

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 30 September 2014 at 7.15 p.m., Room C1, 1st Floor, Town
Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

This meeting is open to the public to attend.

Members:

Chair: Councillor Joshua Peck

Vice Chair:

Councillor John Pierce	(Scrutiny Lead for Communities, Localities and Culture)
Councillor Mahbub Alam	
Councillor Asma Begum	(Scrutiny Lead for Adult Health and Wellbeing)
Councillor Peter Golds	(Scrutiny Lead for Law Probity and Governance)
Councillor Denise Jones	(Scrutiny Lead for Children's Services)
Councillor Abjol Miah	(Scrutiny Lead for Resources)
Councillor Md. Maium Miah	
Councillor Dave Chesterton	(Scrutiny Lead for Development and Renewal)

Co-opted Members:

1 Vacancy	(Parent Governor Representative)
Nozrul Mustafa	(Parent Governor Representative)
Rev James Olanipekun	(Parent Governor Representative)
Dr Phillip Rice	(Church of England Representative)
1 Vacancy	(Roman Catholic Representative)

Deputies:

Councillor Khaled Uddin Ahmed, Councillor Craig Aston, Councillor Julia Dockerill, Councillor Sirajul Islam, Councillor Rachael Saunders, Councillor Andrew Wood, Councillor Suluk Ahmed, Councillor Mohammed Mufti Miah and Councillor Muhammad Ansar Mustaqim

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

Angus Taylor, Democratic Services
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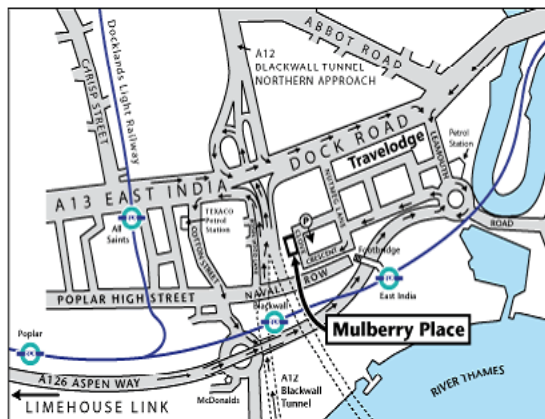
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1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST**1 - 4**

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 Interim Monitoring Officer.

3. UNRESTRICTED MINUTES**5 - 44**

To confirm as a correct record of the proceedings the unrestricted minutes of the meetings of the Overview and Scrutiny Committee held on 22 July and 02 September 2014.

4. REQUESTS TO SUBMIT PETITIONS

To receive any petitions (to be notified at the meeting).

5. UNRESTRICTED REPORTS 'CALLED IN'

No decisions of the Mayor in Cabinet (03 September 2014) in respect of unrestricted reports on the agenda were 'called in'.

Whether any recent unrestricted decisions of the Mayor outside Cabinet, taken under executive powers, were "Called In" will be notified at the meeting.

6. SCRUTINY SPOTLIGHT - SOCIAL HOUSING PROVIDER

To receive an oral presentation from Mick Sweeney, Group Chief Executive One Housing Group or John Gregory, Group Director of Housing Services - One Housing Group, with a focus on performance.

7. UNRESTRICTED REPORTS FOR CONSIDERATION

7.1 Readiness for new school curriculum - (the implications of the new school curriculum in Tower Hamlets) - To Follow

To consider and comment on the information provided in the report.

7.2 Substance Misuse Strategy

45 - 88

To consider and Comment on the proposed extension of the current Substance Misuse Strategy in accordance with the Budget and Policy Framework Procedure Rules contained in the Authority's Constitution.

7.3 Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q1 2014/15 (Month 3) To Follow

To consider the quarterly monitoring report containing the financial position of the Council at the end of Quarter 1 compared to budget, and service performance against targets and includes year-end projection updates for the General Fund Revenue and Housing Revenue Account; and an overview of performance for all reportable strategic measures.

7.4 Overview and Scrutiny Committee Outline Work Programme 2014/15

89 - 94

To consider and agree the 2014/15 outline OSC Work Programme to be tabled at the OSC meeting.

8. VERBAL UPDATES FROM SCRUTINY LEADS

To receive an oral update from each of the Scrutiny Lead Members.

9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

10. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

To consider any other unrestricted business that the Chair considers to be urgent.

11. 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.

SECTION TWO

**PAGE
NUMBER**

12. EXEMPT/ CONFIDENTIAL MINUTES

Nil items.

13. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

There were no decisions of the Mayor in Cabinet (03 September 2014) in respect of exempt/ confidential reports on the agenda, and therefore none eligible for 'Call In'.

Whether any recent exempt/ confidential decisions of the Mayor outside Cabinet, taken under executive powers, were "Called In" will be notified at the meeting.

14. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

15. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

To consider any other exempt/ confidential business that the Chair considers to be urgent.

Next Meeting of the Overview and Scrutiny Committee

Tuesday, 4 November 2014 to be held in Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE INTERIM MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Interim Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Interim Monitoring Officer following consideration by the Dispositions Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Interim Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

Meic Sullivan-Gould, Interim Monitoring Officer, 0207 364 4801

John Williams, Service Head, Democratic Services, 020 7364 4204

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 6.15 P.M. ON TUESDAY, 22 JULY 2014

**ROOM C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Councillor Joshua Peck (Chair)
Councillor John Pierce (Vice-Chair)
Councillor Suluk Ahmed
Councillor Asma Begum
Councillor Denise Jones
Councillor Abjol Miah
Councillor Md. Maium Miah
Councillor Craig Aston (Substitute for Councillor Peter Golds)

Co-opted Members Present:

Nozrul Mustafa – (Parent Governor Representative)
Rev James Olanipekun – (Parent Governor Representative)

Other Councillors Present:

Councillor Alibor Choudhury (Cabinet Member for Resources)
Councillor Aminur Khan (Cabinet Member for Policy, Strategy and Performance)

Officers Present:

Antonella Burgio – (Democratic Services Officer)
Mark Cairns – (Senior Strategy, Policy and Performance Officer)
Aman Dalvi – (Corporate Director, Development and Renewal)
Chris Holme – (Acting Corporate Director - Resources)
David Galpin – (Service Head, Legal Services, Directorate Law
Probity and Governance)
Minesh Jani – (Head of Risk Management and Audit)
Frances Jones – (Strategy, Performance and Policy Manager)
Louise Russell – (Service Head Corporate Strategy and Equality)
Kevin Miles – (Chief Accountant, Resources)
Meic Sullivan-Gould – (Interim Monitoring Officer)
Owen Whalley – (Head of Planning and Building Control)
David Knight – (Democratic Services Officer)
Kevin Le Roux – (MAZAR'S)
Phil Sapey – (MAZAR'S)

1. APOLOGIES FOR ABSENCE

Apologies received from Councillor Peter Golds and Co-opted Member Dr Rice. In addition, it was noted that Councillor Craig Aston was substituting for Councillor Peter Golds.

2. FILMING OF MEETINGS

The Committee was advised of a request to record the meeting and that the constitution gives the Chair discretion to agree to the request. Accordingly, he agreed that:

- Officers did not hold public office and therefore could not be expected to have their submissions recorded in this manner – refused permission of this element; and
- Councillors held a public office and therefore there was public interest to answer on this matter – allowed recording of this element.

3. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

There were no declarations of disclosable pecuniary interest.

4. UNRESTRICTED MINUTES

The minutes of the OSC held on 8th July, 2014 were presented.

RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 8th July, 2104 were approved and signed by the Chair as a correct record of the proceedings.

5. REQUESTS TO SUBMIT PETITIONS

Nil returns.

6. UNRESTRICTED REPORTS 'CALLED IN'

Nil returns.

7. UNRESTRICTED REPORTS FOR CONSIDERATION

No decisions of the Mayor in Cabinet held on 9th July, 2104 in respect of the unrestricted reports on the agenda were “called in”.

8. REFERENCE FROM THE COUNCIL - INVESTIGATION INTO THE SALE OF OLD POPLAR TOWN HALL

The Interim Monitoring Officer introduced the report that provided Members of the Overview and Scrutiny Committee with the outcome of the investigation

mandated by the Council at its meeting on 22 January 2014 into the disposal of Old Poplar Town Hall and the subsequent grants of planning permission that allowed the option for the sites redevelopment as an Hotel. The main points arising from the discussion of the report are summarised as follows:

1. The report set out the serious nature of the matter raised in the Council resolution which alleged that a Member had misused his/her powers to sell an asset under the market value;
2. The allegation had not been supported by the facts as revealed by the Mazars investigation;
3. Whilst there are some gaps in the audit trail, these have been assessed as failure to follow process and they did not constitute illegal activity;
4. Valuation that was reputed to be millions of pounds at the time of marketing the property was estimated between £750,000 to £950,000. The building was actually sold for £875,000; and
5. The Council could make a claim on any windfall monies that resulted from the new owners of the property acquiring approval of change of use of the building into a hotel through a clawback.

In conclusion, the report indicated that the building had not been sold undervalue; it had been marketed openly and that the bidder accepted was the one that provided the quickest possible completion.

The Chair then invited representative from Mazar's to make their presentation. In response they advised the Chair that they did not wish to add anything more to the report that the Committee had received but they were happy to answer questions. In addition, it was noted that the Mazars auditors who had undertaken this particular investigation belonged to Mazar's Specialist Investigations Team. Responding to Members questions the Mazars representatives informed the Committee that:

1. Mazars investigators had been given unfettered access to all the relevant documentation and information;
2. Whilst Mazar's does have a property section, valuation of this particular property had not been part of the scope of the investigation;
3. Mazar's had been appointed on 10th February, 2014 following consultation with the external auditors and that an interim report had been produced by Mazar's on 28th February, 2014 for senior officers. Following submission of this interim report the Statutory Officers asked that Mazar's look at the legal file relating to the sale and other documentation which increased the time taken to produce the final the report;
4. The decision to defer the sale of the property until the real estate market had improved was outside the scope of investigation;
5. The draft of the report had been discussed with regards to factual accuracy but no significant changes had been made nor had any information been removed;
6. The valuation based on the use of Poplar Town Hall at that time had been outside scope of investigation.

7. With regards to the next draft of the report that had been submitted to officers this had been produced on 4th March, 2014 with proviso that Mazars had yet to meet with the realtor BNP Paribas and that they had then needed to review email trail which had been completed on 21st March, 2014. There were no significant changes to the document however they had been some practical issues regarding getting access to email accounts and the final draft had been released to Council on 2nd June, 2014.
8. If the marketing method had been in scope of investigation, Mazars would have asked officers for the basis of the decision.
9. If Mazars had felt that was a fraudulent matter they would have reported it to the external auditor and to Metropolitan Police Service.

The Committee then went on to ask questions of the Monitoring Officer regarding the process and noted that:

It was anticipated that the report on the evaluation for different uses of the property would be signed off on 22nd July, 2014

The Chair asked that Overview and Scrutiny Committee receive all previous drafts of the report

At the Chair's invitation, the Interim Monitoring Officer provided further information and responded to Members' questions: He informed the Committee that:

- the investigators had requested much documentation and a proportion of this presently remained to be provided.
- In regard to documents that remained to be provided to conclude/further inform the investigation, the Interim Monitoring Officer advised that the short timescales since the requests had been raised meant that the Committee had not received all the information it had requested and delays in supplying the papers had caused the final report to be delayed.

The Chair noted that many papers had been sent late and many remained to be provided even though the investigators had requested them – he instructed that these should be provided as soon as possible

- The Committee had been dissuaded from seeking external legal advice prior to the meeting as the Service Head, Legal Services was properly trained to perform this function.

The Chair noted the view offered and advised that, in his view, it was the Committee's constitutional right to receive independent advice should Members feel it necessary – the Chair requested this should be permitted in future

The Monitoring Officer, S151 Officer and Head of Risk Management and Audit also provided the following information concerning the substantive investigation report:

- It had taken six months to publish the report because the procurement procedure caused a delay in obtaining external advice. Additionally frustrations had been encountered in the process which needed to be resolved.
- The referral from Council initially had been referred to the Council's external auditors KPMG, who in turn referred this to Mazars to carry out the investigation.
- It had not been possible to meet the deadline stipulated in the Council motion as the initial draft report had identified the need for further work which had taken longer to complete than expected, had resulted in delay of the final report.
- In respect of the valuation of the property based on a range of proposed uses, this had been commissioned and was presently awaiting sign-off by a senior partner prior to release. At the time of commissioning, this element of the Council resolution had been overlooked. Once identified as not having been actioned, this outstanding work was commissioned immediately with the aim of submitting this at the meeting however the resulting report was awaiting sign-off. It was expected that it would be delivered Thursday hence.
- Concerning why Mazars (who had the necessary expertise), had not been tasked to investigate evaluation under C1/B1 uses, the Committee was advised that this was because officers had expected the investigation to be undertaken by KPMG. The chair asked that he be sent the valuation and commissioning documents
- Noting the Chair's request for information outstanding made nine days preceding meeting the monitoring Officer advised that this would be made available to Members.

The Monitoring Officer, S151 Officer and Head of Risk Management and Audit also provided the following information concerning procedural issues:

- Primary legislation governing the two-stage tender process and the disposal procedure followed lies in S.23 of the Local Government act 1972. Councils were each required to have their own Contract Standing Orders stating which properties could be kept or disposed. These Orders were internal instructions/documents and the processes subject to audit.
- These Orders were internal documents and were not a legal requirement but instructions to staff which if breached would constitute a conduct issue not an issue of unlawfulness. Compliance with standing orders were now also part of employees' employment contracts.
- A recommendation for fast disposal had been the guide to determine which of the three disposal options cited by BNP Paribas offered the best consideration.
- All sealed bids submitted for the property would be opened at the same time in order to avoid the risk of a bidder gaining an advantage through

advanced notice of bid enabling outbidding through the placement of a late bid.

- It was not possible to completely eliminate the possibility of collusion in bidding. However upon examining the evidence in respect of dates and times, it was concluded that there was no evidence of collusion.
- The Monitoring Officer was not able to advise why residential property was considered the highest area of risk, but offered that the Mayor in Cabinet had wanted to accelerate the sale presumably to cycle funds forward to other projects.
- Bids were stamped with the date and time of receipt to indicate when the bids had been received and fair process for all bidders.
- The worst outcome that might be expected from a failure to follow a procedure in the sale process would be an audit risk and risk to reputation.
- Concerning at what point the Council was able to recoup its money; provisions in the lease provide that a change of use which increases the value of a property must be undertaken with the consent of the vendor (the Council). At the time of consent, parties would negotiate the share of monies gained. However, while such a situation was possible, it was in the Council's interest to achieve the best possible value at the time of sale.
- Regarding whether there was a register at the opening of the bids and whether all who attended the opening signed this, the Monitoring Officer advised that no register was apparent. However there appeared to be a practice of registering bids received and therefore it was suggested that either the register was not made on this occasion or it was lost.
- The Chair noted that information on the register was also amongst the documents requested prior to the meeting but remained outstanding. He requested information on other regulations around proof of other disposals be provided to Members.
- Concerning how such a significant document could have been lost, the Monitoring Officer advised that normally records were kept by the Head of Asset Management, however this disposal pre-dated her term in post. Concerning whether the officer was responsible to ensure such a document was retained, the Monitoring Officer advised that the financial instructions relating to disposals were silent on this matter and that procurement rules were more precise than disposals rules; it was likely that the procedures would be reviewed again.
- Regarding an update on the second recommendation of the final report, Members were informed that the file was presently with Price Waterhouse Coopers, however an update would be provided by the end of the week.

At the Chair's invitation, the Corporate Director Development & Renewal made his submission and responded to questions:

He submitted that copies of the initial bids were available but subsequently an audit trail on the acceptance on the final offer was not traced. However he had

responded to the auditors requests on time. Much of the work concerning the disposal of Poplar Town Hall had been carried out by two Heads of Asset Management and, in their absence, two other Heads of Service. The current Service Head for Corporate Property and Capital Delivery submitted her apologies due to leave that had been booked a number of months previously. The Corporate Director agreed to answer questions and provided the following information:

- Production of a registration sheet at bid opening was not a legal requirement but an internal instruction
- In regard to the Chair's contention that a report back to Cabinet on the sale that had been requested had not taken place but had been made to the Mayor as part of normal business and enquiry on who the Corporate Director had reported back to on the proposals for the accelerated sale, he advised that the Mayor had not request a report back to Cabinet, additionally since the sale was carried out within six months it was not possible to make a report back to Cabinet in this context.
- Concerning the timing of the decision to move from proposals to sale, he advised that that the decision had been made after 2008 since at the time of the decision to dispose the property was occupied by a school.
- In regard to what informed the basis of the £1.5 million valuation, he advised that this figure was not derived from an evaluation but an estimate by the Head of Asset Management. Similarly another property in Underwood Road which was sold at the same time was overestimated. The real estate market had not been particularly strong in 2008 but was slightly better in 2011. With the property now being vacant, retaining it would have incurred costs in terms of securing the site and exposed the Council to risks around security and squatters.
- Concerning what information would have been given to the Mayor in relation to the disposal, he advised that the Mayor would not be informed of estimated figures but would have been aware of capital receipts.
- It was not possible to specify where this decision to progress disposal was recorded but the decision took place as part of a one-to-one meeting.
- Concerning the Mayor's frame of mind at the time of the decision, he advised that relevant information was contained in the Cabinet minute pertaining to the matter.
- The email of 11 July had been responded to and this had been provided to the Committee. The Statutory Officers could advise when this e-mail had been sent to Mazars, and an answer would be provided after the meeting.
- Concerning when the Corporate Director had become aware of the financial advice around the disposal, he advised that that he relied on the advice of a range of officers in relation to satisfying the council's

- financial instructions. Additionally he had not been aware at what time the bids would be opened as this would have been dealt with by staff.
- Concerning why the bid from Dreamstar had been accepted, he advised that the Authority was anxious to achieve the best value. The bid had been received on time but this had not been known about by officers at the opening of bids.
 - Concerning whether the Council was satisfied with the bid, he advised that highest bidder was conditional upon approval of planning permission and could change. The condition was subject to full survey which would take a maximum of four weeks. The sale effected took longer than this and the bidder did not make a structural survey therefore this sale bid remained conditional to the end.
 - Concerning how officers were able to find time to check the finances of the late bidder Dreamstar, he advised that financial status of the bidder was checked by BNP Paribas who carried out financial due diligence on behalf of the Council.
 - Concerning whether officers were aware that Dreamstar had not emerged until September, he advised that officers had not been aware of this but this issue was not relevant since any person may place a bid. The Council's had responsibility to ensure the bidder had financial means to complete the transaction. Additionally it was common for names of entities to change between application and completion; this was sometimes done for tax purposes. The Council did not take into account the legal status of applicants but whether the bidder was able to pay.
 - Concerning how Dreamstar was able to purchase the property if it had yet to be incorporated, he advised that two applications were made to BNP Paribas who investigated and reported that the bidder was able to pay for one property.
 - He had accepted the bid on the basis of the advice of the Head of Asset Management and the Council's Legal Services.
 - Concerning where the decision to enter into a contracts race was recorded, he advised that he would investigate and provide an answer post-meeting.

The Chair noted that an issue remained: that Dreamstar was admitted, whilst unincorporated, into the race to bid against another (higher) bidder who only required a survey.

In response to further questions, the Corporate Director also advised:

- He had had no discussions with any directors of Dreamstar nor did he know who they were.
- Concerning whether he had discussed the process with the Mayor, he advised that the decision had been made in Cabinet and regular Council procedures had been followed. He had not discussed the process with the Mayor nor had he discussed:
 - bidders
 - the decision not to accept the highest bid with the Mayor or staff.

- The bid from Dreamstar was not the highest, but had been chosen on the basis of the best and final offer. The choice would have been taken by the Head of Asset Management in conjunction with other Council officers.
- A 6 - 8 week delay was not considered exceptional as often this timescale was required for officer responses.

The Chair noted a response on the sale made to Councillor Archer at Council in 2012 which opposed the answer proved to the Committee and enquired why inaccurate information was had been allowed to go forward to full Council. The Corporate Director stated that he had not been in this post at that time.

- Concerning how the Council proposed to clawback some of the increased value that would be acquired through change of use, he advised that change of use was time-limited and this lever would be investigated

In concluding his submission, the Corporate Director Development & Renewal agreed to provide, outside of the meeting, answers to any further questions the Committee should wish to ask.

The Committee then heard from the S151 Officer. He informed Members that:

- The investigation had produced a thorough report.
- The time taken had been longer because further questions had also required investigation.
- The financial context at the time that the disposal was agreed, was that the Medium Term Financial Plan required the Council to deliver £75 million of savings.
- The Council's budget, agreed at budget Council in 2011, was balanced.
- A response concerning whether the budget had unmet capital needs at that time would be provided in writing
- At the time of the sale, he was in the role of Service Head, Resources D&R but had played no role in the matter.

Following this submission, the Committee heard from the Cabinet Member for Resources.

The Chair noted that a letter with questions for the Mayor had been sent but answer was still awaited; he requested that officers verify whether a response had been made.

The Cabinet Member made his submission and responded to questions, informing the Committee that:

- Although the disposal was decided in 2008, the premises were occupied by a community school for two a half years following the

Cabinet decision to dispose. Cabinet subsequently received an update report and allowed the sale to proceed. When the property was marketed the Mayor was periodically kept informed but responsibility for the methodology and process of the sale remained with officers. He noted that the investigation had not identified any improper involvement of the Mayor in terms of governance issues.

- Referring to the minutes of the Cabinet meeting in 2011 that were read aloud and offered for his comment, he advised that his recorded comments may have been misinterpreted. In fact, his comments related to Cheviot House and had been necessary to expedite the process for the disposal of all surplus buildings at that time, as the Council was concerned with the delay of Jubilee Street.
- Concerning rationale for an accelerated sale, he advised that there were costs in retaining empty buildings and these could be minimised if such buildings were sold quickly.
- He had not been informed of the valuation by BNP Paribas but had become aware of it at the sale of the property.
- Concerning whether the Cabinet decision had been made on the basis of an evaluation of £1.5 million, he was concerned that the estimate had might have been have been used rather than the evaluation.
- Regarding whether the sale had given value for money and had been in the best interests of the Council, he advised that such judgements depended on definition. His concerns centred around best use of resources to enable the most desirable outcomes. Therefore, based on officer advice, his view was that both of these criteria had been met; especially in respect of costs associated with the maintenance of unused buildings. On this basis also, he was satisfied that the sale undertaken was the best course of action.
- The decision to not retain the property until the market became more favourable was opted for because of other associated of loss of funds issues.
- Concerning whether the Cabinet member was satisfied with the range of bids for the property, he advised that he had not been involved in this matter, nor had he consulted with the Mayor about it.
- Concerning his views on the contracts race, he advised it created an environment for sale and for achieving a good price. He advised also that he did not speak to the Mayor on this matter as the process was officer led. Once the decision was made by Cabinet, officers were left to pursue the implementation.
- Concerning the contention that the Mayor had a controlling influence on the decision, he noted the view put forward and contrasted this view with the findings of Mazars' investigation that the issue was procedural and there were no concerns around impropriety/dishonesty.
- Although there had been some allegations in the local press, he advised that he did not know any of the parties that had submitted bids.
- He had not declared any interests in the process. He agreed to verify whether the Mayor had declared any interests in this regard.

- He wished to offer no opinion on the matter that Old Poplar Town Hall might/could be converted to a boutique hotel.
- Concerning whether he had known that the valuation returned by BNP Paribas was very low compared to estimate, he advised the matter had been returned to Cabinet and advice given to Members that the issue would be progressed by officers. Therefore Cabinet had been satisfied with the decision at that time.
- Concerning how closely resources directorate and asset management worked together, he advised there was close working especially in reference to capital programme and budget.
- Concerning the circumstances of the estimate and achievable sums at sale, the Committee enquired why BNP Paribas had only valued the property under B1 use and omitted valuation in other possible categories that would have achieved a better return sale, he advised that the Authority was required to defer to the expertise of BNP Paribas. However he acknowledged that lessons had been learned in regard to accepting the recommendation of this firm.

The Chair noted that, in discussions with BNP Paribas, there had been no discussion around the possibility of hotel use.

On further questioning, he provided the following information:

- Concerning why the Council had decided not to continue to use the premises as a school, he advised that the building had been released for this use for a fixed term pending relocation of the school.
- Concerning whether the Cabinet Member had known anyone involved in the Limehouse project, he confirmed that he had known some who had been involved, and had served on this project in 2005.

The Chair then questioned whether the Cabinet Member:

- had known any of the bidders and he responded that he had not known any other than those on the Limehouse project
- knew any person employed by Dreamstar, and he responded that none were known to him unless the Chair was able to offer individuals' names
- Concerning who made the decision to pursue the option for early marketing and disposal of the premises, he advised that this would have depended on how the report was dealt with, had the report been presented to Cabinet, then this body would have made the decision. If the report were to have been dealt with outside of Cabinet, the decision would have fallen to an officer under delegated powers. The Chair requested that a definitive answer be provided to this question.

After questions of a public nature were concluded, the Chair moved the meeting into closed session to pursue matters of an exempt nature.

EXCLUSION OF THE PRESS AND PUBLIC

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

Resolved:

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

The Chair then moved to exclude press and public from the meeting to enable the Cabinet Member to respond to specific questions concerning the relationship between the Cabinet Member, Mayor and individuals associated with matter.

At 9.47pm the Chair moved that the meeting be paused.

It resumed shortly after **and returned to open session**, at which time the Chair advised that the Committee would draft its report to Council. On the basis of all written and oral information that had been submitted in connection with the matter. He noted that some information remained outstanding and that requested this be submitted for consideration so that it might also inform the Committee's report. The draft report would be considered at the next OSC meeting.

RESOLVED

The Committee agreed:

1. To receive a draft report of the Committees response to Council;
2. To reserve right to ask Mazars written questions later if necessary;
3. To be provided with details of when Mazar had been given access the relevant email accounts
4. To reserve the right to seek independent advice; and
5. That they wished to be provided with the report relating to the valuation of the potential different uses of the property and the commissioning.

9. STRATEGIC PERFORMANCE AND CORPORATE REVENUE AND CAPITAL OUTTURN Q4 2013/14 (MONTH 12)

Acting Corporate Director introduced the report that detailed the draft financial outturn position of the Council at the end of the financial year 2013/14 compared to budget, and service performance against targets. Further

adjustments it was noted may be required as the statement of accounts are finalised and the final position is reviewed by KPMG as part of the year end audit. The report included details of:

1. General Fund Revenue and Housing Revenue Account;
2. Capital Programme;
3. Collection Fund;
4. Pension Fund;
5. Performance for strategic measures; and
6. Progress against Strategic Plan activities.

It was noted that this report will be considered by Cabinet at its meeting on 23rd July, 2104. Whilst the draft Statement of Accounts, including the Comprehensive Income and Expenditure Account, Balance Sheet and Cash Flow Statement, was considered by Audit Committee on 30th June, 2104. The Accounts will be 'subject to audit' with the Audit Commission who are due to sign them off by 30th September 2014. The main points arising from the discussion of the report may be summarised as follows:

1. The Committee noted that 4% of BME Children Leaving Care had been adopted in the 2011/14 three year period which is below the minimum target set for this strategic measure and the Committee therefore asked that this should be addressed;
2. The Committee was advised the with regard to the optimisation of existing funding and the maximisation of prospects for future funding this was currently being addressed by the Portfolio Lead Member and officers;
3. The Committee noted that with the changes in the local government finance system the Council would have to look at how it would redefine its services; manage demand and consider potential funding streams; and
4. The Committee noted that the Directorates have spent 67% of their capital budgets for the year (£130m against budgets of £196m) and any underspent budgets will be carried forward and spent in future years.

RESOLVED

1. That the report be noted
2. That that future performance would include a focus on adoption

10. APPOINTMENTS TO INNER NORTH EAST LONDON STANDING JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE 2014/15

The Chair introduced a report that provided a background to the establishment of Inner North East London Standing Joint Health Overview and Scrutiny Committee and asks the Committee to appoint 3 Members for the duration of the municipal year.

The Committee received the following nominations for the appointment of two Labour Members to INEL JHOSC. These were Councillors Asma Begum and David Edgar and noted that a position remained to be appointed to.

RESOLVED

1. That Councillors as Asma Begum and David Edgar be appointed to INEL JHOSC for the duration of the municipal year to respond to consultations and represent the interests of the Borough on health matters.
2. That the Committee note that these appointments have been made according to political proportionality rules as set out in INEL JHOSC Terms of Reference. In accordance with current proportionality, Asma Begum and David Edgar are appointed from Labour) and one from Tower Hamlets First (Nominee awaited).
3. That these appointments be for the duration of the 2014/15 municipal year or until successors are appointed.
4. That the Members appointed participate to represent the interests of the Borough on health matters.
5. That the terms of reference of the Standing Joint Health Scrutiny Committee as circulated by the host/coordinating authority (London Borough of Hackney) be noted.

11. OVERVIEW AND SCRUTINY COMMITTEE OUTLINE WORK PROGRAMME 2014/15

The Strategy, Performance and Policy Manager tabled a revised draft work programme for consideration.

The Chair advised that the work programme would be presented for formal approval at OSC on 2 September 2014, at which time also, Lead Members would agree the subjects of their Scrutiny Reviews and Challenge sessions. Scrutiny spotlight sessions and requests for items to be brought to the meeting would be added to the work programme in conjunction with the Chair.

It was proposed that the September Scrutiny Spotlight session be undertaken with one of the boroughs registered social landlords. The Chair would liaise with Ward Councillors on this matter

Others work programme topics were noted:

- scrutiny spotlights:
 - The Mayor – November 2014
 - The Borough Commander – December 2014
 - Electoral Commission spotlights session should be rescheduled to a time early in 2015

- Amendments:
 - Others scrutiny in the community would be determined later in the year
 - Complaints and information governance report – October 2014

RESOLVED

That the draft work programme and suggested amendments be noted

12. VERBAL UPDATES FROM SCRUTINY LEADS

Nil items.

13. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

Nil items.

14. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

Nil items.

15. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil items.

16. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

Nil returns.

17. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

Nil items

The meeting ended at 9.45 p.m.

**Chair, Councillor Joshua Peck
Overview & Scrutiny Committee**

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 7.15 P.M. ON TUESDAY, 2 SEPTEMBER 2014

**ROOM C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Councillor Joshua Peck (Chair)
Councillor John Pierce (Vice-Chair)
Councillor Mahbub Alam
Councillor Asma Begum
Councillor Peter Golds
Councillor Denise Jones
Councillor Abjol Miah
Councillor Md. Maium Miah

Councillor Rachael Saunders

Co-opted Members Present:

Rev James Olanipekun – (Parent Governor Representative)
Dr Phillip Rice – (Church of England Representative)

Other Councillors Present:

Councillor Alibor Choudhury – (Cabinet Member for Resources)

Councillor Ohid Ahmed – (Cabinet Member for Community Safety)

Councillor Abdul Asad – (Cabinet Member for Adult Services)

Councillor Clare Harrisson –

Councillor Danny Hassell –

Guests Present:

Mike Smith – (Chief Executive, Real)

Officers Present:

Chris Holme – (Acting Corporate Director - Resources)

Andy Bamber	– (Service Head Safer Communities, Crime Reduction Services, Communities, Localities and Culture)
Keith Burns	– (Programme Director Special Projects, Commissioning & Health, Education Social Care & Wellbeing)
Deborah Cohen	– (Service Head, Commissioning and Health, Education, Social Care & Wellbeing)
David Galpin	– (Service Head, Legal Services, Law Probity & Governance)
Frances Jones	– (Service Manager One Tower Hamlets, Corporate Strategy and Equality Service, Law Probity & Governance)
Dorne Kanareck	– (Commissioning & Strategy, Education Social Care & Wellbeing)
Susan Mulligan	– (Communications Advisor, Communications, Law Probity & Governance)
Louise Russell	– (Service Head Corporate Strategy and Equality, Law Probity & Governance)
Rachael Sadegh	– (DAAT Manager, Community Safety Service, Communities Localities & Culture)
Angus Taylor	– (Principal Committee Officer, Democratic Services, Law Probity & Governance)

COUNCILLOR JOSHUA PECK (CHAIR) IN THE CHAIR

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Dave Chesterton for whom Councillor Rachael Saunders was deputising.
- Nozrul Mustafa (Co-opted Member – Parent Governor Representative)
- Stephen Halsey (Head of Paid Service & Corporate Director Communities Localities & Culture) for whom Andy Bamber (Service Head Safer Communities, CLC) was deputising.
- Robert McCulloch-Graham (Corporate Director Education Social Care & Wellbeing) for whom Deborah Cohen (Service Head Commissioning & Health, ESCW) was deputising.

Noted.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

No declarations of Disclosable Pecuniary Interest were made. However the following declarations of interest were made:

Councillors Denise Jones, John Pierce, Joshua Peck and Alibor Choudhury declared an interest in Agenda item 5.2 “Call-in of Mayoral Executive Decision 063: Contract Award - Direct Payment Support Service”. The declaration of interest was made on the basis that they knew Mr Mike Smith, Chief Executive Real, who the Chair advised would be presenting a petition in relation to this Agenda item.

Councillors Abdul Asad and Md. Maium Miah declared an interest in Agenda item 5.2 “Call-in of Mayoral Executive Decision 063: Contract Award - Direct Payment Support Service”. The declaration of interest was made on the basis that they had received letters from Mr Mike Smith, Chief Executive Real, who the Chair advised would be presenting a petition in relation to this Agenda item.

Noted.

3. **UNRESTRICTED MINUTES**

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

Resolved

That it be noted that the unrestricted (Section 1) and exempt (Section 2) minutes of the meeting of the Overview and Scrutiny Committee held on 22 July 2014 were unavailable and would be submitted to the next meeting for approval as a correct record of the proceedings.

4. **REQUESTS TO SUBMIT PETITIONS**

At this juncture the Chair Informed OSC members that the Interim Monitoring Officer had received one valid request, from Real, the user-led organisation of disabled people in Tower Hamlets), to address them in respect of Agenda item 5.2 “Call-in of Mayoral Executive Decision 063: Contract Award - Direct Payment Support Service”.

VARIATION TO ORDER OF BUSINESS

The Chair also indicated that he thought it appropriate that the Order of Business be varied so that following receipt of the petition, consideration be given to the report, contained in the agenda before the OSC for consideration, which was the subject matter of the petition.

Accordingly the Chair **Moved** the following motion for the consideration of OSC members, and it was: -

Resolved

That the Order of Business be varied so that following the receipt of the petition, Agenda Item 5.2 “Call-in of Mayoral Executive Decision 063: Contract

Award - Direct Payment Support Service” be considered next, and subsequently the OSC return to the order of business detailed in the agenda.

At this juncture the Chair informed members of the Cabinet that petition statement and signatory details had been **Tabled** by Real, a copy of which would be interleaved with the minutes.

Following receipt of the petition, points of clarification sought and given, the Chair thanked the petitioners for coming to address the OSC and then **Moved** the following motion for the consideration of OSC members and it was: -

Resolved

1. That the following petition be formally received and noted: -
 - Mr M. Smith, Real, in respect of Agenda item 5.2 “Call-in of Mayoral Executive Decision 063: Contract Award - Direct Payment Support Service”
2. That the points raised by the petition be given consideration during the OSC deliberation of the item of business to which the petition related; and the Cabinet member both for Resources and Health and Adult Services, respond to the petition when responding to the Call In; and
3. That any outstanding issues raised by the deputation be referred to the Corporate Director Education Social Care and Wellbeing for attention and response in writing within 28 days, in accordance with the Authority’s Constitution (Part 4, Rules of Procedure, Section 4.1 Council Procedure Rules, Rule 19 Deputations).

5. UNRESTRICTED REPORTS CALLED-IN

5.1 Call-In of Cabinet Decision: Drug and Alcohol Action Team (DAAT) Commissioning Intentions

The OSC considered the report “Cabinet Decision ‘Call In’ “Drug and Alcohol Action Team (DAAT) Commissioning Intentions” comprising of the report considered, and subsequent decision taken, by the Mayor in Cabinet on 23 July 2014, (published 25 July 2014) together with the reasons for “Call In”/ alternative course of action set out in the Call In requisition, signed by Councillors Rachael Saunders, Shiria Khatun, Danny Hassell, Sirajul Islam and Clare Harriison, in accordance with the provisions of 4 of the Council’s Constitution (Call In requisition presented 31 July 2014 and later declared valid).

The Chair welcomed: Councillors Rachael Saunders, Clare Harrison and Danny Hassell, three of five Councillors who had Called In the decision of the Mayor in Cabinet and also Councillors Alibor Choudhury (Cabinet Member for Resources) and Ohid Ahmed (Cabinet Member for Community Safety), Andy Bamber (Service Head Safer Communities, CLC) and Ms Rachael Sadegh (Joint Commissioning Manager for Tower Hamlets DAAT, Safer Communities, CLC) who were in attendance to respond to the "Call-in".

Councillor Saunders presented the "Call-in": summarising the reasons for "calling in" the Decision, outlining the key concerns of the "Call-in" Members, and setting out the action sought from the OSC to address these; also subsequently responding to questions from the OSC. Concerns of "Call-in" Members and OSC Members summarised as follows: -

- Concern that the recommendations made by Officers had been modified in Cabinet to provide a role for the two Cabinet Members. Both the reason for the modification and the role of the two Cabinet Members were considered to be unclear.
- The next stages of the commissioning/ procurement process and service standards were currently not transparent. There was insufficient information for the OSC to identify service standards and determine if the best balance of quality and cost would result from the proposed approach.
- Consideration that the decision to revise the officer recommendations of Option 3 to agree a consortium approach would impact on service users, as instead of mitigating atomisation of provision with a small number of providers a plethora of local providers would result.
- Member involvement in the commissioning/ procurement process, and the timing of this was of concern as the two should be separate. Also what was the rationale for Member involvement in this process but not in the process for Direct Payment Support Service (DPSS).
- Clarification was sought and given as to the number of current service providers and those bidding and their local credentials. However the Chair **requested that a list of contract value parameters and those organisations currently holding the contracts be circulated to all OSC members.** Comment also that most of the organisations bidding were not local.
- Concern that well known/ reputable organisations, some with a global reach, that were currently providing services were now proposed for decommissioning.

The above named Cabinet members and Officers responded to the concerns raised by the "Call-in" Members, and subsequently responded to questions from the OSC summarised as follows:

- The recommendations in the Cabinet report were the result of a full and wide ranging consultation of local providers and service users on the best way to deliver the drug/ alcohol treatment programme.
- Further reports to Cabinet would make the commissioning/ procurement process fully transparent and the timeline/ elements of the process was outlined.

- A standard commissioning process would be followed in accord with procurement law and the Authority's procurement policy and procedures, and the tender assessment process would be robust. However Members had a right to be involved in the design/ shaping of services they aspired to see delivered, in line with Administration values, hence the decision to give oversight of the service brief/ specification.
- The commissioning/ procurement process for DPSS had finished and the selected bidder met the criteria in the contract specification, whereas the DAAT commissioning process was just beginning. The service delivery model had been selected but the service specification would be drawn up before moving to the commissioning process.
- Adoption of the consortium model would reduce the number of contracts whilst maintain the diversity of existing experienced provider agencies. It was also consistent with the approach elsewhere in London. However non-consortia bids would be considered. Speculation as to providers that might be decommissioned was not appropriate.
- The proposal would result in the joined up service provision currently lacking, with blocks for treatment, recovery and outreach; and also allow for performance to be tracked. There was an ongoing dialogue with all relevant partners and providers to take forward this process.
- The proposed approach also incorporated the requirements of local economic, social and cultural dynamics; as the Administration aspired to ensure services delivered were appropriate to local people. It considered this was not possible with a large corporation, but required providers with a sound knowledge of Tower Hamlets and the needs of its diverse community. Consideration that in assessing local credentials the most important factor was the level to which organisations were embedded in the local community, rather than size or global reputation.

The Chair summarised that the OSC considered that the decision of the Mayor in Cabinet should be referred back to the Mayor in Cabinet for further consideration for the reasons detailed by OSC members in their deliberations, and summarised below:

- That the Mayor fully explains his strategic vision for the re-commissioning of DAAT services and the basis on which he made his decision.
- That the Mayor clearly sets out the role he has mandated the Cabinet Members for Resources and Community Safety to have in the re-commissioning of DAAT services.

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

Resolved (on a vote)

To refer the decision of the Mayor in Cabinet back to the Mayor in Cabinet for further consideration for the reasons detailed above.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, LPG)

Andy Bamber (Service Head Safer Communities, CLC)
Rachael Sadeh (Joint Commissioning Manager for Tower Hamlets DAAT,
Safer Communities, CLC)

5.2 Call-in of Mayoral Executive Decision 063: Contract Award - Direct Payment Support Service (To Follow)

Councillors Alibor Choudhury, Abdul Asad, Denise Jones, Joshua Peck, John Pierce, and Md. Maium Miah declared an interest in this Agenda item, as set out in the minutes at item 3 above.

Please note that the order of business was varied by resolution of the OSC earlier in the proceedings in order to allow this item to be considered following Agenda Item 4 "Petitions", however for ease of reference the deliberations of the OSC, and subsequent decisions taken, are set out below in the order detailed in the agenda. Representations were made by Mike Smith, Chief Executive of Real, in respect of this agenda item, when presenting his petition.

The OSC considered the report "Mayoral Executive Decision 'Call In' Decision Log No 063 – "Contract Award – Direct Payment Support Service" comprising of the report considered, and subsequent decision taken, by the Mayor on 11 August 2014 (Mayoral Executive Decision published on 14 August 2014), together with the reasons for "Call In"/ alternative course of action set out in the Call In requisition, signed by Councillors Rachael Saunders, Amy Whitelock Gibbs, Danny Hassell, Helal Uddin and Clare Harrison, in accordance with the provisions of 4 of the Council's Constitution (Call In requisition presented 21 August 2014 and declared valid 22 August 2014).

The Chair welcomed: Councillors Rachael Saunders, Clare Harrison and Danny Hassell, three of five Councillors who had Called In the decision of the Mayor outside Cabinet and also Councillors Alibor Choudhury (Cabinet Member for Resources) and Abdul Asad (Cabinet Member for Health & Adult Services), Ms Deborah Cohen (Service Head Commissioning & Health, ESCW) and Keith Burns (Programme Director Special Projects – Commissioning & Strategy, ESCW) who were in attendance to respond to the "Call-in".

Councillors Saunders and Harrison presented the "Call-in": summarising the reasons for "calling in" the Mayoral Decision, outlining the key concerns of the "Call-in" Members, and setting out the action sought from the OSC to address these as follows: -

- Concern expressed that the Mayor proposed to award the contract for the Direct Payment Support Service (DPSS) to an organisation whose bid was approximately half of the expected annual contract value estimated by Officers; and therefore whether a service of an appropriate quality would be provided to users and the sustainability of this. With a big private company bidding so low questions arose as to how such a saving could be made and how it would impact on the service. Often the result was

- online service delivery or devolving delivery to call centres, with staff on poor conditions.
- Referencing a number of points set out in the Call In requisition including:
 - That the current contract holder the local user-led organisation of disabled people, Real, employed disabled local residents whereas POhWer the proposed contract holder was not user led.
 - Real had scored more highly on quality than other bidders during the assessment of tenders, but was not to be awarded the contract.
 - Noted that respected advocacy organisations for the disabled community such as Disability Rights UK and Inclusion London had expressed concern over the proposal, and advised that commissioning should be done in a way that took account of broader social value not just price. Real provided a voice for local disabled people, and was operated by them and the Council made great use of it. The case could be made that the Mayor had not fully considered social value and equalities in making his decision.
 - Concern expressed at the lack of transparency in respect of the Mayor's decision making on this matter: Rather than adhering to proper process and proposing this Budget saving in public at a full Council meeting, where it was likely to face great opposition, the de facto decision to reduce funding for this service had been made outside Cabinet, under Executive Powers. The decision making process was only now being highlighted as a result of the protest and the Call In.
 - The Mayor should therefore be requested to reconsider his decision.

Councillor Saunders subsequently responded to questions from the OSC summarised as follows:

- The current contract holder Real, was both user led and locally based and had a track record of delivering a quality service in Tower Hamlets. Whereas the proposed contract holder, POhWer, based in Hertfordshire and as a result staff working for them in Tower Hamlets may have to operate remotely, requiring them to work from cafes. Was there a danger that the extensive skill and knowledge base of Real, developed over time in this particularly diverse community, would be lost for ever? *It would be a shame to risk losing such a valuable user led organisation to make such a contract saving.*
- Although the Call In requisition proposed that the commissioning and procurement process be rerun; would a reassessment of current bids with revised weightings attached to assessment criteria, likely to result in a different outcome as to a preferred bidder, be an acceptable alternative? *Abnormally low bids, such as the preferred one, should have been ruled out.*
- Requested to comment on the value of face to face service provision in this area versus online or telephone provision. *She understood from Real protesters and constituency casework that it made a huge difference to service users that a person was physically available to help them. They could be assisted with filling in and scanning forms, that they couldn't do themselves, communication was in their own language, relationships had*

been built on trust and personal circumstances didn't need constantly explained.

- Had there been adequate consultation regarding the commissioning with service users? *Mike Smith CE Real responded that there had been no consultation with service users prior to commissioning. The last consultation had been a year ago on independent support planning which was not related to this issue.*

The above named Cabinet members and Officers responded to the concerns raised by the "Call-in" Members and the petition received earlier, and subsequently responded to questions from the OSC summarised as follows:

- Response to Call In requisition:-
 - Commented that the Mayor/ Administration held the same principles since first elected: valuing locally embedded organisations and projects, organisations from the community which listened to it and delivered services which met the needs of local people. He did not dispute what had been stated by Real regarding its ideal service provision and the Mayor/ Administration believed in user led initiatives.
 - Outlined elements of the procurement process timeline, emphasising:
 - The specification had been carefully designed to encompass the aspirations of the Mayor/ Administration but this also included many of the suggestions from Real.
 - Tenders had been the subject of a rigorous and robust assessment process to ensure quality and best value.
 - The Lead Member Councillor Asad had been regularly briefed on progress.
 - Full information had been presented to the Mayor to enable a fully informed decision.
 - The commissioning process had been undertaken in full accordance with the Authority's Procurement Policy Imperatives and Procurement Procedures/ timetable. The Authority was legally prevented from specifying that only local organisations could bid for the contract, however for a number of years it had encouraged tendering opportunities for local organisations within the legal constraints, and in this case the turnover requirements at pre-qualification questionnaire stage reflected this approach.
 - Emphasised that there were significant legal risks for the Authority in revisiting the commissioning process to revise criteria/ outcomes, when there were not good grounds to do so. Officers further clarified that it was not possible to revisit weightings attached to assessment criteria, as once advertised they must stand.
 - Commented that the process had been impartial being managed by Officers with little involvement from the Mayor/ Cabinet members, and he was certain this position could be appreciated given adverse media criticism of undue influence of other matters by the Mayor/ Administration.
 - Emphasised that there would be stringent contract management arrangements to ensure adherence to the specification and the service delivery of the preferred bidder should not be pre-empted.

- Commented that it was important to differentiate between the organisations bidding and the commissioning process.
- The opportunity to re-commission the service with a view to stretching resources to allow for inclusion of an online/ telephone dimension had been welcomed, however the service specification remained a mix of face to face and online delivery. The spec also included a requirement for an outreach element with delivery in locations convenient and accessible for service users, such as community halls, places of worship, Idea Stores. However the part of the service to support those choosing a personal cash budget had been decommissioned some months previously.
- Commented that the commissioning process had commenced in July 2013 and there had been few representations to clarify viewpoints on it. However it was regrettable to now hear of the destabilising impact on Real due to the outcome of this process.
- POhWER was a charity and membership based organisation, started and developed by service users, with the objective of supporting and providing opportunities for the disabled and vulnerable. It had started in Hertfordshire and grown to become a large but not yet national organisation.
- Response to OSC Questions:-
 - What were the outstanding qualities that POhWER would bring to this aspect of service provision in Tower Hamlets and what understanding had it demonstrated of cultural diversity and language needs of local residents? *The POhWER bid had been the most economically advantageous with the best balance of quality and price. It had scored highly on quality compared with the other bids and was a close second to REAL. It had demonstrated a good understanding of cultural diversity issues in Tower Hamlets and significant strengths in delivering locally to which references from other local authorities attested. The contract specification was clear that service provision in users first language of choice was a requirement and the methodology statement had been drawn up carefully to encompass these requirements. Contract management arrangements would ensure delivery of the required service.*
 - Whilst acknowledging the challenging savings requirements placed on the Authority in the coming two years, there was also a consensus that an organisation such as Real should be protected from their impact. What action was the Authority taking to ensure Real's continued existence and effective functioning? *It had never been the intention that the outcome of this procurement process should have a destabilising impact on Real, and the Authority/ Officers would work with Real on its finances to ensure that it continued to discharge services for other significant adult social care contracts it held with the Authority, and to continue to function as a viable organisation.*
 - How did the contract for DPSS meet the needs of local people? *A contract specification had been drawn up which clearly set out the requirements of service provision which included:*

Communicating with service users in the first language of their choice;

Having a workforce that reflects the community;

Promoting local employment;

Having a detailed knowledge of local services that may be of benefit to service users;

Delivering the service at times and in locations that are convenient and accessible for service users.

The Administration was therefore hopeful that the selected bidder would deliver services holistically to meet the needs of local people.

- *If Real lost the contract for DPSS would local jobs be lost? It was a requirement that staff working on the existing contract should be transferred to the new organisation/ contract under TUPE regulations.*
- *It was proposed to commission a new contract for DPSS with a cost saving of approximately 50 per cent going forward. How was this possible and would it result in a good service becoming a no frills service? A combination of factors allowed this including:
Officers considered there was significant scope for efficiency in the existing service provision.
POhWER had a larger infrastructure that allowed it to spread its overheads and achieve greater economies of scale.
*Much greater use of ICT and in particular automation of back office functions.**

Officers had spent considerable time during the commissioning process to verify that POhWER's bid was credible, and additional references were taken up with other authorities with whom it had existing contracts.

- *Had the requirements of the Social Value Act 2012 been incorporated into the commissioning process? Yes, the methodology statement and in particular questions focused on delivery at a local level had addressed it.*
- *The importance of recognising the value of local organisations delivering local services had been emphasised and petitioners had been clear in presenting the petition that the current service provider was fully aware of the needs of the local community. How had the preferred bidder convinced Officers it could do so? POhWER was a close second to Real when assessed on quality criteria and had demonstrated significant strengths in delivering in a Tower Hamlets context. It had been awarded contracts in Tower Hamlets which commenced recently and initial feedback from commissioners was good.*
- *Further to clarification of the number of bidding organisations and their local status (8 bidders 1 being defined as local) clarification sought and given as to how the preferred bid, which was 34 percent lower than the average price bid, could be sustainable when the bid was also significantly lower than 6 peer organisations delivering similar services countrywide. Also efficiencies from spreading overheads and greater use of ICT applied to all the other national organisations bidding so where was the efficiency to be delivered in one of the most competitive markets known? Officers had tested the sustainability of the submitted*

price through a clarification process, and from this it was clear that the bidder understood the contract specification including paying its employees London Living Wage and the implications of TUPE. There were no legal grounds to reject the bid as unsustainable. The achievement of efficiency depended on service delivery models, economies of scale and commercial decisions as to the contract value. However it was important to note that the the selection was based on a combination of price and quality.

- Did the preferred bidder POhWER have experience of service delivery in DPSS in other London boroughs? *No experience of such service delivery in other London boroughs, but it had experience of providing advice and advocacy services in London boroughs from which it was aware of staff costs in and out of London.*
- How would the Authority ensure that the funding spent on this contract was used for Tower Hamlets residents and not spent in other parts of the UK? *The contract terms and conditions allow the council to require the provision of contract monitoring information, including expenditure that will be used to ensure that the service is properly funded locally.*
- Further to clarification as to the level of briefing of the Mayor on issues pertinent to this commissioning process, the questions asked by the Mayor at the point of his decision making, and which Cabinet members and Chief Officers were present to advise him at this point, the Chair commented that it was disappointing and unacceptable that the Mayor had taken the decision outside Cabinet and sent other Cabinet members not present to account for it. This did not provide the OSC with an opportunity to fully scrutinise the decision making, an important element of consideration as to whether the matter should be referred back to the Mayor for further consideration. The Chair **proposed** and it was **agreed** that in future, if a decision was made by the Mayor outside Cabinet and Called In to OSC for further consideration, either the Mayor or those Cabinet Members and Chief Officers present when the decision was made should attend the OSC to respond to the Call In, and if necessary formally summoned to attend through the appropriate constitutional provisions.

At this juncture the Chair sought and was given advice by David Galpin, Service Head Legal Services, as to options available to the OSC when concluding its deliberations on this matter, summarised below. The OSC could:

- Endorse the Mayor's decision and enable implementation to go ahead.
- Refer the matter back to the Mayor outside Cabinet for further consideration, with reasons for its referral (setting out the nature of OSC concerns) and possibly recommending an alternative course of action.

Mr Galpin also advised that in referring the decision back to the Mayor for further consideration there would be significant legal risks with any recommendation to the Mayor that he should not award the contract including:

- If the Mayor decided not to award, that may be challengeable on grounds of administrative law, if there are not good reasons for taking a different view than was previously taken.

- A decision not to award would require a further procurement exercise and this would require a further unlawful direct contract award as an interim measure.
- It may lead to challenge from the previously successful bidder (whether or not well-founded).
- The OSC had already been advised that it was not possible to revisit weightings attached to assessment criteria, as once advertised they must stand. Under public contract regulations the Authority was obliged to operate a fair and transparent commissioning process.

The Chair summarised that the OSC considered that the decision of the Mayor outside Cabinet should be referred back to the Mayor for further consideration for the reasons detailed by OSC members in concluding their deliberations, and outlined below:

- Concern that the proposed contract award would result in the loss to the borough of a very significant amount of intellectual property held by the current contract holder, Real, a user led organisation based in the borough; this would be very damaging. It appeared that the preferred bidder POhWER were undercutting the current service provider, and a first rate assessment evaluation of the service given to date had not taken place.
- The Mayor was permitted by law to take the decision but the OSC was permitted to request that he give it further consideration, and the latter was unlikely to precipitate a legal challenge.
- Concern that there were serious risks associated with the bid to operate the DPSS with a cost saving of approximately 50 per cent going forward. How was it possible to achieve this whilst ensuring a good quality service for users? Also serious concerns for local disabled employees following the TUPE process.
- Concern that although the preferred bidder operated in other parts of the country, it had no experience of service delivery in DPSS in other London boroughs, only of advice and advocacy provision which was a different field.
- Concern that the case for value for money remained unproven.
- Concern that an opportunity to ensure employment for the local community and strength of the local economy was being lost.
- Consideration that the most important factor was not local employment and local centres for service delivery, but provision of a service appropriate for local service users. All were concerned whether the extremely low bid preferred was sustainable in a market where comparative organisations providing the same services could not come close to making such a bid. There was a risk of a poor service for users or a failure in provision.
- Concern also that the proposed award of contract would have a damaging impact on the ability of Real to function effectively within Tower Hamlets.

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

Resolved (on a unanimous vote)

1. To refer the decision of the Mayor outside Cabinet back to the Mayor for further consideration for the reasons detailed above.
2. That the commissioning/ procurement process is re-run with better consideration being given to the funding of service quality and the impact of the process outcome on service users.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, LPG)

Deborah Cohen (Service Head Commissioning & Health, ESCW)

Keith Burns (Programme Director Special Projects – Commissioning & Strategy, ESCW)

ADJOURNMENT

At this juncture following a request for a comfort break from an OSC member the Chair **Moved** the following motion for the consideration of OSC members, and it was: -

Resolved

That the OSC adjourn for a period of 5 minutes, at 8.30pm, and that the meeting reconvene at 8.35pm.

The meeting adjourned at 8.30pm

The meeting reconvened at 8.35pm

6. SCRUTINY SPOTLIGHT - SOCIAL HOUSING PROVIDER

The Chair Informed OSC members that Mick Sweeney, Chief Executive - One Housing Group (OHG), had been invited to this OSC meeting for the scrutiny spotlight to discuss serious concerns, held by Members across the borough, with housing management on estates in the borough managed by OHG. The Chief Executive had referred the invitation to John Gregory, Group Director of Housing Services - One Housing Group, who despite having been given the option to attend one of several OSC dates, and given clarification as to the concerns to be discussed, had declined the invitation to attend. Mr Gregory had responded that OHG would only meet with ward councillors and the Cabinet Member for Housing in line with normal protocols. The Chair commented that OHG was a large social housing provider in the borough there were very significant problems with its service delivery, and it was risible that OHG would not engage. The OSC would not be examining individual cases but addressing these widespread concerns.

A short discussion followed which focused on the following points:-

- OHG was responsible for several housing schemes on the Isle of Dogs but local residents now referred to it as “None Housing” because of its perceived failure to deliver. The OSC did not want to look at individual cases but overall policy and approach borough-wide. It was likely that all

LBTH councillors had questions to ask. It was outrageous that it had declined to attend the OSC.

- There were issues with OHG delivery not just on the IOD or one estate, but borough-wide. Members had personal experience of raising issues by Member Enquiry, which OHG said they had dealt with but which residents said still existed. The Member Enquiry system was not working.
- Clarification was sought and given by Mr Galpin, Service Head Legal Services, as to the legal and constitutional powers and provisions through which the OSC could require attendance.

The Chair **proposed** and it was **agreed** that the Chief Executive - One Housing Group, or one of his direct reports be formally requested to attend one of the next two OSC meetings, and that the Corporate Director Development & Renewal write to them expressing the dim view taken by the Authority that OHG was not willing to engage in this important partnership activity.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, CE's)

Mark Cairns (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, CE's)

Aman Dalvi (Corporate Director Development & Renewal)

Jackie Odunoye (Service Head Strategy Regeneration and Sustainability, D&R)

7. UNRESTRICTED REPORTS FOR CONSIDERATION

7.1 Medium Term Financial Plan

Chris Holme (Acting Corporate Director Resources):

- Introduced the report, which provided information on:
 - 2014/15 Budget context.
 - A review of assumptions on 2015/16 LBTH Budget position.
 - Revision of the current Strategic Plan to reflect the Budget set in March and manifesto commitments of the Mayor elected in May.
 - Current Government funding context and associated work to update MTFP to 2018/19.
- Also gave a detailed presentation (PowerPoint slides **Tabled**, a copy of which would be interleaved with the minutes), which focused on the following points:
 - National context and Key challenges: Continuing Government austerity, macro-economic factors, ongoing welfare reform, demographic and Legislative driven demand for services, significant capital investment needs.
 - Implications for LBTH: £28million of savings 2015/16, Significant Budget gaps in 2016/17, 2017/18 & 2018/19 totalling £120-140million over the MTFP.
 - Testing LBTH MTFP assumptions particularly on RSG reductions
 - Progress to date on 2015/16 savings

- Future options: Work to be undertaken to identify future savings. Councillor Alibor Choudhury, Cabinet Member for Resources, was also in attendance for this item.

A discussion followed which focused on clarification being sought and given on the following points:-

- The solutions being identified by Officers and Cabinet Member for Resources to the significant Budget challenges facing the Authority? *Following a clear mandate to identify savings that met existing requirements of the Executive for leaner service delivery, smarter working, better asset usage, income optimisation and improved procurement, 100 saving options had been identified which could deliver savings of £32million for 2015/16. These would be the subject of consultation in the autumn and a report for Cabinet consideration in November setting out the core savings options, together with the outcome of consultation and equality impact assessment. A further report in January to set out the other savings options. Officers were confident the November report would enable delivery of £20million savings, a healthy reserve balance and a further £14million to be delivered in 2016/17. Beyond that transformational change was required and this was currently the subject of much Officer consideration with a strategic services review to follow examining all services in context of:*
 - Harnessing economic growth and alternative investment
 - Shifting focus more to preventative services
 - Redesign processes to optimise technical advances and continue to reduce transaction costs
 - Alternative delivery models where clear savings are achievable without impacting service provision
 - Maximising the use of assets and identifying opportunities for disposal
 - Optimising income generation
 - Workforce efficiency through both increased productivity and further consolidation

It was important to emphasise the Administration's priorities in considering the Budget: providing support to those impacted by welfare reform, young people the elderly and vulnerable who were struggling to cope with Government austerity. There were a range of savings options and it was important to consult with anyone impacted by these; and the November Cabinet report would set out the outcome together with a direction of travel to meeting savings requirements.

- Whether the 100 savings options to deliver £32million of savings would be the subject of consultation in the autumn. *The impact on service users would need to be comprehensively assessed, however some non-impacting proposals could be presented to Cabinet without consultation*
Eg:
 - *Significant additional income from a review of discounts including that for students accommodation, and an audit of properties was underway for this. Neighbouring authorities generated an additional £500k from this and LBTH could deliver this for 5000 students.*

- *The Authority was no longer just the collection agent for NNDR and could optimise income from this; a re-assessment of rateable properties was underway.*
- Consideration that the Authority was now in the year after investment in prevention to yield savings should have taken place. Invest to save should take place when more funding was available to yield savings when less funding was available. *The emphasis on prevention has always existed and this was just being stepped up in an effort to further reduce demand on services.*
- Consideration that consultation with service users on budget proposals did not preclude the necessity for a political dialogue with political groups not part of the Administration, to discuss the proposals and the scale of Budget challenges. *The Administration intended to have a Council-wide cross party seminar setting out the Administration's position and what action it was taking to address Budget challenges. The Cabinet Member for Resources would be pleased to engage with other political groups going forward; and in particular hold a broader discussion on larger issues with the Leader of the Labour Group and Shadow Lead Member for Resources with a view to minimising the impact on services for local residents.*
- How did Tower Hamlets compare with neighbouring boroughs in terms of Budgetary circumstances and related approach? *All other London boroughs were working to similar assumptions for Budget planning. Those with the highest levels of RSG would be those facing the largest savings requirements. LBTH was in similar circumstances to Newham and Hackney but had higher levels of economic growth and reserves to mitigate the impact.*
- With regard to NNDR it appeared Officers were looking for more people to charge, when a more positive approach would be to stimulate economic growth i.e. invest to grow the rateable base. *There was an Economic Growth Officer Group looking at ways to reassess the model for/ increase the economic base. However it was the Planning Function which determined the capacity for commercial and housing growth. The Administration intended that town centres should be developed to expand business capacity. It was hoped the Whitechapel Vision would deliver in this field too.*
- Whether the Employment Options Scheme and workforce efficiency/ delayering referred to would result in employee redundancies, and what budget saving might be achieved. *A similar initiative was underway to the Voluntary Redundancy process undertaken in 2010. All staff had been written to regarding consideration of options for flexible working, flexible retirement and voluntary redundancy. This was necessary to identify options to reduce the workforce and achieve cost effectiveness/ greater productivity, without an adverse impact on frontline services. The outcome would be a reduction in workforce headcount but it was hoped deletion of vacancies and the uptake of the above options could avoid compulsory redundancies. In approximate terms the loss of 100 people would save £3.5million gross.*

- Given the Administration's priorities in considering the Budget, to support those impacted by welfare reform, young people the elderly and vulnerable, were there any services/ teams of staff to be protected from redundancies or other funding reductions? *There was a legal obligation to write to all staff regarding voluntary redundancy and flexible retirement or working options. It was also important to gauge the feelings of impacted staff as a service might be able to maintain productivity with fewer staff. However the Administration would endeavour to protect services for these cohorts of people and also endeavour to ensure services impacted were not those delivering to the public.*
- Consideration that given the functions of the HR Committee, it should be informed of savings expectations to impact on staff, so it could ensure a fair and proper process. The process of gauging staff views was also a matter for it to oversee. This appeared to be a further example of decisions being made without proper accountability. Clarification sought as to the Budget outcomes the Executive expected from this process. *The process was not secret and the HOPS was managing it. The Cabinet Member for Resources had not set a budget parameter on savings to be delivered from the Employment Options scheme, but the Administration had been clear it would prefer savings which did not impact on services. Without staff consultation and consideration of required staffing levels for each service, it was inappropriate to set such targets.*
- What was the deadline for staff responses? *This had already passed and service heads and service managers were currently examining the responses and evaluating which reductions could be sustained without impacting service provision. Proposals would be drawn up for Staffside consultation by end of September and where services were impacted EQIAs undertaken. Difficult decisions would be needed before November to allow notification of staff redundancy, if any, by December and to achieve savings by end of March.*
- When would the Mayor's initial tranche of Budget proposals be published; also when and how was it intended that the OSC be consulted? *Initial tranche of Budget proposals were likely to be presented to OSC before November, or once the Cabinet decisions were made in accordance with the normal governance requirements. It was hoped all Members would be involved as part of the Budget consultation.*
- The Chair commented that it was preferable for the OSC to be consulted in advance of Cabinet decisions being made and proposed accordingly that the **Budget proposals be submitted to the OSC on 30 September**, as there was no meeting in October. *The Cabinet Member for Resources undertook to endeavour to work to this timescale, although he couldn't guarantee that it would be met; however the OSC would be consulted on the initial tranche of Budget proposals before Cabinet considered them in November.*

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

Resolved

That the contents of the report and presentation be noted.

Action by:

Chris Holme (Acting Corporate Director Resources)

7.2 Appointment to INEL JHOSC (Oral Report)

Frances Jones, One Tower Hamlets Service Manager, gave a short oral report summarising key points for the OSC, as follows:

The OSC (22 July) had received a report informing it of the background to the establishment of Inner North East London Standing Joint Health Overview and Scrutiny Committee (INEL JHOSC), and had appointed two Members, to represent the Authority for the 2014/15 municipal year, as nominated by the Labour group in accordance with the political proportionality rules as set out in INEL JHOSC Terms of Reference. No nomination had been received from the Tower Hamlets First (THF) group, for the place allocated to it, at that point and therefore the appointment remained vacant.

The Health Scrutiny Panel (HSP) had been delegated to make the last remaining appointment, however it was now understood that the next meeting of the INEL JHOSC was due to be held prior to the next HSP meeting. To ensure full representation of the Authority at the INEL JHOSC, the OSC was therefore invited to appoint to the remaining INEL JHOSC vacancy for the 2014/15 municipal year, in accordance with the nomination received from the THF group: Councillor Mahbub Alam.

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

Resolved:

1. That the update contained in the oral report be noted; and
2. That Councillor Mahbub Alam be appointed to represent the Authority on the Inner North East London Standing Joint Health Overview and Scrutiny Committee (INEL SJHOSC) for the 2014/15 municipal year.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, LPG)

Mark Cairns (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, LPG)

Antonella Burgio (Senior Committee Officer Democratic Services, LPG)

7.3 Appointment of Scrutiny Leads - Update (Oral Report)

The Chair Informed OSC members that:

- At the full Council AGM (11 June), the proportionality, establishment of the Committees and Panels of the Authority (including the OSC) and appointment of Members thereto had been approved. However following the revised allocation of places agreed by the full Council (30 July) further

to the review of proportionality, required after the Blackwall and Cubitt Town election (3 July), a change to the membership of the OSC had been required comprising the deletion of one THF group nominated member with a Labour group nominated member. The Interim Monitoring Officer's delegate had been notified of the Labour group nomination (Councillor Dave Chesterton) on 29 August.

- In view of this change to the membership of the OSC, and following Legal advice, the OSC was able to re-allocate one of the Scrutiny Lead appointments made at a previous OSC meeting (8 July) to reflect this change in proportionality.

Councillor Denise Jones proposed for the consideration of OSC members that Councillor Dave Chesterton replaces Councillor Md Maium Miah as Scrutiny Lead for Development and Renewal for the remainder of the Municipal Year 2014/15. Councillor Asma Begum seconded the motion. There being no other nominations it was: -

Resolved (on a vote of 5 for none against)

3. That the information contained in the oral update be noted; and
4. That Councillor Dave Chesterton replaces Councillor Md Maium Miah as Scrutiny Lead for Development and Renewal for the remainder of the Municipal Year 2014/15.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, LPG)
Mark Cairns (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, LPG).

7.4 Overview and Scrutiny Committee Outline Work Programme 2014/15 (To Follow)

Frances Jones, One Tower Hamlets Service Manager, introduced and summarised key points in relation to the draft OSC Work Programme **Tabled** for discussion, a copy of which would be interleaved with the minutes.

The Chair commented that the work programme reflected the developmental discussions with Members to date, and then **Moved**, and it was:-

Resolved

1. That the substantive content of the OSC Work Programme 2014/15 be approved;
2. That the OSC Work Programme be revised to:
 - Include timescales for completion of the scrutiny activities.

- Detail Councillor Dave Chesterton as the Scrutiny Lead Member for the scrutiny challenge session “Member involvement in Section 106 decisions and the quality of Section 106 and CIL funded social housing”.
and subsequently **presented to the OSC for noting on 30 September**.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, LPG)
Mark Cairns (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, LPG).

8. VERBAL UPDATES FROM SCRUTINY LEADS

Scrutiny Lead for Adult Health and Well-being - Councillor Asma Begum

- Context, objectives and elements of methodology for challenge session (CS) “Support for Carers” outlined in **Tabled** scoping paper, a copy of which would be interleaved with the minutes To be completed in 12 weeks.
Scrutiny Lead for Communities, Localities and Culture - Councillor John Pierce
- Scoping underway with Officers for scrutiny review (SR) “Drug enforcement” and CS “Improving cycling safety”, update to next meeting
Scrutiny Lead for Resources - Councillor Abjol Miah
- Context and objectives for SR of “Customer satisfaction and value for money of leisure centres” outlined: broadly to hold leisure industry to account and establish resident views of leisure provision to ensure the service currently provided reflect needs of community. Also to examine good practice, value for money and high standards elsewhere with a view to replication at LBTH.
- Clarified that the Veolia contract would be looked at as an element of examination of the value for money of council contracts.

Chair - Councillor Joshua Peck - Conservation areas and Town Centre Policy

- Context and objectives for CS “The implications of conservation areas for the extension of family homes” outlined: broadly to examine the scope for a negotiated solution between stakeholders in protection of heritage and families needing a bigger home. To be completed before Christmas.
- Context and objectives for SR “Town centre policy and delivery” outlined, broadly that town centres were centres for local economic growth and this provided local employment and generated business rates and examining whether these were being nurtured and if not how to do so. To be completed in the New Year.

Scrutiny Lead for Children's Services - Councillor Denise Jones

- Context, objectives and elements of methodology for SR “Effectiveness of literacy and numeracy on outcomes for children & families” outlined. Broadly achievement had fallen and there was a cohort of children falling below standard. Why was this? Could they be identified earlier? What was impact of interventions? What were correlations between illiteracy and parents with low income? Young people would be interviewed.

Scrutiny Lead for Development and Renewal - Councillor Dave Chesterton

- Update to next meeting

Scrutiny Lead for Law Probity and Governance - Councillor Peter Golds

- Outlined that there would be an examination of governance and election processes incorporating liaison with the Electoral Commission, a comparative review with other boroughs eg LB Southwark and examination of the template used by John Williams (SH Democratic Services), with an update to next meeting. The chair commented that this matter was to be the topic of a spotlight later in the Municipal Year. Frances Jones undertook to liaise with John Williams with regard to scheduling the spotlight on this matter in the OSC Work Programme 2014/15.

The Chair proposed and it was **agreed that Old Ford Housing Association and therefore the Chief Executive of Circle Anglia (the owning group) be invited to attend the November or December OSC** for a spotlight on housing providers. He also concurred with a Member proposal that if there was time in the work programme Tower Hamlets Community Housing be invited to attend with a focus on their good practice. A member commented that the advice sought on minimum standards and levers of influence would be helpful for these sessions.

Dr Phillip Rice (CofE Rep) sought an update on grant funding of refurbishment of historic places of worship. The Chair suggested this be included later in the year, if possible, as a spotlight or incorporated within a Lead Member spotlight.

Reverend Olanipekun (Parent Governor Rep) enquired if co-opted OSC members would be asked to serve on the proposed SRs and the Chair responded they would be asked to do so and other Councillors too. The Chair **Moved** and it was:-

Resolved

That the verbal updates be noted.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, LPG)

Mark Cairns (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, LPG).

9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

No pre-decision questions submitted to the Mayor in Cabinet [03 September 2014].

10. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

The Chair commented with reference to OSC consideration of the Reference from Full Council "Investigation into the sale of Old Poplar Town Hall" on 22 July:

That he had expressed the view that it was the OSC's constitutional right to receive independent advice on the disposal process, should it consider it necessary, and had requested this should be permitted in future. He informed OSC members that there had been circuitous dialogue between the Interim Monitoring Officer and himself regarding this without result. Accordingly he **proposed** for the consideration of OSC members and it was **agreed** that the OSC formally request an independent external advisor on the law and process relating to the disposal of assets by local authorities and this be actioned/ delivered in the next two weeks.

That given the differential between the sale value and the current value of Old Poplar Town Hall the OSC had considered that an independent valuation should be undertaken. This had been undertaken by the same company that had undertaken the valuation for disposal. He had written to the Interim Monitoring Officer expressing the view that this was a clear conflict of interest and also giving his rationale. He had requested, on behalf of the OSC, that the IMO commission a further piece of valuation work, ensuring that it is done by a company with no prior interest or involvement in the sale of Poplar Town Hall. Unfortunately the IMO had advised him that he was not authorised to make this request and accordingly **proposed** for the consideration of OSC members and it was **agreed** to request that an independent valuation, as described, be carried out within a month. In the intervening period the Chair also **proposed** that **a report be presented to the OSC to be held on 30 September** in respect of the significant amount of outstanding information requested from Officers (at least 8 outstanding requests) and including the various iterations of the Mazars report.

A short discussion followed which focused on consideration that a mechanism was required through which the Chair could, on behalf of the OSC, progress matters requiring Officer action between OSC meetings, in order to obviate the need to seek formal resolutions of the OSC at their next meeting which resulted in unnecessary procedural delay.

Action by:

Angus Taylor (Principal Committee Officer, Democratic Services, LPG)

Meic Sullivan Gould (Interim Monitoring Officer)

Louise Russell (Service Head Corporate Strategy & Equality Service, LPG)

Mark Cairns (Senior Strategy Policy & Performance Officer, Corporate Strategy & Equality Service, LPG).

11. EXCLUSION OF THE PRESS AND PUBLIC

The agenda circulated contained no exempt/ confidential business and there was therefore no requirement to exclude the press and public to allow for its consideration.

SUMMARY OF EXEMPT PROCEEDINGS

12. EXEMPT/ CONFIDENTIAL MINUTES

Minutes of the OSC meeting held on 22 July 2014 were unavailable and would be submitted to the next meeting for approval as a correct record of the proceedings.

13. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil items

14. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

Nil items

15. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

Nil items

The meeting ended at 10.00 p.m.

Chair, Councillor Joshua Peck
Overview & Scrutiny Committee

Agenda Item 7.2

Committee: Overview and Scrutiny Committee	Date: 30 September 2014
	Report of: Corporate Director Communities, Localities and Culture
Originating officer(s) Andy Bamber, Service Head Safer communities and Rachael Sadegh, DAAT Co-ordinator	Title: Extension of Substance Misuse Strategy
	Wards Affected: *To be completed by author All wards

Executive Summary

- 1.1. On 8 December 2010 the government launched its new drug strategy, 'Reducing demand, restricting supply, building recovery: supporting people to live a drug-free life'. The strategy places emphasis on providing a more holistic approach to recovery, aims to reduce demand, takes an uncompromising approach to crack down on those involved in drugs supply, and puts power and accountability in the hands of local communities to tackle drugs and the harm they cause.
- 1.2. In 2012, Full Council adopted a local Substance Misuse Strategy for 2012-15 with 3 core work streams or 'pillars'. These are; prevention and behaviour change, treatment, enforcement and regulation.
- 1.3. The Council has an obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for combating the misuse of drugs, alcohol and other substances. The substance misuse strategy contributes towards the Crime and Disorder Reduction Strategy in Tower Hamlets (the Community Safety Plan).
- 1.4. As a major re-procurement of drug / alcohol treatment services is currently underway, the outcome of which will drive changes to the way in which related services are delivered, the DAAT Board and the Community Safety Partnership have agreed a proposal (subject to Cabinet agreement) to extend the current strategy by a year. This will avoid the premature adoption of a revised strategy that would immediately have to be revisited. The current strategy would be extended to March 2016 and a new three year strategy from 2016-2019 would be developed during the course of 2015/16.
- 1.5. The Substance Misuse Strategy is closely linked to the Community Safety

Plan and the Health and Wellbeing Strategy, both of which expire in March 2016. It is therefore logical that the term of the Substance Misuse Strategy be aligned to match the terms of these strategies to facilitate a more comprehensive and co-ordinated response to substance misuse.

- 1.6. This request for an extension to the strategy was considered and agreed by the Mayor in Cabinet on 3rd September.
- 1.7. As the original strategy was adopted by Full Council, the request for extension will progress to Full Council for a decision.
- 1.8. The policy is now before Overview and Scrutiny for comment.

Recommendations:

The Overview and scrutiny Committee is recommended to:

1. Consider and comment on the proposed extension of the current substance misuse strategy by one year to the end of March 2016.

1. REASONS FOR THE DECISIONS

- 1.1 The current Substance Misuse Strategy is due to end in March 2015.
- 1.2 A major reprocurement of drug / alcohol treatment services is currently underway and will facilitate significant change in treatment services across the borough. The new treatment system will not be in place until Q1 2015/16 and should feature in an updated strategy.
- 1.3 The Health and Wellbeing Strategy and the Community Safety Plan both currently run until March 2016 and it would be beneficial to co-ordinate the development of a new Substance Misuse Strategy with the update of these strategies / plans.

2. ALTERNATIVE OPTIONS

- 2.1 An agreement to extend the strategy for a year with a refreshed action plan for 2015/16 to be agreed by DAAT Board.
- 2.2 A new strategy could be developed to start in April 2015 though this is unlikely to be developed and adopted by Council in time for an April start. Due to the significant changes planned for the treatment system over the next year, this strategy would quickly become out of date and would not be congruent with a new Health and Wellbeing Strategy or Community Safety Plan.

- 2.3 The current strategy could be allowed to lapse without a new strategy in place. This would put the Council at risk due to its obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for combating the misuse of drugs, alcohol and other substances.

3. DETAILS OF REPORT

- 3.1 The Council has an obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for combating the misuse of drugs, alcohol and other substances. The substance misuse strategy contributes towards the Crime and Disorder Reduction Strategy in Tower Hamlets (the Community Safety Plan).
- 3.2 The Substance Misuse Strategy 2012-15 is the first combined drug and alcohol strategy for Tower Hamlets. It is a 3 year partnership strategy and was developed in conjunction with all partners and other significant stakeholders. The strategy is divided into 3 'pillars': Prevention and behaviour change, treatment, enforcement and regulation.
- 3.3 Prevention and behaviour change commitments within the Strategy include: information, promotion and prevention activities, multi-agency communications plan, expansion of screening for alcohol problems, access to good quality education in schools.
- 3.4 Treatment commitments within the Strategy include improving access to and effectiveness of treatment, redesigning the drug / alcohol treatment system to improve outcomes and localise services, targeted outreach for difficult to engage drinkers and drug users, improving our response to parental substance misuse, embedding a recovery focus within treatment services.
- 3.5 Enforcement and regulation commitments within the strategy include actions to enforce law relating to alcohol and drugs and reduce associated antisocial behaviour and crime, implementation and enforcement of borough wide alcohol control zone, under age sales test purchases, operations to uncover illicit alcohol, dealer-a-day initiative, joint tasking approach to drug / alcohol related crime and ASB.
- 3.6 An action plan to accompany the Substance Misuse Strategy was developed and is provided in Appendix 1. The policy approach and priorities established by this strategy are still considered to be highly relevant to the effective tackling of drug and alcohol abuse in the Borough. The DAAT Board and the Community Safety Partnership have, therefore, agreed a proposal (subject to Cabinet agreement) to extend the current strategy by a year. The current strategy would be extended to March 2016 and a new three year strategy from 2016-2019 would be developed during the course of 2015/16.

Rationale for extension

- 3.7 The DAAT is currently in the process of re-procuring the entire drug / alcohol treatment system. This is already listed as an objective within the current strategy and links to many other objectives, particularly within the treatment and behaviour change and prevention pillars. A new strategy developed after this procurement has taken place would better be able to reflect the most up to date position and be utilised to embed the ongoing objectives for treatment services.
- 3.8 The Substance Misuse Strategy contributes towards the Crime and Disorder Reduction Strategy in Tower Hamlets (the Community Safety Plan). The current Community Safety Plan runs until March 2016 and it would be beneficial to develop a new substance misuse strategy in conjunction with the development of a new Community Safety Plan.
- 3.9 The LBTH Health and Wellbeing Strategy expires in 2016 and the Joint Strategic Needs Assessment is soon to be refreshed. It would be beneficial to develop a new Substance Misuse Strategy along the same timescale as these to ensure delivery of consistent messages.
- 3.10 An extension to the current strategy would also enable findings from the Community Alcohol Partnership to be incorporated into a new strategy and would ensure the relationships with, and objectives of, the newly structured Probation Service were embedded prior to strategy development.
- 3.11 Capacity within the DAAT is currently limited and it would not be possible to undertake development of a new strategy at the same time as undertaking the reprocurement process within current staffing levels.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. There are no specific financial implications emanating from this report which seeks an extension to the current Substance Misuse Strategy by a year to March 2016.

5. LEGALCOMMENTS

- 5.1. The Council has an obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for –
- Reduction of crime and disorder
 - Combating the misuse of drugs, alcohol and other substances
 - Reduction of re-offending.

- 5.2. The Substance Misuse Strategy, which was adopted by Full Council in January 2012, is intended to fulfil the Council's obligation in relation to thesecond of the areas specified in paragraph 5.1. The Strategy may also be considered to be consistent with a number of the Council's other statutory functions, as outlined in more detail in the report to Full Council of 25 January 2012.
- 5.3. Pursuant to section 17 of theCrime and Disorder Act 1998, the Council is required, before adopting thestrategy to have due regard to the likely effect of the strategy on, and theneed to do all that it reasonably can to prevent, crime and disorder, misuse ofdrugs and alcohol and re-offending in Tower Hamlets. There is information in the report relevant to this consideration.
- 5.4. Before adopting the strategy, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advanceequality of opportunity and the need to foster good relations between personswho share a protected characteristic and those who don't. The report indicates that the equality analysis carried out prior to adoption in 2012 of the existing strategy continues to apply.
- 5.5. The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 ("the Functions Regulations") specify that the making of crime and disorder reduction strategies within the meaning of sections 5 and 6 of the Crime and Disorder Act 1998 is a function which is not to be the sole responsibility of the Council's executive. This requirement is reflected in the Council's Constitution, which includes a crime and disorder reduction strategy in Article 4 of the budget and policy framework.
- 5.6. Regulation 4 specifies actions which shall not be the responsibility of the executive and these include the following –
- The amendment of any draft plan or strategy submitted by the executive for the authority's consideration.
 - The adoption (with or without modification) of the plan or strategy.
- 5.7. As it is proposed that the existing Substance Misuse Strategy be adopted for a further year, the final decision will need to be taken by Full Council.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. Equalities and diversity implications were considered fully during the development of the original strategy and an extension would represent no change to these implications. A full Equalities Impact assessment will be undertaken in conjunction with development of a new strategy.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The extension of this strategy does not have any greener environment impacts.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. A lapse in the life of an LBTH Substance Misuse Strategy would put the Council at risk due to its obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for combating the misuse of drugs, alcohol and other substances. A new strategy is unlikely to be developed and adopted by April 2015.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 The Substance Misuse Strategy contributes towards the Crime and Disorder Reduction Strategy in Tower Hamlets (the Community Safety Plan).

10. EFFICIENCY STATEMENT

- 10.1 An extension to the strategy would not alter proposed expenditure or service delivery.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Substance Misuse Strategy Action Plan Update
- Equality Analysis Quality Assurance Checklist
- Tower Hamlets Substance Misuse Strategy 2012-2015

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None

Officer contact details for documents:

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Appendix 1: Substance Misuse Strategy Action Plan

Revision history

1. Initial draft produced by Rachael Sadegh
2. Proposed amendments made at 1st Strategy action plan steering group (22/11/11)
3. Proposed amendments made at 2nd Strategy action plan steering group (15/12/11)
4. Amendments made by RS / BA for strategy steering group(14/05/12)
5. Amendments made at 3rd Strategy action plan steering group (14/05/12)
6. Amendments made following comments from DAAT Board (28/05/12)

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C1	Public Health, Safer Communities, LBTH, Children, schools and Families Directorate, LBTH	<p>Develop a multi-agency communications plan for service users (adults, young people) and professionals with a focus on:</p> <ul style="list-style-type: none"> - harm reduction and safe drinking levels, targeting communities with high levels of alcohol related harm - drug related harm and treatment services available - Supporting parents to address drug and alcohol misuse with their children. 	December 2012	<ul style="list-style-type: none"> • Communications plan developed and agreed by partners including LBTH, NHS, ELFT, MPS, Probation. • Heightened awareness of services and referral pathways along continuum of need. • Increased referral rates from a wide range of front line services. 	<ul style="list-style-type: none"> • Communications plan to be presented to / agreed at November DAAT Board. • Communications activity to commence in January 2013. 	<ul style="list-style-type: none"> • Communications plan agreed and activity in progress

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C2	Children, Schools & Families Director at LBT H	<p>Ensure that school staff, pupils and parents receive substance misuse education via:</p> <ul style="list-style-type: none"> Tailored support provided to schools across the borough as part of their Healthy Schools work including support to develop and deliver evidence based curricula, lesson plans, resources and policies. Central training for teachers in drugs and alcohol education, delivery of targeted advice/support and management of high risk children and young people Delivery of parent information sessions regarding drugs and alcohol; harm reduction, advice for their children and how to access services Delivery of drugs / alcohol education training to youth centre staff to strengthen their ability to identify, support and refer children and young people identified as 	Ongoing	<ul style="list-style-type: none"> Uptake of teachers' training in delivery of substance misuse lessons Information regarding treatment and access to services along continuum of need available to pupils, teachers and parents School adherence to NICE guidance on school based interventions on drugs / alcohol Increased referrals into young people's treatment services. 88% of schools achieving healthy schools status or renewing 	<ul style="list-style-type: none"> 9 schools to have attended central training by Jul 12. 12 sessions for parents to be delivered by Jul 12. 18 youth centre staff to be trained by Jul 12. 20 primary schools to have engaged with the alcohol peer led project by Jul 12. School based drug / alcohol INSETs to be delivered by Jul 12 in 10 primary schools and 2 secondary schools. 4 peer educator training sessions to be delivered in secondary schools and 20 in primary schools by Jul 12. 	<ul style="list-style-type: none"> Training delivered and further programmes scheduled

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C3	Public Health / Safer Communities (LBTH)	<p>Understand local trends in alcohol/ drug consumption to inform target work by undertaking the following activities and incorporating into the needs assessment process:</p> <ul style="list-style-type: none"> • A repeat of the Healthy Lifestyles Survey to include population level patterns of alcohol consumption and sexual health and drugs questions. • Annual analysis of GP drugs / alcohol NIS data. • Utilisation of available Criminal Justice System data sets to inform understanding of local trends in alcohol/drug consumption. • Utilisation of treatment data collected across all equality strands to inform targeted provision • Analysis of available datasets including hospital 	<p>December 2012</p> <p>September annually</p>	<p>Annual needs assessment reports / updates produced which further develop knowledge of drug / alcohol consumption trends in Tower Hamlets.</p>	<ul style="list-style-type: none"> • Develop specification for new survey and systems – March 2012 for procurement in 12/13. • Agree CEG data collection – June 2012. • Annual Needs Assessment / JSNA fact sheet update produced by December annually. 	<ul style="list-style-type: none"> • Annual needs assessments delivered using all available data • CEG data collected quarterly • Healthy lifestyles survey on hold

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C4	Public Health / Safer Communities (LBTH)	Strengthen the inclusion of substance misuse in the revised Health and Well Being strategy and ensure inclusion in other relevant strategies including; <ul style="list-style-type: none"> - tobacco control - cardiovascular disease - sexual health - mental health - teenage pregnancy - housing - integrated offender management - licensing 	Ongoing	<ul style="list-style-type: none"> • Substance misuse integrated in cross-cutting strategies of relevance. 	<ul style="list-style-type: none"> • Collate a calendar of refresh dates for relevant strategies. • Approach strategic leads to discuss strengthening substance misuse in each strategy. 	<ul style="list-style-type: none"> • Substance misuse included in Health and Wellbeing Strategy – strategy expires in 2016 • Substance misuse incorporated in sexual health procurement exercise • Tobacco control training to be delivered in treatment agencies
PB C5	Public Health	Undertake a review of prevention initiatives.	March 2013	<ul style="list-style-type: none"> • Comprehensive mapping of prevention initiatives produced, including referral and threshold criteria for initiatives. • Childrens and Adults to be included in scope. 	<ul style="list-style-type: none"> • Mapping event for children’s services – Sep 12 • Mapping event for adults services - Nov 12 • Report findings and recommendations to JCG – Feb 13 	<ul style="list-style-type: none"> • Mapping events held and evaluated • Prevention initiatives included in current re-procurement project

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C6	Public Health	Pilot the Behaviour Change toolkit to substance misuse service providers to enhance their ability to develop and market their services to key target groups.	December	<ul style="list-style-type: none"> Attendance by treatment services and other agencies to behaviour change toolkit training sessions Numbers in attendance for training 	<ul style="list-style-type: none"> Programme scheduled and services invited Two pilot sessions to be delivered between September and December with identified agencies 	<ul style="list-style-type: none"> Training delivered
PB C7	Children, Schools & Families DirectorateLBT H	Implement earlier intervention for individuals in the youth justice system.	June 2012	<ul style="list-style-type: none"> 100% of individuals screened 	<ul style="list-style-type: none"> Implement new screening process Report ongoing performance into Young People's Network Group 	<ul style="list-style-type: none"> Processes implemented and reported

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T1	TH Drug and Alcohol Action Team	Review provision and configuration of drug / alcohol treatment for adults <ul style="list-style-type: none"> - redesign treatment provision - facilitate widespread consultation - conduct equalities impact assessment. 	April 2015	<ul style="list-style-type: none"> • Development of new model of drug / alcohol service provision • Improved referral rates • Improved treatment outcomes. • Reduced spend per successful exit 	<ul style="list-style-type: none"> • Review of existing evidence/data and analysis • Consultation with stakeholders on redesign options • Skeleton delivery model to be developed and agreed • Consultation with stakeholders on final model • Procurement of new treatment system 	<ul style="list-style-type: none"> • Reprourement programme suspended in February 2012. New re-procurement programme currently in progress
T2	NHS North East London and the City	Strengthen primary care responses to substance misuse <ul style="list-style-type: none"> - Evaluation of Network Improved Services in primary care - Provision of ongoing training to primary care providers in SBI and community detoxification 	March 2013	<ul style="list-style-type: none"> • Increased no. of alcohol screens • Increased referrals into structured drug / alcohol treatment. 	<ul style="list-style-type: none"> • Evaluation of NIS to be completed by December 2012. • Report and recommendations to JCG – Feb 13 	<ul style="list-style-type: none"> • New NIS to be incorporated within re-procurement project

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T3	TH Drug Interventions Programme	Ensure the universal offer of alcohol screening is undertaken in custody suites with referrals into treatment services.	May 2012	<ul style="list-style-type: none"> • Increased number and percentage of people referred • Increased number and percentage of people attended • Increased number and percentage of people screened 	<ul style="list-style-type: none"> • Quarterly report to DAAT board/IOM board. 	<ul style="list-style-type: none"> • Alcohol screening implemented
T4	Police / Public Health	Implement targeted interventions for drug using offenders via: <ul style="list-style-type: none"> • The implementation of a universal offer of drugs screening and referral to services in custody. • Scoping the value of widening out screening from class A drugs 	May 2012	<ul style="list-style-type: none"> • No and percentage of people screened • No and percentage of people referred • No and percentage of people attended 	<ul style="list-style-type: none"> • Quarterly performance report to DAAT Board / IOM board. • Screening report to be presented to November DAAT Board? 	<ul style="list-style-type: none"> • New screening / testing protocols introduced for offenders

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T5	TH Drug Interventions Programme	Evaluate the impact of proposed changes to mandatory drugs testing for trigger offences on referral into treatment system.	November 2012	<ul style="list-style-type: none"> Cost benefit analysis of accessing people naïve to treatment using mandatory versus intelligence led testing 	<ul style="list-style-type: none"> Report presented to November DAAT Board 	<ul style="list-style-type: none"> Initial report completed, further evaluation required

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T6	Public Health / TH Drug and Alcohol Action Team	Improve the identification of, and response to, individuals with an alcohol problem when presenting to secondary care services including A&E.	March 2013	<ul style="list-style-type: none"> Alcohol champions in place within the Royal London Hospital Acute Trust alcohol strategy in place with buy in from range of stakeholders Improved number of screens and brief interventions delivered. All wards and departments have access to and implement guidance and policy on the appropriate and effective management of alcohol dependent patients and of management of withdrawal from alcohol among these. 	<ul style="list-style-type: none"> Evaluate the work of the alcohol nurse specialists in identification and delivery of brief interventions throughout the acute hospital Trust. Report to the Adult Substance Misuse Joint Commissioning Group the evaluation findings. Agree new service level agreement Performance manage the service quarterly to ensure full implementation of recommendations 	<ul style="list-style-type: none"> Evaluation complete Service to be reconsidered within re-procurement programme

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T7	TH Drug and Alcohol Action Team	<p>Ensure identification and brief advice interventions (IBAs) are routinely offered to adult clients across a range of frontline services including:</p> <ul style="list-style-type: none"> - hostels - social services - sexual health services - patients with long term conditions - patients in mental health services <p>Plan and deliver a course of training sessions to frontline professionals and implement reporting systems (interventions offered, accepted and outcomes) to capture data across 9 equality strands.</p>	October 2012- March 2013	<ul style="list-style-type: none"> • Increased number of IBAs • Improved uptake of treatment services • Provision of IBAs written into service specifications of providers. 	<ul style="list-style-type: none"> • Seek agreement with service leads for widescale approach. • Training schedule planned. • Quarterly reporting of training sessions delivered. 	<ul style="list-style-type: none"> • Training sessions delivered • Widespread screening requires further implementation

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T8	CF&S	Implement a new model of service provision for young people's intervention and treatment, including transition of tier 2 interventions from treatment services and the Youth Offending Team to the Youth Service Targetted Support Team.	October 2012	<ul style="list-style-type: none"> • Development of new model of service provision • Improved referrals into young people's treatment services. • Improved treatment outcomes. • Reduction in the number of young people reoffending as a consequence of drug / alcohol misuse. • Reduction in asset scores of young people engaged via the Youth Offending Team. 	<ul style="list-style-type: none"> • Issue new contracts and partnership agreements – June 12. • Update assessment tool – April 12. • Update and publicise referral pathways – June 12. • Implement treatment outcomes framework – October 12. 	<ul style="list-style-type: none"> • New Young Peoples service commissioned

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T9	TH Drug and Alcohol Action Team	<p>Ensure the needs of young adults with drug / alcohol problems are addressed within the treatment system by:</p> <ul style="list-style-type: none"> • Implementing targeted interventions for this age group • Ensuring adult treatment providers offer an appropriate approach for this age group 	June 2013	<ul style="list-style-type: none"> • Increased referrals of 18-24 year olds into treatment • Increased numbers engaging in treatment 	<ul style="list-style-type: none"> • Commission a targeted intervention for this group – April 2012 • Evaluate the targeted intervention service and incorporate recommendations into core services. 	<ul style="list-style-type: none"> • Project undertaken to engage 18-24 year olds. • 18-24s targeted within re-procurement exercise

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T10	Probation	<p>Improve offenders' (including young offenders') access to alcohol treatment via:</p> <ul style="list-style-type: none"> Targeted drug / alcohol interventions for Youth Offending Team (YOT) clients where alcohol is a feature of offending behavior A review of voluntary access of probation clients into treatment services. Training for probation workers to offer screening and brief interventions. Implementation of pathways for probation clients into alcohol treatment services 	March 2013	<ul style="list-style-type: none"> Demonstrable greater enforcement of Alcohol Treatment Requirement Orders Increased uptake of drug and alcohol treatment services by offenders 	<ul style="list-style-type: none"> Training delivered to Probation workers – March 2012 Pathways confirmed between Probation and TH Community Alcohol Team – April 2012 Quarterly reporting of data Evaluation of performance within annual needs assessment 	<ul style="list-style-type: none"> Extensive training delivered to Probation services Pathways to treatment confirmed Data collated and included within needs assessment Changes to Probation services as a result of Transforming Rehabilitation will necessitate further training once teams embedded Probation pathways into treatment to be reconsidered within re-procurement programme

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T11	TH Drug and Alcohol Action Team	<p>Improve response to parental substance misuse</p> <ul style="list-style-type: none"> - Launch treatment service and social services handbooks for parental substance misuse - Monitor referrals between services - Implement CAF across treatment services - Deliver an annual drug awareness training programme for key frontline staff including:- social services, Police etc. - Ensure needs of families are addressed in individual care plans 	<p>July 2012</p> <p>Quarterly</p> <p>Start June 2012</p> <p>Annual programme starting January 2012</p>	<ul style="list-style-type: none"> • Increased use of CAF by treatment services • Increased referrals between social services and treatment services • Earlier intervention in parental substance misuse • Involvement of families in treatment plans. • Improved uptake of family interventions 	<ul style="list-style-type: none"> • Agree final version of handbooks – July 2012 • Commence eCAF training for treatment services – June 2012 	<ul style="list-style-type: none"> • Handbooks agreed and disseminated • eCAF training delivered to some agencies – further training required

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T12	Children, Schools & Families Directorate, LBTH & Public Health	Improve follow up response for young people presenting to A&E with substance misuse presentations	August 2012	<ul style="list-style-type: none"> Increased referrals into structured treatment. Reduction in the number of young people presenting to A&E with alcohol and substance misuse presentations. 	<ul style="list-style-type: none"> Liaise with A&E leads within the Royal London Hospital to establish consistent referral processes. Update and reinforce referral pathways and protocols from A&E to treatment services. 	<ul style="list-style-type: none"> Further work required
T13	DAAT Board	Appoint therapeutic, strategic and community recovery champions to support and drive recovery across the borough.	August 2013	<ul style="list-style-type: none"> Respected and active champions in place. Clear remits established for champions 	<ul style="list-style-type: none"> Agree remit / role description for champions Agree network of champions across the borough Implement robust communication / feedback activities to maximise impact of champions. 	<ul style="list-style-type: none"> Recovery champions still to be established

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T14	TH Drug and Alcohol Action Team	<p>Support drug /alcohol users to access wrap around services</p> <ul style="list-style-type: none"> • Ensure pathways to education / employment are included in the redesigned treatment system • Maximise links with Jobcentre Plus, work programme providers, Ideas Store Learning and other providers to develop support programmes for drug / alcohol users • Inform the hostels strategy and the procurement of hostel services to ensure the needs of drug / alcohol users are reflected with regards to accommodation needs. 	October 2012	<ul style="list-style-type: none"> • Advice and support given to all service users regarding access to education, employment, training, housing, finance and health including BBV, sexual health and primary care – where appropriate • Improved uptake of education / employment / volunteering opportunities by drug / alcohol users in treatment • Improved accommodation outcomes for drug / alcohol users in treatment. 	<ul style="list-style-type: none"> • Support structures to be written into specifications for re-commissioning of treatment services including outcome measures. • Quarterly reporting of education / employment outcomes • Agree joint working and information sharing protocols with borough work programme providers – Sep 12 	<ul style="list-style-type: none"> • Currently reporting employment outcomes and working with new work programme providers • Support services addressed strongly within re-procurement programme

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T15	TH Drug and Alcohol Action Team	<p>Improve the recovery focus within all treatment services to enable recovering drug / alcohol users to re-integrate into their communities:</p> <ul style="list-style-type: none"> • Ensure recovery outcomes integrated into commissioning process via service level agreements and performance management processes. • Implement the outcome star model across all treatment services and produce recommendations for future commissioning. • Develop structured pathways from treatment services to services that offer support around accommodation, financial health, education and employment. 	March 2013	<ul style="list-style-type: none"> • Improved percentage of planned (drug free) exits from treatment. • Improved, measurable outcomes from treatment services relating to: <ul style="list-style-type: none"> • Outcome star performance • Treatment representations • Employment outcomes • Accommodation outcomes • Criminal behaviour outcomes • Drug taking behaviour • Injecting behaviour • . 	<ul style="list-style-type: none"> • Implement outcome star training for all treatment providers – January 2012 • Commence outcome star measurements within core care planning procedures within treatment services – April 2012 • Evaluate outcome star data and produce a report for JCG recommending future targets and contractual changes – February 2013 • Develop and agree workplan for the aftercare working group – August 2012 	<ul style="list-style-type: none"> • Outcome star implemented across all providers and data collated quarterly

Enforcement and Regulation						
	Owner	Action	Deadline	Key performance indicator	Milestones	Progress Update
ER 1	Trading Standards, LBTH	Combat sales to underage drinkers including proxy sales - Underage operations are supported by information / education about licensee responsibilities followed by publicity about prosecutions - Provide advice and training for traders on legal obligations	Ongoing	<ul style="list-style-type: none"> Minimum of 2 targeted under-age sales operations per quarter by the police and trading standards teams 		<ul style="list-style-type: none"> Quarterly operations in place and ongoing
ER 2	Trading Standards, LBTH	Combat sales of counterfeit products at a retail level	March 2013	<ul style="list-style-type: none"> Information provided to traders regarding counterfeit alcohol products Conduct 4 partnership operations annually to uncover illicit alcohol with customs and excise, police and trading standards teams 		<ul style="list-style-type: none"> Annual operations in place and ongoing
ER 3	Safer Communities, LBTH	Produce regular hotspot analysis of key data (crime, drugs, alcohol, youth asb etc) to deliver targeted operations	Quarterly	<ul style="list-style-type: none"> Quarterly analysis reports available Inclusion within annual needs assessment report considered at 		<ul style="list-style-type: none"> Data collated and included in needs assessment

				November DAAT Board		
ER 4	Safer Communities, LBTH	Work closely with police to prevent/address crime and disorder in and around licensed premises	Ongoing	<ul style="list-style-type: none"> Fortnightly joint tasking meetings with police Proactive use of information/intelligence including from victims 		<ul style="list-style-type: none"> Joint tasking meetings in place
ER 5	Safer Communities, LBTH	Effective communication of successful operations via promotion of positive stories in East End Life and via other channels	Ongoing	<ul style="list-style-type: none"> Improved perceptions of drug / alcohol related anti-social behaviour and crime amongst residents 		<ul style="list-style-type: none"> Ongoing promotion of positive stories
ER 6	Safer Communities, LBTH	Improve coordination of young people's and adults outreach with anti-social behavior hotspots	Ongoing	<ul style="list-style-type: none"> Reduce antisocial behaviour by using joint tasking approach across full range of regulatory and enforcement powers 104 outreach referrals into structured treatment annually 		<ul style="list-style-type: none"> Joint tasking meetings in place and attended by outreach team
ER 7	Police	Disrupt the supply of drugs through effective enforcement	Ongoing	<ul style="list-style-type: none"> Minimum of 365 arrests annually for drug dealing offences 	<ul style="list-style-type: none"> Quarterly reports to DAAT Board 	<ul style="list-style-type: none"> Dealer a day programme remains in place and achieving annual targets
ER 8	Police	Ensure drug misusing offenders receive a holistic support package aimed at stopping offending and drug dependence.	March 2013	<ul style="list-style-type: none"> Implementation of a results-focussed Integrated Offender Management programme Reduced re-offending rates amongst drug users 	<ul style="list-style-type: none"> IOM milestones to be added 	<ul style="list-style-type: none"> IOM process in place with police lead
ER 9	DAAT	Support community groups to provide an		<ul style="list-style-type: none"> Improved perceptions of drug / alcohol 	<ul style="list-style-type: none"> Quarterly meetings with CADAA 	<ul style="list-style-type: none"> CADAA now dissolved but community ward forums attended

		<p>impetus for sustained, co-ordinated action aimed at reducing drug related crime</p> <ul style="list-style-type: none"> - Continue to meet with CADAA and provide support for their annual event - Appoint a communities recovery champion to support and drive the recovery agenda across the borough 	<p>Ongoing</p> <p>October 2012</p>	<p>related anti-social behaviour and crime amongst residents</p> <ul style="list-style-type: none"> • Proactive champion in place 	<ul style="list-style-type: none"> • Appointment of communities recovery champion(s) by October 2012 	<p>and drug / alcohol concerns followed up</p> <ul style="list-style-type: none"> • Community events supported by DAAT • Recovery champions yet to be established
ER 10	<p>Safer Communities, LBTH</p>	<p>Utilise powers available within the remit of the borough wide alcohol control zone to control alcohol related anti-social behaviour and crime</p> <ul style="list-style-type: none"> - Target problem areas via joint tasking approach 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Improved perceptions of drug / alcohol related anti-social behaviour and crime amongst residents 	<ul style="list-style-type: none"> • Regular joint tasking meetings • Review of alcohol control zone 	<ul style="list-style-type: none"> • Joint tasking meetings in place

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EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Extension of Substance Misuse Strategy 2012-15
Directorate / Service	CLC / DAAT
Lead Officer	Rachael Sadegh, DAAT Coordinator
Signed Off By (inc date)	Andy Bamber, Service Head, Safer Communities
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: #008000; margin-right: 10px;"></div> <div> <p>Proceed with implementation</p> <p>As a result of performing the QA checklist, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> </div> </div>

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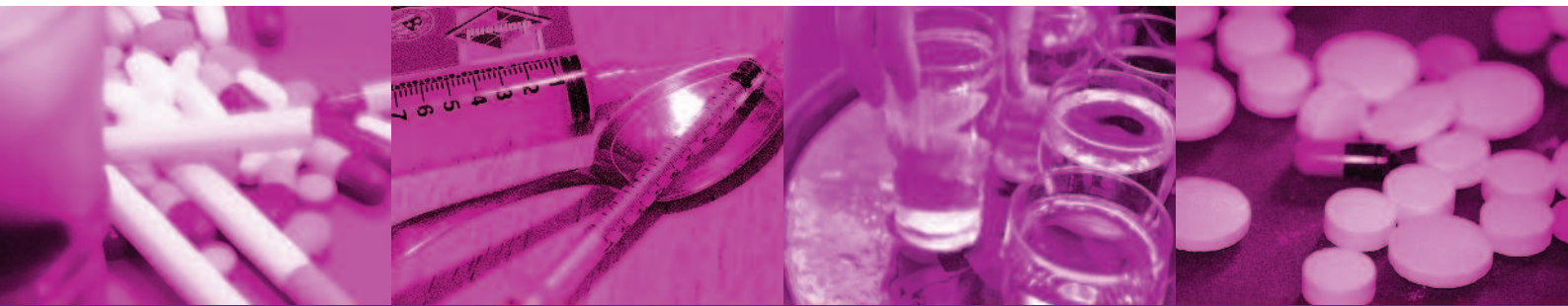
Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	Current strategy to be extended for 1 year to the end of March 2016, which will enable the service to reflect the

			results of the currently re-procured drug/alcohol treatment system and to incorporate findings from the Community Alcohol Partnership in a new substance misuse strategy. The service users and residents will continue having benefit from the services identified by the current strategy. A new substance misuse strategy will be developed in 2015-16.
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	Impact assessed prior to strategy implementation. The service users and residents will continue to have benefit from the current strategy and services. Impact of a new strategy will be assessed during the development process of the new strategy.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	Data regarding the impact of the strategy and services have been collected and monitored by the Community Safety Partnership and Drug and Alcohol Action Team (DAAT) Board
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	There is a wealth of data that have informed the current services and will be used prior to developing a new strategy
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	Stakeholders and residents were involved in the consultation prior to implementation of the current strategy. Also, the DAAT board and others help analyse the data in meetings.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	Stakeholders and residents were involved in the consultation prior to implementation of the current strategy and there will be further consultation during development of a new strategy.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	There is a significant amount of data available on the protected characteristics that have been monitored by various boards. The data will also be used in the development of a new strategy.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	The impact of actions stemmed from the current strategy has been monitored and the service have clear understanding of the impact of the current strategy on different groups. Additional consultation with distinct population groups will be undertaken during the development of the new strategy.

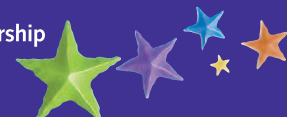
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	An action plan to accompany the Substance Misuse Strategy was developed and is provided in Appendix 1.
b	Have alternative options been explored	Yes	A new strategy could be developed to start in April 2015 though this is unlikely to be developed and adopted by Council in time for an April start. Due to the significant changes planned for the treatment system over the next year, this strategy would quickly become out of date and would not be congruent with a new Health and Wellbeing Strategy or Community Safety Plan.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The current strategy action plan is monitored by the DAAT Board and there will be a consultation plan and equalities assessment developed as part of the new strategy development.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	We currently collate data across a number of treatment, criminal justice and public health services which will be used to inform development of the new strategy
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	The service users and residents will continue to have the services that are currently available. The impact of the services will also continue to be monitored by various boards.

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TOWER HAMLETS SUBSTANCE MISUSE STRATEGY 2012-2015



SUMMARY



FOREWORD

The harms caused by alcohol or drug misuse extend far beyond the individual into families, friends, communities and neighbourhoods, harming health, limiting opportunities and causing significant crime and anti-social behaviour. Whether it is an individual struggling with addiction, a family experiencing the gradual loss of a loved one or communities being blighted by crime to feed drugs habits, we cannot, and will not, ignore the widespread harms.

The most effective way for us to address the harms of alcohol and drug misuse is through working together in partnership work across the Council, NHS, Police, Fire Service, Probation, voluntary and community and sector. Our partnership work will focus on the three pillars of prevention/ behaviour change, treatment and enforcement/ regulation. We are committed to working together to bring the fullest range of interventions to tackle these problems and encourage all sections of our community to seek effective treatment from both Primary Care and specialist providers.

The costs of excessive alcohol consumption and use of illegal substances are borne not only by individuals, their families and friends but broadly across all of the public sector and the economy as a whole. We will continue to help people to make positive choices not to abuse alcohol or drugs, to seek and engage in treatment and ensure that people do not see Tower Hamlets as a place to sell illegal drugs.

As with many areas of the Partnership, Tower Hamlets is already recognised as a leader in addressing the harms of drugs and alcohol through both enforcement and effective treatment. Working together we commit ourselves to address the underlying causes of alcohol and substance misuse. We will continue to both lead and innovate whilst recognising that the current financial situation means we have to, more than ever, ensure all investments provide the most cost effective ways of pursuing our collective aims of preventing alcohol or drugs misuse, encouraging effective treatment and protecting our communities from crime.

Lutfur Rahman,
Mayor of Tower Hamlets

Cllr Ohid Ahmed,
Deputy Mayor of Tower Hamlets

Dr. Somen Banerjee,
Joint Director of Public Health, NHS
North East London and the City

Chief Superintendent David Stringer,
Tower Hamlets Borough Commander,
Metropolitan Police Service

Gary Atherton,
Assistant Chief Officer , London
Probation Trust

INTRODUCTION

1

1.1 This strategy summary outlines Tower Hamlets Partnership's approach to tackling the problems associated with drugs and alcohol misuse in the borough. It presents the key actions the Partnership intends to take from 2012-2015, as detailed in the full Substance Misuse Strategy technical document, which is published alongside this strategy summary, and which combined should be read and considered as our one Strategy for drugs and alcohol

1.2 In Tower Hamlets, we have over recent years made considerable progress in reducing the harm caused by drug and alcohol misuse. The London Borough of Tower Hamlets and NHS East London & The City, alongside treatment providers, the Metropolitan Police, and London Probation,

have together worked hard to ensure that we support people to make healthy lifestyle choices, provide high quality treatment and support when needed, and tackle the antisocial behaviour and crime associated with drugs and alcohol

1.3 The Health and Wellbeing Board provides an excellent opportunity to strengthen the Partnership's joined up approach in addressing the wide ranging individual and societal harms caused by drug and alcohol misuse

1.4 The Partnership is keen to build on its progress to date, to further improve our approach to tackling the harm associated with drug and alcohol misuse in the borough, and intends to do so through this strategy

Some successes to date

During 2010/11, there were 1,630 drug users in effective treatment in Tower Hamlets, significantly in excess of our target, and the highest in London, and our treatment services are accessed by people from Black & Minority Ethnic communities at a higher rate than other similar areas.

During 2010/11, there were 409 arrests of dealers of Class A and Class B drugs in the borough, taking the total number of arrests above our target of 365 per year in the dealer a day programme.

We have successfully attracted and secured funding to commission three elements to our local alcohol treatment system; a primary care enhanced service, delivery of an acute hospital Trust screening and brief interventions service and the community alcohol team providing health promotion, assessment, community detoxification, referral to residential treatment and management of complex patients.

Protecting children and young people affected by parental substance misuse remains a local priority. We continue to strengthen the strategic response across the full range of services to target effectively the problems that families face.



WHAT WE KNOW ABOUT LOCAL DRUG AND ALCOHOL ISSUES

2

2.1 In preparing this strategy, we have researched information available regarding the nature and scale of drug and alcohol misuse in the borough, and the effects on individuals and the local community. Some of the key facts we have established as part of our research, and which have underlined our need for a new strategy, are detailed below

Key local facts: alcohol

- Although the average rate of alcohol consumption across Tower Hamlets is relatively low, due to a large proportion of the population who do not drink, 43% of people who do drink have harmful or hazardous drinking patterns
- Despite the large proportion of the population who do not drink, we have higher than the London average alcohol-related admissions to hospital (most recent available data suggests that Tower Hamlets saw 1,841 per 100,000 alcohol related hospital admissions in 2009/10 compared to a rate of 1,684 in London and 1,743 in England)
- There is a considerable body of international literature showing that treatment for alcohol problems is both effective and cost-effective. In 2010/11, 602 Tower Hamlets residents received structured alcohol treatment.

Key local facts: drugs

- 52% of residents who responded to the Annual Residents Survey (2010/11) said that drug misuse or dealing was a very, or fairly big problem
- As a recent snapshot Tower Hamlets saw 1232 drug related offences (dealing and possession) during April to July 2011, accounting for 12% of all notifiable offences in the borough. During this same period, Tower Hamlets saw the highest number of class A offences in London.
- Where mandatory drug tests in police custody suites were undertaken, 31% of those tested in 2010/11 had a positive result for opiates or cocaine (mostly crack cocaine). There are well documented associations between dependent Class A drug use and acquisitive crime
- The most recent estimate (2010/11) suggests that there are around 3,795 people with problematic drug use in Tower Hamlets; Of this number, 1,775 (47%) are estimated to have not yet engaged with treatment.

2.2 It has been estimated nationally that the cost of alcohol misuse is huge, with at least £6 billion wasted every year. However, it is also a fact that treatment can be cost effective – for every £1 spent on treatment, £5 is saved elsewhere. For drug misuse treatment, similar financial benefits are possible: for every £1 spent on drug treatment in Tower Hamlets, £3.95 is saved on health and crime costs.

THE TOWER HAMLETS APPROACH

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3.1 We believe that by working in partnership we will more effectively address the problems associated with drug and alcohol misuse than if we were to work alone. The commitments contained in this strategy are therefore the commitments of the Partnership, including the London Borough of Tower Hamlets, NHS East London & The City, the Metropolitan Police, London Probation and voluntary sector providers

Our Partnership Vision

In Tower Hamlets, we will support people and families to make healthy lifestyle choices; we will reduce harm to those at risk, and empower those who are addicted or dependent to recover. We will relentlessly bear down on the crime and anti-social behaviour associated with drug and alcohol misuse that impacts on our communities.

3.2 The Partnership aims to help people who are affected or dependent to recover, by enabling, empowering and supporting them to progress along a journey of sustainable improvement to their health, well-being and independence

3.3 The Partnership is very aware of the serious social, psychological and physical complications of poly drug use as well as combined substance misuse and mental health problems (known as dual diagnosis). We believe that our services are particularly attuned to the needs of complex clients and while this is a historically challenging client group for traditional drug services, we will aim to

ensure that Tower Hamlets services continue to develop to effectively meet their needs

3.4 Carers and family members of substance misusers can often become isolated and feel stigmatised. It is important that the services offered by the Partnership as described in Tower Hamlets Carers Strategy and Commissioning Plan include the needs of substance misusers. We will review the existing provision of mainstream support to carers of people with substance misuse issues and seek to better address their needs

3.5 Alcohol and drug misuse and domestic violence are strongly linked. The Partnership is committed to reducing domestic violence and places safeguarding at the heart of its work to identify and address substance misuse in the family

3.6 To make it clear that we can only continue to progress in our approach to tackling the problems associated with drug and alcohol misuse through partnership working, we have organised our commitments around the three cross-cutting pillars of prevention and behaviour change, treatment, and enforcement and regulation



- Prevention and Behaviour Change**
 Prevention includes the actions we will take to address the wider determinants of health and factors which we know increase vulnerability to drug and alcohol misuse. Such factors include poor quality housing, lack of employment or educational opportunities and intergenerational influences

The National Social Marketing Strategy¹ lays out a framework for addressing both individual and societal push (e.g. peer pressure) and pull (e.g. alcohol advertising) factors

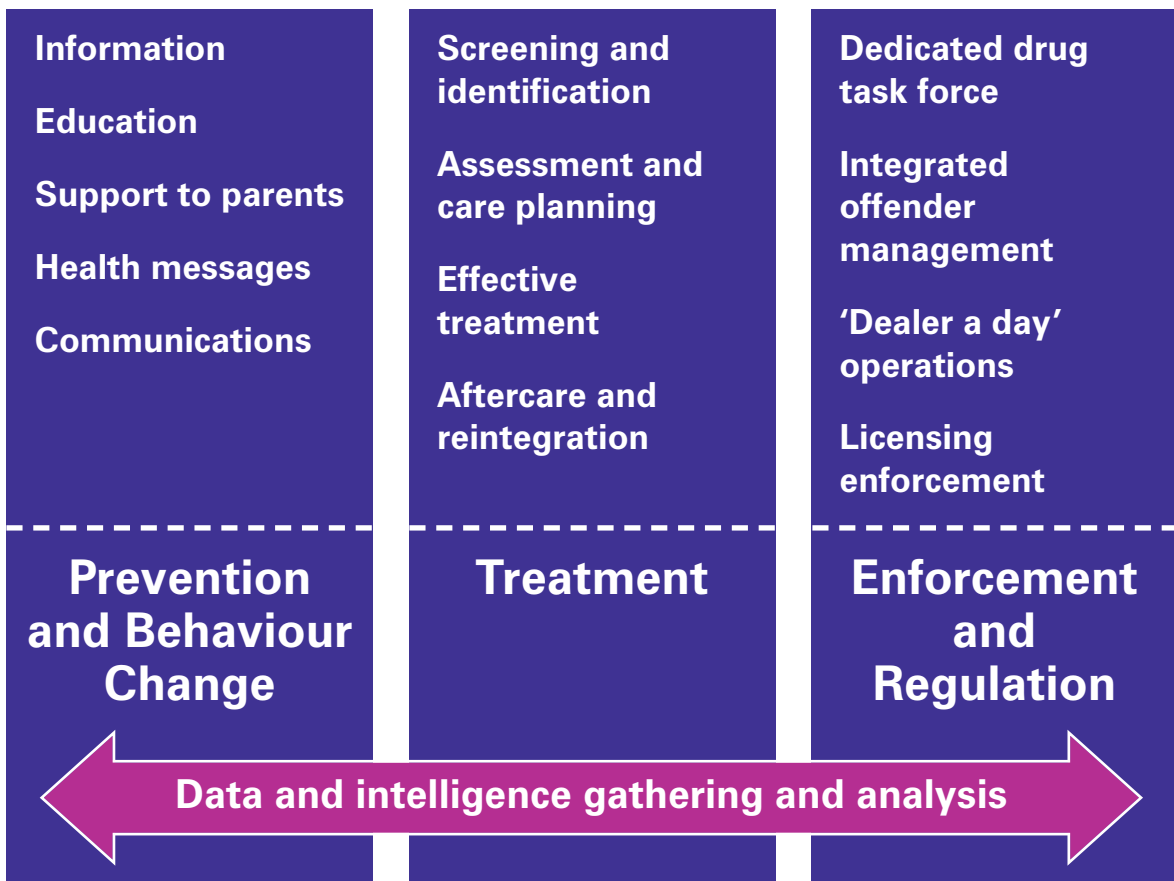
Prevention and Behaviour Change also includes the actions we will take to ensure that high quality information is available on drugs and alcohol, promotion and prevention activities

are developed, and advice and initial support options are made available to people who might have early stage problems with drugs and alcohol

- Treatment** includes the actions we will take to improve the access to and effectiveness of treatment options for people who are dependent on, or who have problems with, alcohol or drugs
- Enforcement and Regulation** includes the actions we will take to enforce the law as it relates to alcohol and drugs, and tackle the anti-social behaviour and crime associated with drug and alcohol misuse

¹ Changing behaviours, improving outcomes: A social marketing strategy for public health
 Department of Health (2011)

'THREE PILLARS' APPROACH



ALCOHOL HARM REDUCTION: OUR COMMITMENTS



4.1 The aim of our strategy is to reduce alcohol-related problems to improve the quality of life for both Tower Hamlets residents and visitors. We seek to encourage and promote a culture of responsible drinking coupled with responsible management of licensed premises. Our strategy sets out our priorities for addressing alcohol misuse and how we intend to coordinate and deliver them, with key areas set out below

4.2 ACTION ON ALCOHOL: PREVENTION AND BEHAVIOUR CHANGE SUMMARY

4.2.1 We will ensure identification and brief advice and, where appropriate, referral on to other agencies, is routinely undertaken on adult patients and clients attending key frontline services e.g. probation, health and the police. We will explore the potential for this approach to be expanded to paediatric and youth services

4.2.2 We will develop a multi agency communications plan for adults and

young people with a focus on harm reduction, safe drinking levels and targeting communities with high level of alcohol related harm²

4.2.3 We will ensure that young people have access to reliable alcohol education, and support schools to develop effective policies through a "whole schools approach"³ to alcohol

4.3 ACTION ON ALCOHOL: TREATMENT SUMMARY

4.3.1 We will increase access and uptake and improve outcomes from services across primary care, secondary care and specialist services

4.3.2 We will further ensure that access to our services is equitable for all of our local communities. Integral to this process will be the role of our redesigned treatment system

4.3.3 We will strengthen our approach to actively encourage difficult to engage people, such as street drinkers and offenders, into treatment and support, through effective interagency work

² The Chief Medical Officer for England recommends that children should have an alcohol free childhood. If young people aged 15 to 17 years old drink alcohol, it should always be with the guidance of a parent or carer or in a supervised environment.
<http://www.dh.gov.uk/health/category/publications/>

³ The whole schools approach includes:
A supportive school climate, environment and culture created and owned by pupils, parents, carers, governors, teachers, school staff and community organisations Whole school policies and practice developed in line with legal requirements and non-statutory guidance and which complement the aims of the drug education programme.¹ - see Department for Education and NICE for nationally recognised definitions

4.3.4 We will ensure that family based interventions are integral to treatment provision

4.3.5 We will implement a new treatment model for young people which will devolve responsibility for lower level and threshold services to generic front line youth services. The new model will require clearer care pathways, a strong interface with more specialist support and treatment services, information sharing and workforce development

4.3.6 We will ensure that there is rapid access to intensive specialist support for those young people whose alcohol misuse is already starting to cause harm and for the most vulnerable young people this will include locally delivered multi-agency packages of care with the aim of preventing escalation

4.4 ACTION ON ALCOHOL: ENFORCEMENT AND REGULATION SUMMARY

4.4.1 We will implement and enforce a borough wide alcohol control zone to reduce anti- social behaviour

4.4.2 We will create an environment where anybody under the legal drinking age is restricted from obtaining alcohol through working with licensed premises to ensure responsible alcohol sales, enforcement of any minimum alcohol pricing, and promotion of the available treatment services

4.4.3 We will improve the management and planning of the night time economy through strengthening the role of local residents in regulating the environments where alcohol can be obtained through utilisation of licensing, planning and other regulatory powers

4.5 ALCOHOL HARM REDUCTION: HOW WE WILL MEASURE OUR SUCCESS

4.5.1 We will measure our success against our commitments as detailed above, and in the full Substance Misuse Strategy technical document, by publishing our performance against the outcome indicators below:

- We will reduce the ill-health caused by alcohol, alcohol related accidents and hospital admissions
- We will tackle alcohol related violence, crime, anti social behaviour and related domestic violence
- We will reduce the impact of alcohol related anti-social behaviour as measured by the perception of our local communities
- We will reduce the level of alcohol related harm to children and young people.



DRUGS: OUR COMMITMENTS

5

5.1 The aim of the drugs chapter of our strategy is to reduce the demand for drugs through effective education and prevention, to increase the number of service users entering, engaging with and completing treatment in order to recover from drug misuse and to relentlessly bear down on the crime associated with drugs. Our strategy sets out our priorities for addressing drug misuse and how we intend to coordinate and deliver them, with a summary of key areas set out below. The complete list of strategic priorities is included in the strategy technical document

5.2 ACTION ON DRUGS: PREVENTION AND BEHAVIOUR CHANGE SUMMARY

5.2.1 We will support people to make healthy lifestyle choices by providing targeted communication and community education including information about the support services available alongside targeted support for those who are at risk

5.2.2 We will ensure that our drug information and prevention activity is integrated within our broader health promotion and prevention programmes, to ensure that we offer helpful and accessible information consistently across agencies, and that front-line staff in all relevant settings have the right skills and knowledge to provide information and support, including regarding mental health and wellbeing

5.2.3 We will work across the Partnership to develop services that address the wider social determinants of health and wellbeing, such as access to accommodation, employment support, economic wellbeing, educational achievement

5.2.4 We will work in partnership with schools to provide good quality drug education through Social and Emotional Aspects of Learning (SEAL), Personal Social Health Education (PSHE) and pastoral care

5.2.5 We will combine universal prevention activity through schools with a commitment to intervening early, offering targeted support to vulnerable groups of young people at increased risk of substance misuse to prevent this or when problems first arise. We will ensure rapid access to intensive specialist support for those young people whose substance misuse is already starting to cause harm and devise locally delivered multi agency packages of care

5.3 ACTION ON DRUGS: TREATMENT SUMMARY

5.3.1 During 2011/12, we will complete a redesign of treatment services in the borough. The redesign will help us to develop our model for drug treatment in a way that fits with the current and future need of our population, and the evidence available on what works well, and will inform our commissioning intentions for 2012/13 and beyond. We intend that the redesign will help us to simplify access arrangements, strengthen the importance of service user involvement and work across the system to develop a “whole systems” approach. Such an approach entails all providers working together to provide a seamless approach to support for service users

5.3.2 We will work across the Partnership to develop and implement our vision for a recovery orientated treatment service, helping adults who are addicted or dependent to recover, by enabling, empowering and supporting them to progress along a journey of sustainable

improvement to their health, well-being and independence, and focussing support for them to secure accommodation, education and employment, and to re-connect with their local communities

5.3.3 We will support our adult treatment and children's services to improve their response to the needs of children of drug misusers. We will embed good practice and develop a protocol between children's services (including safeguarding) and treatment providers, train workers and support staff to identify and respond to drug using parents and their children

5.3.4 We will target treatment naïve drug misusers and those who have disengaged with treatment, in order to motivate them towards (re) engaging in treatment and progress towards recovery

5.3.5 As with alcohol, our approach will combine universal prevention activity through schools and youth services with a commitment to intervening early, offering targeted support to vulnerable groups of young people at increased risk of substance misuse to prevent this or when problems first arise

5.3.6 As with alcohol, we will implement a new treatment model for young people which will devolve responsibility for lower level and threshold services to generic front line youth services. The new model will demand clarity around care pathways into, and interface with more specialist support and treatment services, information sharing and workforce development

5.3.7 As with alcohol, we will ensure there is rapid access to intensive specialist support for those young people whose substance misuse is already starting to cause harm and for the most vulnerable young people, this will include locally delivered multi-agency packages of care with the aim of preventing escalation

5.3.8 As with alcohol, we will ensure that family based interventions are integral to treatment provision

5.4 ACTION ON DRUGS: ENFORCEMENT SUMMARY

5.4.1 We will disrupt the supply of drugs through effective enforcement, including investment in primary policing enforcement via the 'dealer-a-day' initiative to target drug dealers in the borough, and the coordination of a dedicated drug task force which will focus solely on addressing drug related crime and anti-social behaviour

5.4.2 We will implement a results-focused Integrated Offender Management (IOM) programme to ensure drug misusing offenders receive a holistic support package aimed at stopping offending and drug dependence

5.4.3 We will work alongside community groups such as Communities Against Drugs & Alcohol Abuse to support them in providing an impetus for sustained, coordinated action aimed at reducing drug related crime and strengthening community resilience

5.4.4 We will respond to, and reduce, community concerns about drug use and drug dealing through on-going dialogue and effective communication of successful operations to the public

5.5 DRUGS: HOW WE WILL MEASURE OUR SUCCESS

5.5.1 We will measure our success against our commitments as detailed above, and in the full Substance Misuse Strategy – drugs chapter, by publishing our performance against the outcome indicators below:

- We will increase the number of drug users entering, engaging with and completing treatment
- We will reduce the impact of drug related crime and anti-social behaviour as measured by the perception of our local communities
- We will continue to demonstrate our successes in restricting the drugs trade through our "Dealer a Day" initiative.

UNDERPINNING THE FOUNDATIONS OF THE SUBSTANCE MISUSE STRATEGY



6.1 We believe it is critical to the effectiveness of this strategy to have firm foundations to underpin the three pillars. To this end, we wish to improve our understanding of the needs of our local population in the context of new emergent trends in drug and alcohol use, and to ensure that our treatment system leads to effective outcomes for the whole community

6.2 USE OF DATA, INTELLIGENCE AND SURVEILLANCE

6.2.1 We wish to understand the impact on our population of the use of new drugs such as “legal highs”, steroids, and over the counter and prescribed medicines, and will ensure that these areas are considered in future needs assessments

6.2.2 We wish to develop our understanding of drug markets, distribution and trafficking, to inform our approach to enforcement and community development

6.2.3 We wish to benchmark our treatment outcomes data against other boroughs, to measure how effective our services are, and to help us to further improve them

6.2.4 We wish to ensure that our services and interventions are meeting the needs of the entire Tower Hamlets community, regardless of age, disability, gender assignment, marriage or civil partnership, pregnancy or maternity, race, religion and belief, sex, and sexual orientation, and will therefore work with our commissioned providers to monitor equity of access through audit



6.2.5 We wish to ensure that we have robust mechanisms in place to monitor drug-related deaths, and where appropriate to investigate contributory factors, and learn from them

6.2.6 We intend to ensure that our analysis of need and demand is carried out in a structured and ongoing manner, informed by and in the context of our Partnership Joint Strategic Needs Assessment

6.3 GOVERNANCE

6.3.1 We will keep under review the Partnership governance arrangements for drug and alcohol planning and delivery, to ensure that they are robust and have the capacity and capability to deliver this strategy

6.3.2 We believe that service users and carers have a uniquely valuable contribution to make in the development, improvement and monitoring of services. We will, therefore, further develop mechanisms for effective service user engagement, including developing and implementing a Service User and Carer Charter and supporting the development of peer support/mentors and service user recovery champions. We will also ensure that support is available for carers or significant others who are affected by someone else's drug or alcohol misuse

6.3.3 The Drug and Alcohol Action Team Board will oversee the implementation of the strategy. As drug and alcohol misuse affects many of the Partnership's strategic priority areas, reports on progress will also be provided for other relevant boards

such as the 'Safe and Cohesive', 'Healthy Communities' and Health and Wellbeing Boards as appropriate

6.3.4 Responsibility for developing and implementing the children and young people's substance misuse plan lies with Tower Hamlets Children and Families Trust; representatives of which attend the DAAT board

6.3.5 We will strengthen our cross partnership work by designating within each organisation a senior champion to own, and contribute to the effective delivery of this strategy

NEXT STEPS



7.1 Our strategy has been developed through an analysis of local need, a review of the evidence base for effective intervention, and by listening to the views of local stakeholders. We are committed to ongoing consultation with stakeholders, including service users, the public, children and young people, professionals and community representatives, to further refine our vision and associated actions for the three years ahead

7.2 We recognise and value the expertise and interest among partners in tackling substance misuse in Tower Hamlets. We intend to develop the Strategy's action plan in close collaboration with them through a time limited steering group



Agenda Item 7.4

Committee: Overview & Scrutiny	Date: 1 April 2014	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Service Head for Corporate Strategy & Equality		Title: Overview and Scrutiny Work Programme 2014/15 Wards Affected: ALL		

1. Summary

- 1.1 This report provides the committee with progress to date in developing the Overview and Scrutiny Committee work programme for the municipal year 2014/15. The draft work programme has been informed by discussions with senior officers and a Committee workshop session facilitated by the Corporate Strategy and Equality Service.

2. Recommendations

- 2.1 The committee is asked to approve the programme of reviews, challenge sessions and agenda items.

3. BACKGROUND

- 3.1 At its meeting on 8th July 2014 the Committee agreed the process for developing its work programme for the current municipal year. This included:
- Corporate Strategy and Equality (working with Directorate SPP teams) provided a briefing note for each scrutiny lead, including a summary of services within the portfolio, key challenges and opportunities, performance information, perception and satisfaction data and forward plan items, and
 - A work programme development session for all Committee members.
- 3.2. The work programme development session was held on Monday 14th July and was facilitated by members of the Corporate Strategy and Equality Service, who provide policy support for the Committee. The workshop was chaired by Cllr Joshua Peck.
- 3.3. Committee members identified a number of potential areas for scrutiny review work, and assessed these against an agreed list of criteria for meaningful and productive scrutiny topics:
- Is there a great deal of public interest in the topic?
 - Is it an area with a large budget?

- Is the service performing well? Are local people and service users satisfied with the service?
- Is it a key issue for Members?
- Is the issue already being looked at by other bodies?
- Is there new government guidance or legislation that requires a policy change?
- What can a review achieve? Is there an opportunity to influence change?

3.5. Following this discussion a proposed list of scrutiny review topics and methods of scrutiny was agreed (see Table 1).

Table 1: List of proposed scrutiny topics and methods of scrutiny

Directorate	Topic	Method of Scrutiny	Scrutiny lead member	Service Head lead
CLC	Improving cycling safety	Challenge session	Cllr John Pierce	Jamie Blake
	Drug enforcement	Scrutiny Review	Cllr John Pierce	Andy Bamber
	Customer satisfaction and value for money of leisure centres	Scrutiny Review	Cllr Abjol Miah	Shazia Hussain
D&R	Member involvement in Section 106 decisions and the quality of Section 106 funded social housing	Challenge Session	Cllr Dave Chesterton	Owen Whalley
	The implications of conservation areas for the extension of family homes	Challenge Session	Cllr Joshua Peck	Owen Whalley
	Town centre policy and delivery	Scrutiny Review	Cllr Joshua Peck	Andy Scott
Resources	Specification and management of council contracts (with case studies on Veolia and Greenwich Leisure Limited)	Challenge session	Cllr Abjol Miah	Barry Scarr
ESCW	Effectiveness of literacy and numeracy on outcomes for children and families	Scrutiny Review	Cllr Denise Jones	Anne Canning
	Support for carers	Challenge session	Cllr Asma Begum	Dorne Canareck

3.6. The proposed scrutiny topic areas have also been used to develop an agenda forward plan for the Committee's meetings in 2014-15 (see Appendix 1). These will include regular 'spotlight' sessions focused on key areas of interest that emerge during the course of the year, with sessions with the police Borough Commander and Registered Social Landlords planned, as well as with council services.

- 3.8. At the Overview and Scrutiny Committee meeting on 22nd July the list of proposed Scrutiny Review and Challenge Session topics and outline forward plan (Appendix 1) was presented to the Committee for further discussion. No amendments were made.
- 3.9. In addition the Health Scrutiny Panel have held a work programme workshop and identified the following topics for review work in 2014-15:
- Review of self-management programmes for patients with long term conditions (Scrutiny Review)
 - Barts Health: Transforming Services, Changing Lives (Challenge Session)
 - The role of housing providers in improving health of residents (Challenge Session)
- 3.10. The Corporate Strategy and Equality Service will work with the OSC chair, scrutiny lead members and directorates to agree the scope of individual review work topics. A final work programme will be presented to the Committee on 2nd September for approval.

4. LEGAL COMMENTS

- 4.1 Section 21 and 9F of the Local Government Act 2000 requires all principal local authorities to appoint one or more Overview & Scrutiny committees as part of its executive arrangements.
- 4.2 Such committees have power to review or scrutinise both executive and non-executive decision-making and to make reports and recommendations to the council or its executive in connection with any local authority function.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

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

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 None.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 None.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 None.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

9.1 None.

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
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Appendix 1: Overview & Scrutiny agenda forward plan 2014/15

Meeting date	Spotlight/agenda items & lead officer
8 July 2014	
22 July 2014	<ul style="list-style-type: none"> • Poplar Town Hall investigation (Chris Holme, Meic Sullivan-Gould, Aman Dalvi) • Strategic Performance and Budget Report: Q4 and Year-end (Kevin Miles & Louise Russell)
2 Sept 2014	<ul style="list-style-type: none"> • Medium Term Financial Plan (Chris Holme) • Performance spotlight: social housing provider (Jackie Odunoye)
30 Sept 2014	<ul style="list-style-type: none"> • Strategic Performance and Budget Report: Q1 (Kevin Miles & Louise Russell) • Readiness for new school curriculum (Anne Canning) • Substance Misuse Strategy Extension
4 Nov 2014	<ul style="list-style-type: none"> • Report on disposal of Poplar Town Hall (Chair) • Best Value Inspection report (TBC) • Complaints and Information Governance Annual Report • Progress Report: Removing Barriers to Youth Employment (Andy Scott)
2 Dec 2014	<ul style="list-style-type: none"> • Spotlight: Mayor (possibly including working relationship between Mayor's Office and Corporate Mgt Team) • Policy on trees and resident consultation (Jamie Blake) • Spotlight: Police Borough Commander (Andy Bamber) • Performance spotlight: TBD • Spotlight: Implementation of Electoral Commission recommendations
6 Jan 2015	<ul style="list-style-type: none"> • Strategic Performance and Budget Report: Q2 (Kevin Miles & Louise Russell) • Complaints and Information Governance Six-month Report (David Galpin) • Challenge session report: specification and management of council contracts (Barry Scarr)
19 Jan 2015	Budget Scrutiny (Chris Holme)
3 Feb 2015	<i>Budget Scrutiny (Chris Holme)</i>
10 Feb 2015	Progress Report: Budget Consultation Challenge Session (Takki Sulaiman) Progress Report: Youth Services scrutiny review Challenge session report: The implications of conservation areas for extension of family homes (Owen Whalley)
3 Mar 2015	<ul style="list-style-type: none"> • Progress Report: Tackling the School Places Gap Challenge Session (Anne Canning) • Discharge of homelessness duty (Colin Cormack) • Scrutiny review report: drugs enforcement (Andy Bamber) • Challenge session report: improving cycling safety (Jamie Blake) • Challenge session report: support for carers (Dorne Canareck) • Performance spotlight: TBD

7 Apr 2015	<ul style="list-style-type: none"> • Spotlight: Mayor • Scrutiny review report: effect of literacy and numeracy levels on outcomes for children and their families (Anne Canning) • Scrutiny review report: customer satisfaction and value for money in leisure centres (Shazia Hussain) • Strategic Performance and Budget Report: Q3(Kevin Miles & Louise Russell)
12 May 2015	Progress Report: Tower Hamlets Council's Approach to Support Staff with Specific Learning Difficulties (Simon Kilbey)
2 Jun 2015	Performance spotlight: TBD Scrutiny review report: town centres policy and delivery (Andy Scott)

To be scheduled:

- Challenge session report: member involvement in Section 106 decisions and the quality of Section 106 funded social housing
- Reports under Regulation of Investigatory Powers Act