to do in event of a death in Tower Hamlets" which as details around signposting and putting in place advance directives.</p> <p>This recommendation will be incorporated into the Council's Channel Strategy. Immediate actions include:</p> <ul style="list-style-type: none"> • To make sure the current literature is disseminated widely but sensitively including placement in Idea Stores • Reviewing and updating information put out by the Council including the use of East End Life • Ensuring Call Centre Staff are able to signpost residents appropriately 	<p>Social Care – Andrew Shirras (Strategic Services Manager, LBTH)</p>	<p>April 2010</p>
<p>R6 That health and social care services develop a common definition of end of life care to be understood by all staff working with older people in particular. The definition should agree the trigger for health and social care services to consider the end of life care needs of the individual.</p>	<p>The definition used is set out in the DCP and we are not able to use our own local definition. However the point is accepted in so far as this is about consistent training and common understanding of what end of life care is.</p> <p>Regarding the use of triggers, there is the Gold Standards Framework for Palliative Care in the Community and in Care Homes that partners are seeking to adopt.</p>	<p>Health lead – Alison Roberts Social Care lead - Barbara Disney</p>	<p>Completed</p>
<p>R7 That a joint health and social care post be created to lead on</p>	<p>Part of this function may be covered within the coordination centre</p>	<p>Health and social care (Delivering Choice</p>	<p>On-going</p>

Response to Health Scrutiny Panel Review on End of Life Care			
Recommendation	Response/Comments	Responsibility	Date
<p>the integration of health and social care services for end of life. The remit of the role would include creating a joint protocol for information share across health and social care including for the Older People's Panel and for co-ordinating care at the key points where health and social care interact.</p> <p>Do</p> <p>PO</p> <p>1</p> <p>2</p> <p>That the NHS Trusts and the Council review their provision of rapid death certification services to take account of local community needs including that of faith and explore the options for an inter-borough service to ensure 24 hour coverage. The service that is developed as a result of this will need to include a community engagement plan to publicise and improve access to the service.</p>	<p>The End of Life Board is overseeing a programme of work to promote a more integrated delivery of care building on the more general integration of provider services that is currently in progress.</p> <p>The Commissioning aspect of this work will be taken forward in context of the Integrated Commissioning Executive which oversees the integration arrangements in place between NHS Tower Hamlets and the Council.</p> <p>NHS Tower Hamlets has already begun work on this issue and is in the process of setting up a working group to look at death certification and related issues for the community and hospital.</p> <p>The Council also already operates a joint bereavement office service with Newham Council, ensuring that burial forms are issued during public holidays. When delays to burial do occur it is because a doctor has not signed a death certificate.</p> <p>There are some legal constraints which make this recommendation difficult to achieve. A death can only be certified by the doctor who has seen the patient in the last 14 days. Out of hours/weekend death are covered by the Out of Hours GP service who will not have seen the patients before and therefore cannot</p>	<p>Programme) Integrated Commissioning Executive</p> <p>Health lead Alison Roberts</p>	<p>A date has not been set.</p>

Response to Health Scrutiny Panel Review on End of Life Care			
Recommendation	Response/Comments	Responsibility	
		Date	
	<p>certify the death and this causes a delay, especially at weekends and over bank holidays when the normal GP is not available. It may cause distress for Muslim patients who need a quick burial.</p>		
<p>R9 That the Council consider piloting a programme of community based discussions on end of life care.</p>	<p>NHS Tower Hamlets welcomes the potential to enhance community dialogue and understanding through this approach. We believe it should be done with sensitivity and must include follow up and provision of training for staff involved and responding to requests that might come from the discussions.</p> <p>Social Care and NHS Tower Hamlets have previously participated in jointly hosted public discussions and welcomed this approach. A recent public engagement around acute hospital care for people with Learning Disabilities – “Six Lives” – has shown how successful this type of approach can be.</p> <p>We are working under the DCF programme on how we can adapt such an approach to End of Life Care. This will build on the relationships between equalities in the Council and local faith groups.</p> <p>An update will be provided to Members as</p>	<p>Barbara Disney and Alison Roberts Integrated Commissioning Executive</p>	<p>On-going</p>

Response to Health Scrutiny Panel Review on End of Life Care			
Recommendation	Response/Comments	Responsibility	Date
	part of the six-monthly monitoring of this Action Plan.		
R10 That on the basis of a common definition of end of life care being agreed by the Council and NHS Trusts, individuals should be assigned a single point of contact for co-ordinating all subsequent care.	Please see response to Recommendation 4.	Health and social care	Delivering Choice Programme - Work stream group to be developed and proposal for service improvement by January 2010.
R11 That a strategic approach to commissioning care homes be developed taking into account the need to deliver high quality and efficient services but also in a way that ensures there are sufficient resources and flexibility for care home staff to take up training to meet the end of life care needs of residents.	A service specification for end of life care in residential care homes to be developed and incorporated into the Commissioning work programme for the review of care home contracts - across both Council and NHS contracts.	Social Care – Barbara Disney Overseen by Integrated Commissioning Executive	Ongoing

Appendix 16

SCRUTINY REVIEW – REDUCING CHILDHOOD OBESITY ACTION PLAN			
Recommendation	Response / Comments	Responsibility	Date
R1 That the Children, Schools and Families Directorate find additional resources to provide free school meals for all pupils in Tower Hamlets.	If free school meals were offered to all pupils and the take up was 90%, the additional cost would be the lost income from pupils and schools of £2.990m and the additional costs of providing 8,650 more meals daily of £3.456m. This produces a total estimated cost of £6.446m, which would rise by a further	Layla Richards Service Manager, Strategy, Partnership and Performance	Update March 2011

<p>R2 That the Children, Schools and Families Directorate in collaboration with schools explore the possibility of introducing a cashless lunch payment system for all pupils to use when purchasing school lunch.</p>	<p>£1.421m if the take up were to be 100% (full costings are explained at Appendix C). Children Schools and Families Directorate do not currently have the resources to provide free school meals to all pupils. However, if financial circumstances change and members still wish to make this a priority for the borough, Children, Schools and Families directorate will re-visit this recommendation. Whilst the coalition government has abolished plans to extend free school meal eligibility, Newham, who were a pilot area for the proposal, have pledged to continue funding for their free school meal scheme when the pilot ends in 2011.</p> <p>There are many benefits for installing a cashless system into schools especially when combined with an online payments system for parents.</p> <p>The report suggests that if a free school meals policy for all were to be adopted then this option would be obsolete however cashless systems have other benefits, for example tracking usage and uptake and managing the free school meals administration which is still likely to be required.</p> <p>For an online payments system, annual costs would be around £330 per primary and £900 per secondary school, with first-year set up costs of £250 per school.</p> <p>For a cashless system, the costs are approximately £3500-4500 per primary and up</p>	<p>Michael Hales, Head of Children Schools and Families Contract Services</p>	<p>Update March 2011</p>
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	<p>to £20,000 per secondary, dependent on the number of tills required. Transaction charges of approximately 1.2% to 1.6% should also be budgeted for.</p> <p>Cashless payment systems are already operating in a number of schools in the borough and more schools are keen to adopt the system. Children's, Schools and Families will update the Overview and Scrutiny Committee on which schools have already installed the system and provide some analysis on whether this is successful.</p> <p>The cost of moving towards a cashless system is not something that has been provided for through delegated budgets to schools. The funding would either need to be found from individual school surpluses or from a corporate fund. The Children's, Schools and Families trading account would not be able to cope with this expenditure. This recommendation will be re-visited in 6 months to see whether it is feasible to carry out the cashless payment system in more schools.</p>		
<p>R3 That Children, Schools and Families Directorate work with schools to develop a staggered lunch hour, so that pupils are not queuing for long periods over lunch.</p>	<p>Head teachers to be asked to review lunch arrangements to ensure that lunchtime queuing is kept to a practical minimum. School council members could be involved in collecting students' views on this issue. In schools where queuing is an issue they are to be encouraged to consider alternative</p>	<p>Layla Richards Service Manager, Strategy Partnership and Performance.</p>	<p>2010/11 for research into schools where queuing is an issue and a plan set for 2011/12 implementation</p>

<p>R4 That Children, Schools and Families Directorate work with all secondary schools in the borough to adopt a closed gate policy preventing all pupils from routinely leaving school premises during lunch hours.</p>	<p>arrangements, for example, timetable adjustments and staggered lunchtimes. These arrangements can be very disruptive and sometimes not practicable so creative and clear planning would be needed.</p> <p>Most secondary schools adopt this policy for 11-16 but it is not practicable for post-16 as many students travel to other institutions (e.g. Wessex Centre).</p> <p>We need to identify which secondary schools have an open gate policy and then School Improvement Service can work with heads to encourage them to adopt a closed gate policy and to discuss with them reasons why this is not the case.</p>	<p>Layla Richards, Service Manager, Strategy Partnership and Performance.</p>	<p>Autumn Term 2010 for discussion with schools and if policy agreed, date for implementation would be set.</p>
<p>R5 That Children, Schools and Families Directorate provide updates on progress of the BSF programme to the Overview and Scrutiny Committee. This should outline the effects new lunch room areas are having on the uptake of school meals.</p>	<p>BSF investment can support a reduction in levels of Obesity in schools across a range of areas including:</p> <ul style="list-style-type: none"> § The design approach for the preparation and serving of food in schools; § The use of modern and fit for purpose PE facilities § Additional support in curriculum areas relating to health and well-being including flexible spaces and an enhanced use if ICT. 	<p>Ann Sutcliffe, BSF – Service Head</p> <p>Katie McDonald, Scrutiny Policy Officer</p>	<p>As per programme Update January 2011.</p>

<p>That the Environmental Health Team requests all fast food outlets to have calorie contents on menus</p>	<p>LBTH BSF has followed the principles of the DfE "Inspirational Design for Kitchen & Dining Spaces" (2007) which provides guidance to authorities on ensuring design quality in school dining which should foster good social interaction and provide a more interesting context to enjoy and promote healthy eating.</p> <p>The BSF Programme team can provide further updates to the Overview and Scrutiny Committee as required and this has been programmed for the January 2011 OSC Meeting.</p>		
<p>Do you agree that the Environmental Health Team requests all fast food outlets to have calorie contents on menus</p>	<p>This recommendation is a good idea in theory, in practice it can't work. Anybody preparing and cooking food for consumption will not be in a position to accurately state what the calorific content of their food will be. If they do they run the risk of misdescribing their food which could make them liable for prosecution under the Food Safety Act.</p> <p>However, the Environmental Health Team has been involved in initiatives to improve the food served in fast food outlets as part of the Healthy Borough programme. All food businesses in the Borough are being targeted and advised how to provide healthier food. Training sessions have been given to fast food businesses on healthier frying and nutrition workshops have been given.</p> <p>Businesses are also being encouraged to apply for the Food for Health award. If they are</p>	<p>Collin Perrins Head of Trading Standards and Environmental Health (commercial)</p>	<p>Update March 2011</p>

<p>R7 That Development and Renewal Directorate develop an evidence base to underpin emerging policy on managing fast food outlets in Tower Hamlets as outlined in the 'Healthy Borough Programme' report with a view of developing a means to restrict the over-concentration of fast food outlets in the borough, particularly those outside of town centres and within close proximity to schools.</p>	<p>successful, they are demonstrating that they are compliant for food hygiene and that they are providing healthier food choices.</p> <p>The Environmental Health Team can provide updates on the progress of the Healthy Borough programme initiatives as required.</p>		
<p>Following the completion and subsequent examination of the Core Strategy the Strategic Planning Team has begun work on the Site & Place making and Development Management Development Plan Documents (DPDs). The Development Management DPD is exploring the extent to which the Planning system can manage the over-concentration of Hot-food takeaways, for example through restricting these uses to town centres, and only in town centres where there is no over-concentration. Other policy tools to restrict the over-concentration of uses are being explored and tested.</p> <p>As part of developing policy and testing identified implementation tools the Council is working in partnership with the PCT to develop an evidence base which will support these policies. Funding has been identified to undertake this research.</p> <p>In addition other policies and strategies which will encourage healthy lifestyles include the Green Grid Strategy, aiming to provide better connections between open spaces, and the forthcoming Local Implementation Plan, which aims to promote cycling and walking as means of active travel.</p>		<p>Owen Whalley (Service Head, Planning & Building Control).</p>	<p>March 2011</p>

<p>R8 That tackling childhood obesity will require the Council, Tower Hamlets Homes and RSLs to work more closely with fast food outlets. The Group suggest the following recommendations that will enable this:</p> <ul style="list-style-type: none"> • The Council, Tower Hamlets Homes and RSLs review the way they lease their properties ensuring that encouraging healthy eating is a pre-requisite for any new food business • Consider increasing levy charges to those that do not offer a healthy option, and reduce charges and business rates for those that do • Recognising owners of fast food outlets who are changing their menus towards healthy eating and rewarding those businesses 	<p>The report of this working group and this requirement was outlined to RSLs at the Development sub group on the 1st July 2010.</p> <p>It was discussed briefly and has since been circulated to each RSL. It was agreed that organisations should comment individually on the practicalities of implementing the recommendations by the next meeting which is scheduled for the 2nd September 2010.</p> <p>The council is currently in the process of finalising its RSL Preferred Partner Agreement and will seek to ensure that partners adhere to the Councils policy direction in this area as part of that programme.</p> <p>There are no resulting financial implications for the Council from these actions as RSLs will seek to implement as part of their ongoing business planning and will cost accordingly</p> <p>PCTs response:</p> <p>Public Health is supporting LBTH on developing 'healthy spatial planning' as part of the Healthy Borough Programme. This includes health impact assessments on 3 housing estates and the production of guidance for LBTH planners on integrating health into planning decisions.</p> <p><u>Financial implications</u> There are no resulting financial implications for the Council from these actions as RSLs will</p>	<p>Jackie Oduoye (Head of Strategy, Innovation & Sustainability)</p>	<p>December 2010 finalise partnering agreement</p>
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<p>R9 That all vending machines found at Council and Partner buildings have healthy options.</p>	<p>seek to implement as part of their ongoing business planning and will cost accordingly.</p>	<p>Amanda Baird (Strategy & Performance Manager, Facilities Management)</p>	<p>Update March 2011</p>
<p>R10 That the Council leads on developing a</p>	<p>Facilities Management are currently reviewing the existing vending contract and are hoping to go out to tender soon. The specification given includes having healthy options available to staff on vend as well as Fair Trade products, so we should see a healthier range of products available in the four Council administration buildings supplied.</p> <p>The current contract does give the option to vary the products being sold apart from having two Fair Trade products (drinks). Unfortunately we cannot make changes to the machines at this present time but it is something that can be considered in future planning.</p> <p>NHS TH agree that the Council and NHS need to lead by example in tackling healthy eating and physical activity at work. NHS TH will ask its Healthy Workplace scheme to audit food provision in vending machines on NHS premises and advise on the possibilities and barriers for improving the health content.</p> <p>We would support a similar approach by LBTH e.g. to review provision of chocolates and crisps in leisure centres. In response to this NHS TH will lead in setting up a working group to look at this issue in the Autumn.</p> <p>NHS Tower Hamlets agree the Council and partners should share best practice. We</p>	<p>Esther Trenchard Mabere. – Acting Joint Director Public Health, NHSTH</p>	<p>Conference early 2011. On-going</p>

<p>London Wide Network of practitioners to share best practice and develop strategic solutions to childhood obesity.</p>	<p>propose this could best be achieved by:</p> <p>a) Dissemination of the Healthy Borough Programmes work. NHS TH and LBTH are already planning a conference for early 2011 and the dissemination of significant evaluation reports.</p> <p>b) Bringing together NHS, Local Authority and Voluntary sector organisations in London which have an interest in obesity, possibly as a follow up to our HBP conference.</p>	<p>Strategist, NHS TH</p> <p>Mary Durkin Service Head of Youth and Community Learning</p>	
<p>That the Council and Registered Social Landlords utilise land for community food growing initiatives, encouraging residents to actively learn and enjoy techniques for growing their own food.</p>	<p>This activity is now well established, CLC have engaged with registered landlords through THHF, and 8 RSL projects have been established, with a further 2 projects being established by THH .</p> <p>Further planned activities for 2010 are :-</p> <ul style="list-style-type: none"> • Develop a “Growing Network” set up for LAP projects • Food show • Photo exhibition <p><u>Financial implications</u> This programme is already funded through DoH: Healthy Community Challenge Fund plus local match funding.</p>	<p>Jackie Oduoye (Head of Strategy, Innovation & Sustainability)</p>	<p>May 2010</p>

	<p>In December 2008 Tower Hamlets was chosen to be one of 9 Healthy Towns nationally and was the only London Borough to be successful. Tower Hamlets is receiving £ 4,680,000, the second highest level of funding nationally, over 2 years and 4 months (from December 2008 up to April 2011).</p>		
<p>R12 That THEOs allocate resources towards targeting fast food outlets that are responsible for waste and litter around their shops.</p>	<p>The method of tasking THEOs is via the joint tasking process. It is difficult to target one issue with limited resources for this reason.</p> <p>As part of the Youth Participatory Budgeting, activity towards this objective will be undertaken as part of the after school patrols which are planned to take place from Sep – Dec 2010. The THEOs will patrol o/s problem locations across the borough close to schools to prevent ASB and reduce litter.</p>	<p>Gavin Dooley Head of Enforcement and Community Safety</p>	<p>On-going</p>
<p>R13 That a report be presented to the Overview and Scrutiny Committee detailing the success of the Healthy Borough Programme. This paper should form the basis for strengthening proposals for requesting further funding beyond March 2011.</p>	<p>Through the Partnership we are developing proposals for continuation of the elements of the Healthy Borough programme where we can show a positive impact with robust evidence. This work will be ongoing over the next few months with key dates in September and October for decisions to be made about work that can be mainstreamed or supported in other ways. There may be a funding gap that would still need to be addressed.</p> <p>A report to update the Overview and Scrutiny Committee could be presented in January 2011. By that time the overall position should be reasonably clear.</p>	<p>Keith Williams Head of the Healthy Borough Programme & Katie McDonald (Scrutiny Policy Officer)</p>	<p>January 2011</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People

Recommendation	Response/Comments	Responsibility	Date	Response: March 2011
<p>R1 That the Tower Hamlets Partnership arrange a consultation exercise with young people and use this to inform research that recognises the level of alcohol consumption amongst young people. This research needs to include data on;</p> <ul style="list-style-type: none"> - Young people's attitudes to drinking - Information about young people to include the six Equality Strands - Data by Ward or Local Area Partnership (LAP) if Ward data is not feasible - Hospital data relating to youth drinking issues 	<p>A Joint Strategic Needs Analysis is being finalised looking at the needs of young people and alcohol. The JSNA will include Demography: age/gender, ethnicity, population projection Alcohol related needs: risk factors, deprivation, vulnerable groups, prevalence of unmet need Impact on services: A&E audit of under 18 year olds, Ambulance, Police (to include ASBOs, alcohol related violence), Licensing (proxy purchases, underage sales), FIP, Admissions data, Social services Alcohol specific services – provision and utilisation YOT, CSSS, Lifeline Mortality data; Young People's Voices (findings from surveys and focus groups) Pulse, TIP, Schools, Rapid Response Team, Tellus3, Pupil Attitude Survey</p>	<p>Angela Lewis Community Resource Manager, Strategy Commissioning and Partnerships</p> <p>Emma Bond Hidden Harm Coordinator DAAT Team</p>	<p>Between Sep 09 – Jan 2010</p>	<p>The preceding JSNA has now expired and work has commenced on a revised JSNA for 2010/11 to include a focus on drugs and alcohol in young people and incorporating both qualitative and quantitative data. As part of the needs assessment process, insight has been sought from young people both engaged in services and naive to treatment to obtain their views on services including education and suggestions for how to improve services locally.</p> <p>The preliminary social marketing work on young people street drinking and drinking in public spaces uncovered some useful insight into the reasons for drinking in public spaces in the context of young people's lives in the borough generally, young people's aspirations for the future,</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
	<p>As part of a social marketing programme managed by Public Health, research was commissioned into alcohol use amongst young people and adults and how to best implement interventions within A&E.</p> <p>These social marketing programmes are currently implementing interventions to address issues identified .</p>	<p>Marie-Carmen Burroughs Public Health Strategist Tower Hamlets NHS</p> <p>Angela Lewis Community Resource Manager, Strategy Commissioning and Partnerships</p>	<p>Jan 2010</p>
R2	<p>That Trading Standards and the Police ensure more regular test purchase operations are being made across the borough by recruiting additional actors to reduce burden on police</p>		<p>There have been 82 under age test purchases conducted since the 1st April.</p> <p>Of those premises visited 10 sold alcohol to the under-age</p>
			<p>their thoughts on life in the borough, perceptions of diversion activities and service provision for this group. The preliminary findings led to the extension of the work to map the various community assets available to young people and discover local best practice values and ethos for effective diversion and potential adoption by services for this group.</p> <p>There have been 137 test purchases carried out to date (7/2/11) and of those, 19 premises sold to under-age test purchasers.</p> <p>Fixed penalty notices were</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
<p>cadets.</p>	<p>test purchaser.</p> <p>6 fixed penalty notices were issued by the Police.</p> <p>3 Licensing Reviews have been triggered by Trading Standards and 6 further reviews by the Police were supported by Trading Standards.</p> <p>Other reviews are under consideration.</p> <p>Arising from that Trading Standards closed an offence using powers under Section 169A(2) of the Licensing Act 2003 for 48 hours.</p>	<p>John McCrohan Trading Standards Manger Trading Standards</p> <p>Nigel Nottidge, Chief Inspector, Metropolitan Police</p>	<p>Ongoing on a quarterly basis</p> <p>Ongoing on a quarterly basis</p>
<p>R3 That Trading Standards consider additional actions needed to prevent the purchase of alcohol by adults for young people. This should include more publicity about the prosecution of adults who purchase on behalf of young people, and those licensees who sell to, under-age drinkers.</p>	<p>Press releases have been issued.</p> <p>Also, there have been 4 intelligence led partnership operations with the Police and HMRC visiting off licence premises in the borough.</p> <p>Quantities of fake and smuggled alcohol have been</p>	<p>John McCrohan Trading Standards Manger Trading Standards</p>	<p>Press releases have been issued.</p> <p>There have been five partnership days with HMRC to date.</p> <p>One off licence had its licence revoked following a review triggered by Trading Standards arising from seizures of smuggled alcohol and under age</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
			Response: March 2011
	<p>In this financial year, the majority of the high risk premises for Trading Standards purposes are off licences.</p> <p>Trading Standards's view is that the St Neots model is not suited to the Borough</p> <p>Refusals books have distributed and form part of Licensing conditions on a number premises licences</p>		
<p>That Children's Service looks to support Healthy Schools programmes expanding its remit to include programmes in youth clubs and reviewing funding, staffing levels and project delivery.</p>	<p>A Drug & Alcohol Education Adviser has been appointed</p> <p>The Drug & Alcohol Education Adviser works closely with schools and relevant external agencies within the Borough to encourage the monitoring and evaluation of Drug and Alcohol Education</p> <p>All schools are able to access support from the Drug & Alcohol Education Adviser with staff INSET, policy development, model</p>	<p>Lorraine Hachou Joint Head, Extended Services</p>	<p>September 2009</p> <p>Ongoing</p>
			<p>An audit into the provision of both Drug Education within Tower Hamlets' schools has been ongoing. The aim of the audit is to map delivery of Drug Education in the Borough and to enable more tailored support to be offered to individual schools.</p> <p>To date, 73% of secondary schools,</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
			<p>Response: March 2011</p> <p>alcohol awareness assembly for secondary schools</p> <ul style="list-style-type: none"> - Delivery of a 'risky behaviour' assembly for Year 10 and Year 11 students at Sir John Cass Secondary <p><u>JSNA: Alcohol & Young People Partnership work</u></p> <hr/> <ul style="list-style-type: none"> - Organising and supporting the running of two alcohol-specific focus groups held with students at both Langdon Park and George Green's Recruiting Bethnal Green Technology College and Langdon Park Secondary School to participate in the 'Alcohol & Me' Event during Alcohol Awareness Week,

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
			<p>Response: March 2011</p> <p>Lead delivered a practical session to participants regarding making referrals and how to use the Lifeline screening tool</p> <p>The Hidden Harm Coordinator delivered a session on parental substance misuse, early identification and the M-Pact programme</p> <p><u>INSETS</u></p> <p>Stepney Green Secondary: 12 support staff</p> <p>Virginia Primary INSET: 9 teachers</p> <p>Shapla Primary INSET:40 school staff</p> <p>Clara Grant Primary (upcoming)</p> <p>Ian Mikardo School (upcoming)</p> <p>Old Palace Primary (upcoming)</p> <p>Model <u>lesson delivery/lesson observation:</u> _____</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
			<p>Response: March 2011</p> <p>Virginia Primary (1 teacher) Manorfield Primary (2 teachers, 2 support staff) Osmani Primary (8 teachers, 8 support staff) Lansbury Lawrence Primary (2 teachers, 2 support staff) Hermitage Primary (2 teachers, 2 support staff) St Paul with St Luke (2 teachers, 1 support staff) Central Foundation Secondary (observing NAFAS) St Paul's Whitechapel Primary (2 teachers, 2 support staff) Central Foundation Secondary (1 teacher)</p> <p><u>Policy updating/review/development:</u></p> <p>_____</p> <p>Bow Secondary Blue Gate Fields Infants Cherry Trees Primary George Greens Secondary Hague Primary</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
			<p>Response: March 2011</p> <p>Ian Mikardo Secondary Langdon Park Secondary Manorfield Primary Mulberry Secondary Redlands Primary Virginia Primary St Paul with St Luke Primary Third Base PRU Central Foundation Secondary Old Palace Primary (upcoming) Phoenix School</p> <p>Parent Drug Education sessions:</p> <hr/> <p>Bow Secondary</p> <p>Redlands Primary</p> <p>Parent Drug Education sessions involved:</p> <ul style="list-style-type: none"> - An overview of the Drug Education curriculum at each Key Stage - The national and

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People				
Recommendation	Response/Comments	Responsibility	Date	Response: March 2011
				<p>local context for Drug Education</p> <ul style="list-style-type: none"> - A representative from the school discussing the school's own Drug Education curriculum - The opportunity for parents and carers to look at resources and ask questions - Basic drug awareness - Practical advice for talking to children and young people about drugs - Signposting to local support services <p><u>Lesson planning/curriculum assistance:</u> _____</p> <p>Virginia Primary Hague Primary St Paul with St Luke Primary Manorfield Primary Mowlem Primary Langdon Park Secondary</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
			<p>Response: March 2011</p> <p>Supporting schools with lesson planning has involved:</p> <ul style="list-style-type: none"> - Providing an overview of the Drug Education curriculum at each Key Stage - Reviewing the school's existing Drug Education curriculum to identify gaps/areas for update/cross-curricular links <p><u>PSHE training</u></p> <p>Teachers from 8 schools successfully completed the PSHE CPD in the last academic year. Funding has now ceased for the national course and so we are now running local PSHE training.</p> <p>30th Sept 2010 - PSHE Training(Secondary) - 8 schools</p> <p>7th Oct 2010 - PSHE Course – 29 schools</p> <p>18th Jan 2011– Emotional Health and Well Being</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People				
Recommendation	Response/Comments	Responsibility	Date	Response: March 2011
				<p>Training – 35 schools</p> <p>1st Feb 2011 - PSHE Curriculum Development – 31 schools</p>
<p>R6 That the Council uses BME media to highlight the dangers of alcohol misuse.</p>	<p>The Council continue to use BME media and other methods of communications to highlight the dangers of alcohol misuse.</p>	<p>Poppy Turner CS Engagement Manager</p>	<p>Ongoing</p>	<p>Since this scrutiny action was formulated, we have: -</p> <ul style="list-style-type: none"> • addressed alcohol in 2 programmes on Channel 5, • annually on Ramadan radio (08, 09, 10) • Activities around Drug Awareness week and Alcohol Awareness Week <p>press released to BME media</p> <ul style="list-style-type: none"> • Adverts on drug treatment services in borough • Articles in Somali eye • A large number of press releases to BME media including about the DAAT, the alcohol strategy, alcohol abuse, family intervention work and human interest

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
			Response: March 2011
			<p>stories such as how THEOs played a role in helping street drinkers to recover. Particular coverage in London Bangla and Janamot ahas been secured.</p> <p>Please note that whilst early work was funded from a dedicated budget within the DAAT, this funding is no longer in place.</p>
R7	<p>That commissioned specialist agencies working with young people need to address alcohol problems with as much vigour as drugs in terms of information and advice, harm reduction and treatment.</p>	<p>Work has been continuing on alcohol themed workshops with the Early Intervention Team and groups have taken place over the previous year. Further groups need to be developed with an increase in attendance required. A new system of 'triage' is now in place for first time entries in the Youth Justice System. Developments are occurring here in relation to establishing procedures for referrals to the YOT drug</p>	<p>Lorraine Hachou Joint Head, Extended Services</p> <p>September 2009</p> <p>Kevin Jones Substance Misuse Worker, Youth Offending</p> <p>Ongoing</p>
			<p>We do not yet have the recording systems in place for detailed monitoring of alcohol (or drug) use of our YOT cases despite this application originally being submitted in 2009.....despite numerous, endless calls to chase this up this is still to materialise though we are expecting this any day now. Up to this point the YOT drug service has to be still recognised as a T2 targeted service.</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
			Response: March 2011
	<p>service for alcohol themed interventions.</p> <p>YOIS (Youth Offending Information System) is not capable of electronically collating specific, alcohol misuse factors outside of a generic 'Substance Use' category though alcohol use is monitored through assessment. An application for NDTMS recording systems to be put into place for all Care Planned, Tier 3 level referrals to the YOT drug service has been made in May 2009. This system will enable alcohol factors to be collated accurately and swiftly.</p> <p>This application is currently being reviewed by the NTA and local commissioner. YOT are able to currently provide alcohol misuse stats through manual analysis.</p>	<p>Angela Lewis Community Resource Manager, Strategy Commissioning and Partnerships</p> <p>Kevin Jones Substance Misuse Worker, Youth Offending</p> <p>Marie-Carmen Burrughs Public Health Strategist Tower Hamlets NHS</p>	<p>April 2009</p> <p>April 2010</p>
R8 That commissioned specialist agencies need to	Although a proposed collaboration with NAFAS	Angela Lewis Community Resource	The Pooled Treatment budget that is the main

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
investigate and develop culturally appropriate responses for young people to ensure that alcohol interventions are effective and acceptable for all the communities and faith groups in the borough.	was not realised, Lifeline continue to work with a range of partners to ensure that the needs of all service users are met. A family worker has recently been employed to work with the families of young people with drugs and alcohol related problems.	Manager, Strategy Commissioning and Partnerships	April 2010
			<p>source of funding for young people's substance misuse service has been significantly reduced in 2011 with a loss of 48% of funding. This is likely to impact on the family work that Lifeline has previously been able to carry out. The full impact of this will not be realised until new service arrangements are negotiated and agreed with Lifeline prior to the existing contract expiring on 30 April 2011.</p>
R9 That the Youth and Community Service ensure staffs have adequate training and support to address alcohol related issues within mainstream youth provision. This should include a drug and alcohol policy addressing training for staff, alcohol/drug related needs and tackling alcohol/drug related incidents.	<p>Last year we delivered training to 50+ youth work staff on Alcohol abuse through partnership work with agencies such as Lifeline and UK Youth.</p> <p>This year we have a target to train 60+ youth work staff members across the service and we will be seeking funding to delivering the UK Youth Alcohol Peer Education training in each</p>	Dinar Hossain Head of Youth and Community Service	Sept 2009
			<p>75 Staff, youth workers have been trained on alcohol related issues. During the inspection process it has been noted that the training has helped youth workers to sign post young people to services and support them where necessary. The young people's substance misuse group formerly known as the 'PULSE GROUP' decided to commission a DVD to</p>

Response to Scrutiny Working Group Report on Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Date
	LAP area with young people.		
			<p>Response: March 2011</p> <p>explore the issues surrounding 'drugs' instead of Instead of delivering Alcohol Peer Education in each LAP. The DVD is being developed by 10 young people who have been recruited from across the borough and will feature 3.5 minutes of interviews with young people, residents and staff and how to raise and discuss the issue with a young person. The finished product will be used a resources in youth clubs to promote conversation and stimulate debate.</p>

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Agenda Item 9.1

Committee Overview and Scrutiny Committee	Date 8th March 2011	Classification Unrestricted	Report No.	Agenda Item No. 9.1
Report of: Service Head, Democratic Services Originating Officer(s): John S. Williams		Title: REFERENCE FROM COUNCIL MEETING: MAYOR'S OFFICE STAFFING PROPOSALS Ward(s) affected: All		

1. SUMMARY

- 1.1 The agenda for the Council Meeting on 8th December 2010 included a written question from Councillor Anna Lynch to the Mayor, regarding the full year costs of setting up and staffing the Mayor's Office. Councillor Lynch's question and supplementary question, together with the Mayor's responses are set out overleaf.
- 1.2 Following a procedural motion moved by Councillor Bill Turner and seconded by Councillor Tim Archer under Council Procedure Rule 14.1.4 (motion to refer something to an appropriate body or individual), the Council agreed to refer the matters raised in Councillor Lynch's question to the Overview and Scrutiny Committee.
- 1.3 This report provides an update on progress regarding the establishment of the Mayor's Office and further developments since the Council meeting, and invites the Overview and Scrutiny Committee to decide whether they wish to give consideration to this matter as part of the Committee's work programme.

2. RECOMMENDATIONS

- 2.1 That the Committee do not consider this matter at this time as the budget for the Mayor's office remains to be set by the Council

3. COUNCIL MEETING, 8TH DECEMBER 2010

- 3.1 At the Council Meeting on 8th December 2010 a written question was submitted by Councillor Anna Lynch to the Mayor regarding the costs of setting up and

staffing the new Mayor's Office. The question was put at the meeting and is recorded in the minutes as follows:-

8.7 Question from Councillor Anna Lynch

"Can the Mayor tell me what is the estimated additional full year cost to the Council's budget of setting up and staffing his office?"

Response of the Mayor

"In May, our residents voted overwhelmingly for a Mayoral system. We are still drawing up detailed proposals, but I can tell you that already the number of calls and inquiries to the Mayor's office has gone through the roof.

It is hugely important that the Mayor's office can respond quickly and effectively to meet the aspirations of residents. I am determined to ensure that they get a good service and good value as well."

Summary of supplementary question from Councillor Anna Lynch

I asked you for a figure or an estimated figure. Given the notice of redundancies, can you commit to reducing the extra staff growth that has sprung up and if not, why not?

Summary of the Mayor's response

There is no secrecy. The figure that you have asked for will be provided but I do not walk around with it in my pocket.

- 3.2 At this point in the Council meeting, Councillor Bill Turner moved and Councillor Tim Archer seconded that under Procedure Rule 14.1.4 (motion to refer something to an appropriate body or individual) the matters raised in Councillor Lynch's question be referred to the Overview and Scrutiny Committee. This procedural motion was put to the vote and was agreed.
- 3.3 The Committee is invited to decide, in the light of the points raised and the further information at section 4 below, whether it wishes to give consideration to the matters set out above and if so, any further information it requires and what form this consideration should take in the context of the Committee overall scrutiny work programme.

4. FURTHER INFORMATION: MAYOR'S OFFICE STAFFING PROPOSALS

- 4.1 The introduction in Tower Hamlets of an elected Mayoral form of executive gives rise to the need for a Mayor's Office to support the elected Mayor.

- 4.2 The proposed staffing structure for the Mayor's Office, building on the existing Executive Support Office, was included in the overall reorganisation proposals for Democratic and Members' Services which were launched for consultation with staff on 17th December 2010. Consultation was due to end on 28th January 2011 but was extended to 28th February in the light of initial comments received and continuing discussions around the Council's proposed budget.
- 4.3 At the Cabinet meeting on 9th February 2011, an amendment was agreed to the Mayor's initial budget proposals to:-
- Defer the proposed savings from the members' support team until June 30 2011;
 - Combine the budgets for the proposed Mayor's office and members' support into a single pot;
 - Allocate funding of £80,000 allocated to this pot to allow implementation of the full saving to be deferred to the end of the first quarter of 2011 (funded from contingencies released by a lower than expected overspend in 2010/11);
 - Combine the money currently allocated to member support and the Mayor's office in one pot; and
 - Assemble a cross-party working group to draw up proposals that ensure that both the Mayor and Members are adequately supported in their roles but the savings identified are achieved from this bigger pot.
- 4.4 The Mayor's budget proposals, revised as above, will be debated at the Budget Council Meeting on 23rd February 2011 alongside any amendments proposed to the Budget in accordance with the Council's Budget Procedure Rules.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 There are no financial implications arising directly from this report. The Mayor's office proposals are subject to the Council's Budget to be agreed at the Budget Council meeting. Should the Overview and Scrutiny Committee decide to undertake further scrutiny work on the matters set out in this report, this will have implications for the prioritisation of staff resources and member time within the scrutiny work programme.

6. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 6.1 There are no legal implications arising directly from this report.

7. IMPLICATIONS FOR ONE TOWER HAMLETS

7.1 The Democratic Services restructure and the Mayor's Office proposals aim to put in place suitable support arrangements for the Mayor and all Members to enable them effectively to represent all sections of the local community.

8. ANTI POVERTY IMPLICATIONS

8.1 There are no immediate anti-poverty implications arising from this report.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT (SAGE)

9.1 There are no immediate SAGE implications arising from this report.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

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

Brief description of "background paper"

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

None

John S. Williams
020 7364 4204

Agenda Item 9.2

Committee Overview and Scrutiny Committee	Date 8th March 2011	Classification Unrestricted	Report No.	Agenda Item No. 9.2
Report of: Service Head, Democratic Services	Title: REFERENCE FROM COUNCIL MEETING: CONFIDENTIALITY OF MEMBERS' ENQUIRIES			
Originating Officer(s): John S. Williams	Ward(s) affected: All			

1. SUMMARY

- 1.1 The agenda for the Council Meeting on 8th December 2010 included a written question from Councillor Bill Turner to the Cabinet Member for Children's Services, regarding changes to the Personal Care Contract for disabled children in the borough.
- 1.2 Arising out of the response provided to the question and Councillor Turner's supplementary question, some Members expressed concern about a possible breach of confidentiality in relation to the Members' Enquiry process. The Chief Executive confirmed that Members' Enquiries are confidential communications between the Member raising an enquiry and the relevant Council directorate. He undertook to look into the matters raised and report back to Councillors.
- 1.3 Councillor Peter Golds then moved and Councillor Joshua Peck seconded under Council Procedure Rule 14.1.4 (motion to refer something to an appropriate body or individual), that following the Chief Executive's report, the issue of confidentiality of Members' Enquiries be referred to the Overview and Scrutiny Committee. The Council agreed this procedural motion.
- 1.4 This report sets out the Chief Executive's findings and invites the Overview and Scrutiny Committee to decide whether they wish to give consideration to this matter as part of the Committee's work programme.

2. RECOMMENDATIONS

- 2.1 That the Committee refer the matter to the Assistant Chief Executive (Legal Services) to review the procedures for Member's Enquiries and to report back to Overview and Scrutiny.

3. MEMBERS' ENQUIRIES

- 3.1 Members' Enquiries are an important part of the support provided to elected councillors and an essential tool for members to obtain information and progress casework or other matters raised by constituents.
- 3.2 The Members' Enquiry process is used for all requests by a member for information about a council service except (a) where the enquiry is urgent; or (b) information requested by a cabinet member in connection with his/her portfolio. Enquiries are raised with the Members' Support team and forwarded to the relevant directorate for reply. Responses should address the enquiry as fully as possible and must be provided within 10 working days.
- 3.3 The full process and rules relating to Members' Enquiries, plus best practice advice, is available in the Members Enquiries Guide which is available for reference by officers and Members on the Council's Intranet. Regarding confidentiality, managers are advised that Members' Enquiries and the responses to them are confidential communications between the directorate and the member making the enquiry, and replies must be sent only to that member. Under no circumstances should another member be made aware of the enquiry, or be provided with a copy of the enquiry or the response, except at the request of the member submitting the enquiry.

4. CHIEF EXECUTIVE'S REPORT

- 4.1 In relation to the concerns raised at the Council Meeting on 8th December 2010, the Chief Executive undertook an investigation and his findings are set out in the attached letter that was sent to all Councillors on 20th December 2010. The Chief Executive found that there had not been a breach of confidentiality in relation to the Member's Enquiry but that some confusion had arisen because the same questions had been included in a list of Overview and Scrutiny 'pre-decision' questions, that had quite properly been shared with the Lead Member.
- 4.2 Nevertheless, in view of the critical importance of confidentiality of Members' Enquiries to the good running of the Council, all managers have been reminded once again in the written Managers' Briefing of the requirements as set out at 3.3 above .

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 There are no financial implications arising directly from this report. Should the Overview and Scrutiny Committee decide to undertake further scrutiny work on the matters set out in this report, this will have implications for the prioritisation of staff resources and member time within the scrutiny work programme.

6. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

6.1 There are no legal implications arising directly from this report.

7. IMPLICATIONS FOR ONE TOWER HAMLETS

7.1 The Members' Enquiries system aims to assist the Mayor and Members effectively to represent all sections of the local community.

8. ANTI POVERTY IMPLICATIONS

8.1 There are no immediate anti-poverty implications arising from this report.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT (SAGE)

9.1 There are no immediate SAGE implications arising from this report.

LOCAL GOVERNMENT ACT, 2000 (SECTION 97)

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

Brief description of "background paper"	Name and telephone number of holder and address where open to inspection
None	John S. Williams 020 7364 4204

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