

<b>Committee</b>	<b>Date</b>	<b>Classification</b>	<b>Report No.</b>	<b>Agenda Item No.</b>
<b>Overview and Scrutiny</b>	<b>7<sup>th</sup> September 2010</b>	<b>Unrestricted</b>		<b>9.2</b>
<b>Report of:</b> <b>Acting Joint Service Head Scrutiny &amp; Equalities</b> <b>Originating Officer(s):</b> Afazul Hoque, Scrutiny Policy Manager		<b>Title:</b> <b>Overview and Scrutiny Committee Work Programme 2010/11</b> <b>Ward(s) affected: All</b>		

## **1. Summary**

- 1.1 This report outlines the work programme for the Overview and Scrutiny Committee for the municipal year 2010/11.

## **2. Recommendations**

- 2.1 Overview and Scrutiny Committee is asked to consider and comment on the proposed work programme.
- 2.2 Authorise the Acting Joint Service Head of Scrutiny and Equalities after consultation with the Chair of Overview and Scrutiny Committee, to finalise the work programme.

---

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

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

Background paper

N/A

Name and telephone number of and address where open to inspection

**Afazul Hoque**  
**020 7364 4636**

### **3. Background**

3.1 Overview and Scrutiny (O&S) plays an important role in making sure that the Council is effective and accountable and provides a unique perspective on how well public services are being delivered, and how they can be improved from the view of our local residents. Now more than ever, as the Council faces tough decisions and looks to transform the way in which services are delivered, O&S has a crucial role to play: strengthening accountability; ensuring fairness and transparency; facilitating dialogue with residents on difficult decisions; building links across partnerships and helping to increase value for money. Alongside this, the introduction of a new directly elected Mayor in October will also change the role that O&S has to play.

3.2 During the last administration the Overview and Scrutiny Committee (OSC) delivered an annual work programme, which helped to:

- Strengthen scrutiny's contribution to the Council's improvement agenda and achieve outcomes that benefit the community
- Improve the co-ordination, management and continuity of work both of the Committee itself and its reviews and investigations.

3.3 In 2009/10 OSC work programme included the following reviews/ challenge sessions:

#### **Reviews**

- Reducing Worklessness Amongst Young Adults 18-24
- Private Rented Sector
- Reducing Childhood Obesity, Increasing the availability of healthy choices
- Youth Offending – Supporting our Vulnerable Young People
- Strengthening Local Community Leadership

#### **Challenge Sessions**

- Dangerous Dogs
- English for Speaker of Other Languages (ESOL)
- Anti-Bullying Initiatives in Schools

3.4 The Committee also considered a number of issues at its monthly meeting and this included:

- Commenting on a number of performance monitoring reports including the Strategic Plan & Budget Quarterly Monitoring, Diversity and Equality Action Plan and Complaints report
- Commenting on number of budget and policy framework items including the Local Development Framework Core Strategy and Gambling Policy
- Invited representatives from Transport for London to outline their Red Route Investment Plan for the borough
- Submitted pre-decision questions on 23 Cabinet reports
- Considered 5 call-ins with only 1 referred back to the Cabinet and four confirmed Cabinet's original decision after considerable discussion.

3.5 As both an evaluation of the work over the last four years and preparation for the new administration an external evaluation was undertaken of the Overview and Scrutiny process by the 2<sup>nd</sup> Clerk to the Treasury Select Committee at the House of Commons who was seconded to the Scrutiny Policy Team for a month in April 2010. This review

included interviewing a number of Officers from the Council as well as benchmarking with the London Boroughs of Haringey and Hounslow.

- 3.6 Overall the review found the scrutiny process to be 'well-managed and fit for purpose'. In particular it highlighted that the scrutiny review process worked well to address real local concern with substantial local evidence. It also acknowledged the willingness of Cabinet Members and Officers to engage with the scrutiny process ensuring it was fully integrated into the wider decision making process.
- 3.7 The report has highlighted a number of challenges for scrutiny to build on these foundations. In particular ensuring scrutiny provides greater challenge to the Cabinet through a more confident and dynamic approach to challenging the status quo. The report noted that this would deepen Member engagement, provide stronger recommendations and contribute to strengthening the Council's decision making process. In developing this year's work programme this is a very useful starting point and has been welcomed by the Overview and Scrutiny Committee as part of their Induction process. The Committee will be seeking to address the issues raised by this review through their implementation of this work programme.

#### **4. Strengthening Community Leadership**

- 4.1 In our aspiration to achieve One Tower Hamlets a number of pieces of work have been undertaken by scrutiny over the last year to strengthen community leadership. OSC have agreed a local model for implementing Councilor Call for Action (CCfA) and this was tested through last year's review on Strengthening Local Community Leadership. The Working Group tested a 'mock' Performance Digest report which brings together information from corporate complaints and members enquiries. They made a number of recommendations on ways to improve this and the first draft of the Performance Digest report will be considered by OSC in October 2010. The Working Group have also made a number of recommendations around developing local scrutiny which has set the foundations for delivering a far reaching and innovative work programme this year. In particular the Challenge Session on the Tower Hamlets Enforcement Officers is being jointly delivered with LAP Steering Group Members to support the development of their capacity in taking forward the work on Localisation.
- 4.2 In considering the new powers to scrutinise the partnership it is worth reminding ourselves that there is already engagement from local partners in the scrutiny process in a number of ways. For instance, all of the reviews in last year's Work Programme involved partners and related to the partnership improvement agenda identified in the Community Plan. Discussion also took place with all the Community Plan Delivery Groups on how we could enhance the role of scrutiny within the Partnership. It was recognised that scrutiny had already been working with many of the partners over the last few years. There are opportunities to further strengthen this through developing the Scrutiny Leads role in the Delivery Groups, managing expectations of all stakeholders involved in scrutiny reviews and ensuring monitoring and follow up on review work is further developed to demonstrate the impact of scrutiny.
- 4.3 The changing role of community leaders with more emphasis on leadership of place rather than services highlights the potential for scrutiny in influencing and shaping the local area. With many services being jointly provided or commissioned scrutiny of partnership will be an area of growing interest for non-executive councillors looking to improve the overall quality of life for residents. Furthermore, with the demise of the Comprehensive Area Assessment the role of scrutiny could be crucial in monitoring and service improvement. The ongoing work to implement actions arising from the Local

Democracy, Economic Development and Construction Act 2009 as well as the proposed review by the Scrutiny Lead for Excellent Public Services on the Citizen Engagement Strategy and the review on the role of scrutiny under the Mayoral Model will provide greater understanding around how we could further strengthen community leadership and ensure effective engagement and participation by local residents in the democratic process.

## **5. Overview and Scrutiny Committee**

- 5.1 A draft 2010/11 “Forward Plan” for OSC is attached at Appendix 1. This is based on the schedule of reports and issues considered in 2009/10. Amongst the issues the Committee will consider are:
- Regular monitoring reports such as the Tower Hamlets Index and the quarterly Strategic Plan & Budget monitoring report;
  - Budget and policy framework items such as the Revenue Budget preparation and Local Implementation Plan
- 5.2 Call-ins and pre-decision scrutiny are dependent on Cabinet decisions and reports and these need to be programmed in when they arise. OSC also considers the reports arising from its investigations and reviews before they are passed through to Cabinet and again, these will be added when they arise. Twice a year the Committee will also monitor the recommendations arising from scrutiny reviews through their recommendation tracking report. This year the Scrutiny Leads have identified within their portfolio a review from a previous year to visit and consider the impact of the review. The following reviews from the municipal year 2007/08 will be considered:
- Licensing of Strip Clubs
  - Choice Based Lettings Scheme
  - Reducing Anti-Social Behaviour
  - Evaluation of Neighbourhood Renewal Funding
  - Young Peoples participation in Sports Leading Up to the Olympics
  - Tobacco Cessation
  - Use of Consultants
- 5.3 The Committee has a monthly Scrutiny Spotlight session for all Lead Members which was highlighted as an excellent way of holding the Cabinet to account in the evaluation sessions over the last few years. The relevant Cabinet Member and Directors attend to present the key performance challenges within their individual portfolios, focusing on issues arising from performance monitoring reports. This assists in meeting one of the key principles of scrutiny by holding the Executive to account but there remains further work to do in ensuring that the Scrutiny Leads are themselves proactive in understanding the performance issues within their own portfolio areas. The Committee has also remained mindful to ensure the forward plan is flexible to consider emerging issues as well as any CCfA that may be raised and as these arise the relevant Cabinet Member and Lead Officer will be notified.

## **6. Reviews and Challenge Sessions**

- 6.1 To help develop this year’s work programme Members held an Away Day in June to discuss areas for scrutiny reviews. Seven Members of the Committee and two co-opted Members attended and considered the challenges facing scrutiny in light of new legislation, financial climate, new government and change to local decision making

structure. The Leader of the Council and the Chief Executive were also in attendance to highlight the challenges facing the organisation and how scrutiny could support by identifying solutions and facilitating discussion with residents.

- 6.2 In addition the Scrutiny Policy Team has held detailed discussion with each Scrutiny Lead on areas of their interest and how this relates to the Council's priorities. In particular how each review will contribute to efficiency saving and the value they can add to on-going work streams. Members were also provided with a list of key priorities based on analysis of external inspection reports, annual residents' survey, corporate complaints and performance reports.
- 6.3 Appendix 4 outlines the investigations, reviews and challenge sessions that Overview and Scrutiny could undertake this year. As last year, these will focus on the Council's improvement agenda and contribute to achieving outcomes that benefit the community. In addition, the topics will aspire to help address the Council's work on transformation through consideration of the three key goals of becoming more lean, flexible and citizen centred by using the community leadership role of non-executive councillors. Discussions have also taken place between the Scrutiny Leads and Directorates to explore challenges faced by services where OSC could add value to existing work. The outcome of these discussions and analysis is reflected in the proposed programme.
- 6.4 Research into effective scrutiny has highlighted the importance of members' commitment and enthusiasm to undertaking their work. They need to believe that their work will impact positively upon their constituents' lives and help solve the problems presented at their surgeries and other community forums. The Work Programme therefore aspires to address the objective criteria as described in Appendix 3 as well as reflecting the members' consideration of their respective OSC work areas.
- 6.5 It is envisaged that over the next year there will be up to six reviews and six challenge sessions with others added throughout the year, subject to resources. This represents a manageable work programme which allows all the OSC portfolio holders to be involved as well as ensuring there is joint working. It is worth stressing that there is some flexibility built into the programme. In all cases, once the issues are agreed, the scope of the work and timing will be developed in close consultation with the relevant services. This will also ensure that the investigations are focused and can deliver on their objectives.

## **7. Health Scrutiny Panel**

- 7.1 The Health Scrutiny Panel has met once this year and is currently undertaking induction visits to all the local health trusts. Discussions are also underway with health colleagues to identify key issues which may be useful for the Panel to consider in developing a two year work programme for their consideration at their next meeting on 26<sup>th</sup> October 2010. This will build on the four year work programme undertaken in the last administration and also incorporate issues arising from the external evaluation of the Health Scrutiny Panel undertaken in February 2010. This acknowledged that much had been done to build the credibility and effectiveness of health scrutiny in the borough. However, the report highlighted some issues that have inhibited the effective delivery of a coherent and proportionate programme of health scrutiny. An action plan has been developed and agreed by the Panel to address the issues raised by this report.
- 7.2 The Chair of the Health Scrutiny Panel has agreed to undertake two challenge sessions this year focusing on the development of polysystems and its impact on residents and

the development of preventative services and early diagnosis of Cancer. This will help the Panel further develop their work this year. The Panel is also keen to look at Mental Health Service next year which will follow a comprehensive review by NHS Tower Hamlets of their commissioned service. As with previous work programmes it will include service visits, briefings on key issues, consultation on reviews and changes to services. The Panel will also be seeking to ensure their work programme aligns with the Tower Hamlets Involvement Network (THINK) work and develop collaborative work where possible. As in previous years two Members from THINK have been co-opted to the Panel. The Panel will also seek to develop a local expertise of non-executives focusing on the local health economy to improve information sharing and co-ordination.

## **8. Communication and Profile of Scrutiny**

- 8.1 To maintain good communication about Overview and Scrutiny's work, it is proposed to circulate regular updates on the Work Programme considered by Overview and Scrutiny Committee to Corporate Management Team and Cabinet. The update will cover all aspects of the Overview and Scrutiny Work Programme including call-ins, performance monitoring and Budget and Policy Framework items. A short summary of the OSC and Health Scrutiny Panel meetings will also be placed in the Members Bulletin.
- 8.2 All Scrutiny Reviews will be publicised through East End Life and seek to engage and involve local residents in the process. In addition, scrutiny meetings will be held outside the Town Hall where appropriate to improve access for local residents.
- 8.3 As a number of the reviews cut across the work of the Tower Hamlets Partnership, discussions have taken place around presenting the review reports to the relevant Community Plan Delivery Groups. In the past this proved useful with last year's reviews on Reducing Youth Offending and Reducing Worklessness Amongst 18-24 year olds both being considered by the Prosperous Community and Safe and Supportive Community Plan Delivery Groups.

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

- 9.1 This report describes the draft work programme for the Overview and Scrutiny Committee (OSC) in 2010/11. However recent government announcements about funding reductions to the Council in 2010-11 and for the next four years will affect the scope and nature of the proposed work programme and its associated costs. OSC have already identified in their 2010-11 work programme scrutiny of 2010-11 budget monitoring reports and the 2011-12 revenue budget and capital programme.
- 9.2 There are no specific financial implications emanating from this report, and any additional costs that arise from implementing the Plan, must be contained within directorate revenue budgets. Also, if the Council agrees further action in response to this report's recommendations then officers will be obliged to seek the appropriate financial approval before further financial commitments are made.

## **10. Concurrent report of the Assistant Chief Executive (Legal)**

- 10.1 Article 6 of the Council's Constitution specifies the functions of the OSC, in accordance with the requirements of section 21 of the Local Government Act 2000. The proposed work programme appears consistent with the OSC's terms of reference.

10.2 Pursuant to rule 8 of the Overview and Scrutiny Procedure Rules, contained within the Constitution, it is for the OSC to agree the overview and scrutiny work programme each year. It is, however, consistent with effective overview and scrutiny for the OSC to keep other members informed of its proposed work.

## **11. One Tower Hamlets Considerations**

11.1 Equalities and cohesion consideration are central to the work of the Overview and Scrutiny Committee and this is reflected in the monitoring of the Council's progress on the Single Equality Framework twice a year. Furthermore, all scrutiny reviews will give specific consideration to One Tower Hamlets issues. In the particular the reviews on Holding the Mayor to Account and Citizen Engagement Strategy will focus on strengthening local community leadership. A number of reviews will also focus on key equalities groups for example the reviews Supporting New Communities, Safeguarding Vulnerable Adults and Post 16 Attainment & Participation.

## **12. Sustainable Action for Greener Environment**

12.1 There are no direct implications arising from this report.

## **13. Risk Management Implications**

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

## **14. Crime and Disorder Implications**

14.1 There are no direct crime and disorder implications arising from this report. However, the Scrutiny Challenge Session on the Tower Hamlets Enforcement Officers (THEOs) will explore how crime and disorder in the borough can be reduced through better use of THEOs.

**Overview and Scrutiny Committee 2010/11  
Forward Plan**

8 <sup>th</sup> June 10	<ul style="list-style-type: none"> <li>• Terms of reference and Protocol (OSMM)</li> <li>• Membership / Appointment of Scrutiny Leads (OSMM)</li> </ul>
6 <sup>th</sup> July 10	<ul style="list-style-type: none"> <li>• Diversity and Equality Action Plan – End of Year Monitoring Report (PM)</li> <li>• OSC Work Programme (OSMM)</li> </ul>
3 <sup>rd</sup> Aug 10	<ul style="list-style-type: none"> <li>• Annual Complaints Report (PM)</li> <li>• Annual Report 2009/10 – Joint Performance and Financial End of Year Report (PM)</li> <li>• Budget 2011/12 – 2013/14 Resource Allocation &amp; Budget Review (BPF)</li> <li>• Scrutiny Spotlight – Lead Member Resources</li> </ul>
7 <sup>th</sup> Sep 10	<ul style="list-style-type: none"> <li>• Adoption of the Tower Hamlets Core Strategy (BPF)</li> <li>• Scrutiny Spotlight – Deputy Leader of the Council</li> <li>• OSC Work Programme (OSMM)</li> <li>• Appointment of Co-Opted Members (OSMM)</li> </ul>
5 <sup>th</sup> Oct 10	<ul style="list-style-type: none"> <li>• Strategic Plan and Corporate Revenue Budget Monitoring (Quarter 1) (PM)</li> <li>• Joint Performance Digest Report- (PM)</li> <li>• Contracting Programme</li> <li>• Scrutiny Spotlight –Lead Member Housing, Heritage and Planning</li> <li>• OSC Recommendation Tracking Report Update (OSMM)</li> </ul>
2 <sup>nd</sup> Nov 10	<ul style="list-style-type: none"> <li>• Local Implementation Plan (Transport Plan) (BPF)</li> <li>• Scrutiny Spotlight – Chief Executive</li> <li>• Scrutiny Spotlight – Lead Member Regeneration and Employment</li> <li>• OSC Work Programme Update (OSMM)</li> </ul>
30 Nov 10	<ul style="list-style-type: none"> <li>• The Single Equality Framework - six month report (PM)</li> <li>• Car Free Development Update</li> <li>• Scrutiny Spotlight – Lead Member Environment</li> </ul>
11 <sup>th</sup> Jan 11	<ul style="list-style-type: none"> <li>• Strategic Plan and Corporate Revenue Budget (Quarter 2) (PM)</li> <li>• Scrutiny Spotlight – Lead Member Adult, Health and Wellbeing</li> <li>• Childhood Obesity Review Update – BSF &amp; Healthy Borough Programme Update</li> <li>• OSC Work Programme Update (OSMM)</li> </ul>
8 <sup>th</sup> Feb 11	<ul style="list-style-type: none"> <li>• Revenue Budget and Capital Programme (BPF)</li> <li>• Budget Requirement and Council Tax (BPF)</li> <li>• Scrutiny Spotlight – Lead Member Children’s Services</li> </ul>
8 <sup>th</sup> Mar 11	<ul style="list-style-type: none"> <li>• Community Plan Refresh (BPF)</li> <li>• Crime and Disorder Reduction Strategy (BPF)</li> <li>• Scrutiny Spotlight – Lead Member Community Safety</li> <li>• OSC Recommendation Tracking Report Update (OSMM)</li> <li>• OSC Work Programme Update (OSMM)</li> </ul>
5 <sup>th</sup> April 11	<ul style="list-style-type: none"> <li>• Strategic Plan and Corporate Revenue Budget (Quarter 3) (PM)</li> <li>• Joint Performance Digest Report- (PM)</li> <li>• Scrutiny Spotlight – Lead Member Culture and Creative Industries</li> </ul>
10 <sup>th</sup> May 11	<ul style="list-style-type: none"> <li>• Scrutiny Spotlight – Leader of the Council</li> <li>• Annual Report (OSMM)</li> </ul>

BPF - Budget and Policy Framework    PM - Performance Management    OSMM - Overview and Scrutiny Monitoring and Management

Call-ins will be added where accepted. Pre-decision questions are a standing item on the agenda

The Committee will also consider reports arising from the investigations and reviews conducted by the Scrutiny Leads

### Criteria and types of review

Against each item on the draft Work Programme, objectives and areas for analysis are indicated and include:

- Methodology – the approach used for the scrutiny investigation
- Performance and Improvement - the links to performance improvement issues and Value For Money (VFM)
- Planned Work – work either currently underway or scheduled, which the scrutiny review may feed into.
- OSC Criteria – how the topic and Members' contribution could improve services

Scrutiny topics are prioritised against defined criteria to ensure that the work:

- would assist in tackling an area of poor or challenging performance (bottom quartile or equivalent) that has priority within the Strategic Plan
- would assist with sustaining high performance that has priority within the Strategic Plan
- would assist in addressing an area of national policy development that has significant implications for the Council and where member input would be valuable
- relates to a planned service inspection and member input would be valuable in providing a robustness test before inspection (or submission of self-assessment)
- would help address a gap between community perception or concern and objective performance by utilising the members' leadership role
- would contribute particularly toward improving VFM

The work will follow one of three different approaches, as follows:

- **Scrutiny Challenge Sessions**  
These are one-off sessions chaired by Scrutiny Leads which have to date have proved useful for improving members' understanding of new policies or guidelines or as part of the preparation for an inspection or report. There is potential for these to develop aspects of a particular policy on the subject for future service development work.
- **Reviews**  
These are more extensive pieces of work spanning several months. They enable more in-depth research to be undertaken, visits to see practice elsewhere, participation of external experts, etc.
- **Developing the Scrutiny Lead champion role**  
In addition to the more formal settings above, it is important for the Scrutiny Leads to develop expertise in championing issues within the work of OSC and with fellow frontline councillors. This would be particularly useful for topics where it is more challenging to engage councillors, such as VFM/ efficiency. Potentially each Scrutiny Lead would undertake this role within their portfolio. It is probably better decided on a topic base rather than a matter of course.

## Overview and Scrutiny Committee (Lead Cllr Ann Jackson)

Issue	Holding the Mayor to Account – Role of Scrutiny	Method	Review
<b>Lead officer</b>	Hafsha Ali – Joint Acting Service Head Scrutiny & Equalities & John Williams – Service Head Democratic Services		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>• Analyse implications for scrutiny of an elected Mayor</li> <li>• Consider areas for strengthening accountability of elected Mayor</li> <li>• Consider scrutiny arrangements in boroughs with an elected Mayor</li> <li>• Examine how scrutiny could usefully contribute to key local changes</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>• There are a number of performance targets around local peoples involvement in decision making and ability to influence decision making</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>• Members Suggestion</li> <li>• Provide a platform for Members to discuss role of non-executive councillors in a Mayoral System</li> <li>• Provide a check and balance on fitness of current scrutiny arrangement under an Executive Mayor</li> </ul>		
<b>OSC Criteria</b>	<p>Meets criteria:</p> <ul style="list-style-type: none"> <li>• Would assist in addressing an area of local policy development that has significant implications for the Council and where member input would be valuable.</li> </ul>		

## One Tower Hamlets (Lead: Cllr Ahmed Omer)

<b>Issue</b>	Supporting new communities in Tower Hamlets - Case Study Somali Community	<b>Method</b>	Review
<b>Lead officer</b>	Hafsha Ali – Acting Joint Head of Scrutiny and Equalities		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>To review the borough’s approach to engaging with new communities</li> <li>To review and evaluate access to service provision for new communities</li> <li>To identify avenues to increase community participation and community leadership within new communities</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>Both the Equality Framework for Local Government Assessment and the Council’s refreshed Race Equality Scheme stress the need for the Council to pay attention to how it is able to effectively respond to the needs of smaller minority communities</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>Member suggestion</li> <li>Experience of inequality is significant including levels of high unemployment and worklessness, educational underachievement, health inequality alongside poor levels of participation and engagement;</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>The current financial climate could adversely affect minority communities and additional support and programmes that have been available to address the gaps could be at risk.</li> <li>The minority communities are under represented in key local organisations, positions of influence and the political process</li> </ul>		
<b>OSC Criteria</b>	<p>Meets criteria:</p> <ul style="list-style-type: none"> <li>Would assist in tackling an area of poor or challenging performance that has priority within the Council.</li> <li>Would contribute to increasing community leadership amongst minority community</li> </ul>		

## Safe and Supportive Community (Lead: Cllr Lesley Pavitt)

Issue	Safeguarding Vulnerable Adults	Method	Review
<b>Lead officer</b>	Helen Taylor – Corporate Director Adults Health and Wellbeing		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>To raise awareness, understanding and access to the provisions available for vulnerable adults in the borough</li> <li>To review and evaluate our current provisions for safeguarding vulnerable adults</li> <li>Improve mechanisms of support, training and development for staff engaged with service delivery to vulnerable adults</li> <li>Examine links with Safeguarding Vulnerable Adults and that of Community Safety and Domestic violence</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>A Tower Hamlets Community Plan priority is to provide responsive and appropriate services for adults which promote independence, choice, security and community</li> <li>Care Quality Commission Inspection found Council to performing adequately on safeguarding adults.</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>Member Suggestion</li> <li>Acts of domestic violence against older people and people with learning were thought to be under reported</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>Consider recommendations from the recent Care Quality Commission inspection</li> </ul>		
<b>OSC Criteria</b>	Meets criteria: <ul style="list-style-type: none"> <li>Would assist in tackling an area of challenging performance that has priority within the Strategic Plan.</li> </ul>		

Issue	Tower Hamlets Enforcement Officers (THEOs)	Method	Challenge Session
<b>Lead officer</b>	Stephen Halsey - Corporate Director Communities, Localities and Culture		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>To review and evaluate the impact of the THEOs since their introduction</li> <li>To raise awareness of the THEOs and how they differentiate from other enforcement provisions</li> <li>Further develop the role of the THEOs in the borough</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>Opportunity to review the effectiveness and impact of the THEOs programme</li> <li>Anti Social Behaviour and the fear of crime is still a key community concern</li> <li>Crime remains the main area of concern for local people in the 2009/10 Residents' Survey</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>Member suggestion</li> <li>The boroughs crime rates generally have fallen but are still higher than the national average</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>Tower Hamlets is one of the most deprived communities in the country. Deprivation has constantly been linked to high levels of crime and ASB</li> <li>The borough has one of the youngest populations in London, ASB amongst this group is a key concern</li> </ul>		
<b>OSC Criteria</b>	Meets criteria: <ul style="list-style-type: none"> <li>Would assist in tackling an area of poor or challenging performance that has priority within the council.</li> <li>Would contribute particularly towards improving VFM</li> </ul>		

## Prosperous Community (Lead: Cllr Rabina Khan)

Issue	Support to Small Businesses	Method	Review
<b>Lead officer</b>	Aman Dalvi - Corporate Director Development & Renewal		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>• To consider how small and medium enterprises (SMEs) in the Borough are supported by the Council in partnership with governmental and non governmental agencies operating in the borough.</li> <li>• To consider issues arising from the Local Economic Assessment particularly the economic structure assessment aspect of this to identify specific needs for businesses</li> <li>• To consider how the Local Development Framework and the Council's regeneration strategies contribute to the development and support to small businesses.</li> <li>• To consider how to increase support provided to small businesses being led by vulnerable groups such as women and ethnic minorities.</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>• Fostering enterprise a key Community Plan and Strategic Plan target</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>• Contribute to the development of the Enterprise Strategy</li> <li>• Member suggestion</li> <li>• The economic downturn effect on small businesses</li> <li>• High rate of worklessness in the borough and SMEs provide easy access to work for local residents</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>• Olympics offers opportunity to increase trade for local businesses</li> <li>• Continuous development of the Canary Wharf estate and other local businesses districts</li> </ul>		
<b>OSC Criteria</b>	Meets criteria: <ul style="list-style-type: none"> <li>• Would assist in tackling an area of poor or challenging performance that has priority within the council.</li> <li>• Would contribute particularly towards improving VFM</li> </ul>		

<b>Issue</b>	Post 16 Participation & Attainment	<b>Method</b>	Scrutiny Challenge Session
<b>Lead officer</b>	Wendy Forrest – Director of The Hub		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>• Develop understanding around educational participation by young people aged 16-18 years old.</li> <li>• Examine policies in place at national and local level aimed at post 16 attainment and participation</li> <li>• Develop understanding of barriers to certain 16-18 year olds remaining at education.</li> <li>• Examine how various partners work to address the issue.</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>• A number of performance targets relating to post 16 attainment not met</li> <li>• Improved performance on number of 16 to 18 year olds who are NEET</li> <li>• Percentage of 16-24 year olds in Tower Hamlets who are unemployed are higher than neighbouring boroughs and considerably higher than London Average</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>• The 2009 participation rate of 92.7% compares well nationally but is slightly below the London average.</li> <li>• There are groups whose participation is of greater concern. They include white, vulnerable people such as those with learning difficulties, with caring responsibilities and involvement with the youth justice system.</li> <li>• Contribute to the young peoples future success and employability.</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>• Increase in national participation age: By 2013 all young people in England required to continue education or training until 17 year of age and by 2015 this will be raised to 18 year olds.</li> <li>• Tower Hamlets has one of the youngest populations in London.</li> </ul>		
<b>OSC Criteria</b>	<p>Meets criteria:</p> <ul style="list-style-type: none"> <li>• Would assist in tackling an area of poor or challenging performance that has priority within the Strategic Plan.</li> </ul>		

## A Great Place to Live (Lead: Cllr Zenith Rahman)

Issue	Parking Services – The Public Perception	Method	Review
<b>Lead officer</b>	Bryan Jones – Service Head Environmental Control, John Chilton – Head of Parking		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>• Consider parking facilities near key areas, including: schools, hospitals, places of worship, and markets.</li> <li>• Develop more sophisticated understanding of residents concerns about Parking Service</li> <li>• Support residents understanding of the borough’s Parking Policy</li> <li>• Develop recommendations that help change the image of Parking Service in the borough</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>• Parking has the lowest satisfaction rate amongst local residents. There has also been an increase in the 2009/2010 stage 1 complaints relating to parking in the last year.</li> <li>• Councillors raised parking as one of the most prominent issues raised by residents in their 2010 campaign.</li> <li>• The object of a scrutiny review focussing on resident perceptions would be to reduce the number of complaints received by the Council in relation to parking issues.</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>• Parking Services are currently drafting the 2010 Local Improvement Plan. There will then be a consultation period before the report has to be approved by Full Council and the Mayor of London by December 2010.</li> <li>• It would be timely for Scrutiny to conduct a review and add value to the consultation process carried out by Parking Services.</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>• Scrutiny review offers opportunity to change image of parking by providing a platform for Parking Services to show positive impacts and provide residents with an understanding of parking enforcement policy in the Borough.</li> </ul>		
<b>OSC Criteria</b>	<p>Meets criteria:</p> <ul style="list-style-type: none"> <li>• Would assist in tackling an area of poor or challenging performance that has priority for residents.</li> </ul>		

Issue	Housing Repairs - Customer Care and Communication	Method	Challenge Session
<b>Lead officer</b>	Sayeed Kadir - Director of Asset Management, Bob Moorcraft Head of Repairs – Tower Hamlets Homes		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>• To review the approach towards housing repairs taken by Tower Hamlets Homes (THH) and other Registered Social Landlords (RSLs) in the Borough.</li> <li>• To consider customer care provided by THH and RSLs when dealing with housing repairs.</li> <li>• To help facilitate better communication between THH, RSLs, Leaseholders and Tenants around housing repairs.</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>• In the <i>Corporate Complaints Half Year Report 09/10</i>, Housing Repairs was the issue most complained about for THH, with a total of 267 complaints.</li> <li>• THH satisfaction indicators have also been just off target. 81.62% of respondents (from a survey of 400) rated the service they received as excellent or good against a target of 83%.</li> <li>• This year THH have completed 98% of Housing Repairs within its target timeframes. These are good figures, 88.98% of these repairs were also completed in the first visit. However the complaints figures would suggest that resident's experiences do not correlate with this improved service. It is possible that this is due to poor communication between stakeholders and bad customer care from contractors.</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>• THH will be inspected by the Audit Commission in November 2010. The outcome of this inspection will establish whether THH achieves the 2 star it needs to release the funding to reach Decent Homes Standard.</li> <li>• This session would both help to identify the gaps in the Housing Repairs service and contribute to the inspection</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>• THH has done a lot of work to improve its housing repairs service and this session can evaluate if this has been successful.</li> <li>• In this time of public sector cuts, this session will be able make recommendations to THH to ensure excellent services are continually provided with reduced resources.</li> </ul>		
<b>OSC Criteria</b>	<p>Meets criteria:</p> <ul style="list-style-type: none"> <li>• Would assist in tackling an area of poor or challenging performance that has priority for residents.</li> <li>• Relates to a planned service inspection and member input would be valuable in providing a robustness test before inspection (or submission of self-assessment)</li> <li>•</li> </ul>		

## Excellent Public Services (Lead: Rajib Ahmed)

Issue	Citizen Engagement Strategy	Method	Review
<b>Lead officer</b>	Louise Russell – Service Head Strategy and Performance		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>Examine national policies aimed at developing Citizen engagement</li> <li>Review and provide challenge to outcomes from work undertaken on 5 key priority areas identified in development of the strategy</li> <li>Undertake focused work with local residents around developing community champions.</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>Green Flag from CAA on community engagement</li> <li>Remains a key priority for improvement amongst Members.</li> <li>Effective engagement results in savings, improved services, better user experience and trust</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>The new government initiatives such as Big Society.</li> <li>The current financial climate and the role of residents in service development and delivery</li> <li>Identified as an area for development in last year's scrutiny review on Strengthening Local Community Leadership</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>An opportunity to develop a partnership engagement strategy utilising Members Community Leadership</li> </ul>		
<b>OSC Criteria</b>	Meets criteria: <ul style="list-style-type: none"> <li>Would assist in addressing an area of local policy development that has significant implications for the Partnership and where member input would be valuable.</li> </ul>		

Issue	Developing Efficient customer services	Method	Scrutiny Challenge Session
<b>Lead officer</b>	Claire Symonds – Service Head Customer Access		
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>Review and develop understanding of the Channel Strategy</li> <li>Examine the efficiency of customer services through various channels.</li> <li>Further develop understanding of complaint management and its contribution to improvement of service delivery.</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>Improve customer satisfaction.</li> <li>Enhance more efficient service delivery.</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>Further use of the Council website for customer services can create substantial savings.</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>Issues around deprivation and how its impact on residents ability to access services through various channels</li> </ul>		
<b>OSC Criteria</b>	Meets criteria: <ul style="list-style-type: none"> <li>Would contribute particularly toward improving VFM</li> <li>Would help address an area of local concern</li> </ul>		

## Healthy Communities (Lead: Cllr Tim Archer)

<b>Issue</b>	Polysystems – Reconfiguration of Local Services – what does this mean for local residents?	<b>Method</b>	Challenge Session
<b>Lead officer</b>			
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>To scrutinise public engagement in the reconfiguration of health services in Tower Hamlets</li> <li>To provide residents with the correct information on how they will be affected by the reconfiguration of health services in the Borough.</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>It will assist in addressing the challenges outlined in the Joint Strategic Needs Assessment around service delivery, access, variation in outcomes, low uptake of screen services and the need to integrate services by engaging residents and providing necessary information.</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>It will add value to the work already carried by Health4nel in 2009/2010 and help to assess the success of their consultation process as well as act on the recommendations included in the INEL JOSOC report from April 2010.</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>Although there has been a large clinical focus on polysystems and reconfiguration of health services there is still work to be done to engage residents.</li> <li>THINK have also expressed concern around this area.</li> </ul>		
<b>OSC Criteria</b>	<p>Meets criteria:</p> <ul style="list-style-type: none"> <li>Would assist in tackling an area of challenge that has priority for residents.</li> </ul>		

<b>Issue</b>	Cancer – Development of preventative Services - early diagnosis and rapid referral	<b>Method</b>	Challenge Session
<b>Lead officer</b>			
<b>Objective/outcome</b>	<ul style="list-style-type: none"> <li>• Consider current preventative and diagnosis services</li> <li>• Examine how risk of cancer can be reduced in Tower Hamlets</li> <li>• To improve Members and residents understanding and knowledge around this issue</li> </ul>		
<b>Performance Improvement</b>	<ul style="list-style-type: none"> <li>• It would address the gaps identified by the 2008-09 report from Joint Director of Public Health and Joint Strategic Needs Assessment 2009 surrounding the low uptake of screening services.</li> </ul>		
<b>Other Drivers</b>	<ul style="list-style-type: none"> <li>• There were 614 new cases of cancer in 2006. Tower Hamlets has higher rates of new diagnoses of lung, cervical, bowel and stomach cancers compared to London and national figures. There is a consistent pattern of poorer survival which may be linked to later diagnosis.</li> <li>• In 2005 life expectancy in Tower Hamlets was 75.2 in males and 80.2 in females. This is 2.1 years shorter in males and 1.3 years shorter in females compared to England and ranks Tower Hamlets in the bottom 20% of all local authority areas.</li> </ul>		
<b>Other issues</b>	<ul style="list-style-type: none"> <li>• Cancer is a major concern that Tower Hamlets continues to be significantly off target. It is a hard trend to shift and whilst improving screening uptake may have a small impact on mortality initially, intensified efforts to improve early detection would be welcomed by the Tower Hamlets Partnership.</li> </ul>		
<b>OSC Criteria</b>	Meets criteria: <ul style="list-style-type: none"> <li>• Would assist in tackling a challenging priority for the health and well being of residents.</li> </ul>		