

Committee Overview and Scrutiny Committee	Date 19 th June 2012	Classification Unrestricted	Report No.	Agenda Item No. 9.3
Report of: Assistant Chief Executive		Title: Overview and Scrutiny Recommendation Tracking Report: Update		
Originating Officer(s): Robert Driver, Strategy Policy and Performance Officer, One Tower Hamlet, Chief Executive's		Ward(s) affected: All		

1. SUMMARY

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

2. RECOMMENDATIONS

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

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

LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT	
Background paper	Name and telephone number of and address where open to inspection
None	n/a

3. INTRODUCTION

- 3.1 As part of its work programme, Overview and Scrutiny Committee (OSC) receives a regular report to monitor progress in implementing the recommendations made by the committee. This report updates OSC on all reviews and action plans produced since 2008/9. It also enables OSC to identify areas or issues which they may want to revisit as part of their current or future work programme.
- 3.2 The tracking report shows that services have already, or are in the process of, implementing the majority of the recommendations made by OSC. The report also demonstrates that action plans have influenced key strategies and campaigns in a number of ways including actions being mainstreamed into ongoing service development through to specific initiatives.
- 3.3 However, since most of these recommendations were made there has been significant national policy change and a huge reduction in funding available to the local authority and its partners. This report reflects these changes and how they have impacted on implementing OSC's recommendations.
- 3.4 The report is organised according to Community Plan themes. For each report the date, working group Chair and current scrutiny lead is given.

4. A GREAT PLACE TO LIVE

Review: AFFORDABLE HOME OWNERSHIP	
Chair of working group	Cllr Waiseul Islam
Date of original recommendations	2 December 2009
Current Scrutiny Lead	Cllr Sirajul Islam (D&R)

- 4.1 This review was established to consider the challenges residents face in accessing affordable housing and how the Council and partners can come together to overcome these.
- 4.2 Of the six recommendations, two have been fully implemented and two superseded by Government policy contained in the Localism Act, namely the introduction of affordable rents and changes to tenure which along with reductions in funding have meant that recommendations in relation to Discount Market Sales models and negotiating on intermediate rents have not been met. However, good progress is being made in developing a local response to changes in housing policy. New affordable rent levels have been developed and these have been agreed by Tower Hamlets Housing Forum landlords, promoting access to affordable homes for local residents.
- 4.3 Finally, all new affordable homes will be required to have separate kitchen and living space in response to feedback from residents.

Review: PRIVATE RENTED SECTOR	
Chair of working group	Cllr Alex Heslop
Date of original recommendations	2 December 2009
Current Scrutiny Lead	Cllr Sirajul Islam (D&R)

- 4.4 This review looked to identify gaps and issues that exist within the private rented sector in Tower Hamlets and recommend potential initiatives which would improve service delivery. It also considered systems, procedures and initiatives which are currently in place to support landlords and tenants within the sector.
- 4.5 Of the 14 recommendations of the review, seven have been fully implemented. A number of the recommendations have been overtaken by policy changes. For example, changes in statutory homeless duty and the general economic downturn have made the sector more expensive. In addition, the Government's decision to abandon the Rugg Review recommendations on regulating the sector has had a profound influence on matters where the review might otherwise have investigated, although the Housing Options Service is keen to see a Local Accreditation Scheme developed.
- 4.6 The greatest success of the review has been the appreciation that the private sector is a key resource in the borough and that it should receive more attention. This will be addressed through a new Private Sector Housing Statement to be completed by October 2012, informed by a full stock condition survey. Good progress is also being made in the development of a Local Letting Agency in order to increase the supply of private rented accommodation to people in housing need, including those who are homeless and at risk of homelessness.

Review: PUBLIC PERCEPTIONS OF PARKING	
Chair of working group	Cllr. Zenith Rahman
Date of original recommendations	October 2011
Current Scrutiny Lead	Cllr Judith Gardiner (CLC)

- 4.7 Of the 15 recommendations, 12 have been fully implemented. The three which are outstanding relate to the consultation and parking seminar. These recommendations are partly complete - the seminar is currently being arranged and the consultation will be undertaken in June 2012. The review contributed to a number of improvements, including emphasising the need to prioritise residents.
- 4.8 The focus on communications has been important and there have been a number of recommendations which have contributed to this. The service has improved its communications - proactively utilising different channels including the website and the Citizen's Parking Charter. This has included communicating the introduction of the B4 parking control zone.

5. A SAFE AND COHESIVE COMMUNITY

Review: EARLY INTERVENTION, CHILD PROTECTION	
Chair of working group	Cllr Bill Turner
Date of original recommendations	2 December 2009
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 5.1 This review was established to examine the council's existing early intervention services in relation to child protection and explore the case for extending services from a value for money and customer service perspective.
- 5.2 Of the thirteen recommendations, nine have been fully implemented. The remaining 4 recommendations are largely implemented but curtailed due to other events. A number of the recommendations have been significantly affected by reduced budgets or restructuring. These are recommendations four, five, seven, eight and ten.
- 5.3 Recommendation four was affected due to a Domestic Violence post and overall reduction of the Domestic Violence team impacting on the conclusion of the Domestic Violence Services Mapping Exercise. This will be re-addressed by the Local Safeguarding Children Board (LSCB) Children and Domestic Violence sub-group to ensure this is completed.
- 5.4 Recommendations five and seven have been impacted due to a 50% funding reduction for the CHAMP service, reduced by the PCT for 2011/12. However, the shortfall has been met by Children's Social Care (CSC) utilising the Social Work Improvement Fund to ensure children's needs continue to be supported. Also, joint protocol between CSC and Adult Mental Health has been revised by the LSCB but dissemination is on hold until clarity of the overall Adult Mental Health Service restructure is known.
- 5.5 Recommendation eight has been impacted due to the withdrawal of the Working Neighbourhood Fund. Furthermore, the withdrawal of Government grant funding for the Family Intervention Programme has stalled the ongoing MPACT delivery in the borough. Staff time has been re-focused to funding search whilst demand for family work with drug users and their children/extended family remains. The Hidden Harm Coordinator's hours have been reduced from full to part-time.
- 5.6 Recommendation ten has been impacted following budget review and restricting, CSC no longer provides the Extended Schools Service which is now the responsibility of individual schools. However, implementation of the Family Wellbeing Model includes school establishments who act as one of the main referral pathway points.
- 5.7 The Early Intervention, Child Protection review has made significant progress in all areas. External factors, in particular, funding cuts or restructuring has had an impact on the time taken to implement some of the plans but not on its viability. In some cases, follow on developments have been implemented as a result of successful engagement and good working practices and partnerships.

Review: DANGEROUS DOGS Challenge Session	
Chair of working group	Cllr Bill Turner
Date of original recommendations	2 December 2009
Current Scrutiny Lead	Cllr Judith Gardiner (CLC)

- 5.8 This challenge session was an opportunity for Members and residents to hear about work undertaken locally and regionally on tackling dangerous dogs. This was also an opportunity for residents to highlight their main concerns.
- 5.9 All of the recommendations made have been completed. However, following the implementation of the recommendations dedicated external funding was terminated,

in March 2011, and the service's workforce was reduced. Although this made work more challenging, the service's mitigated for this setback through partnership working.

- 5.10 A great success of the review resulted from Recommendation 5. A partnership was established which enables all stakeholders to share information, identify issues and develop a way forward. The service works closely with the Safer Neighbourhood Teams and the Status Dog Unit in particular. A further success was greater information sharing with the community through a number of successful events on responsible pet ownership (Recommendation 2).

Review: ANTI-BULLYING CHALLENGE SESSION	
Chair of working group	Cllr Denise Jones
Date of original recommendations	6 April 2010
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 5.11 This challenge session was to consider bullying related issues at schools and to examine the effectiveness of the borough's anti-bullying initiatives.
- 5.12 The fluid staffing situation from late 2010 and staff's focus on dealing with issues connected with service restructuring had some impact on meeting the review's recommendations. There was some difficulty in ensuring continuity of contact with organisations and sustaining a multi-agency approach in both developing policy and sharing practice. This particularly affected Recommendation 2, as changes to staffing in youth services have meant it has not been practical to work with youth clubs on cyber bullying.
- 5.13 There is a very significant overlap between the review's recommendations and the main priorities of the anti-bullying strand of the Stay Safe theme in the CYPP. As a result these activities are monitored in the Behaviour Team's ongoing review process and there is quarterly reporting to the CYPP.
- 5.14 Of the six recommendations, four have been fully implemented, and two have been partly implemented. Many successes have come out of the recommendations including 'Support schools to respond to homophobia'. This has been demonstrated by Tower Hamlets being ranked 3rd in London and 11th nationally in Stonewall's Education Champions programme. Overall, the review contributed significantly to ensuring that work to reduce bullying in local schools was widely seen as integral to ensuring that children have a positive educational experience free from fear and harassment.
- 5.15 The review was an effective support to this area of work that was already being undertaken. It endorsed the priorities that had already been identified and pointed to areas in need of enhancement.

Review: SAFEGUARDING ADULTS AT RISK	
Chair of working group	Cllr. Lesley Pavitt
Date of original recommendations	March 2011
Current Scrutiny Lead	Cllr. Rachael Saunders (AHWB)

- 5.16 The aim of this Scrutiny Review was to consider the partnership's approach to safeguarding adults at risk. As this was a broad area, the review concentrated on a

few key areas which included: access to services, financial abuse, commissioning and partnership working.

- 5.17 Of the seven recommendations, four have been fully implemented. The remaining three recommendations have been partially implemented, and the Safeguarding Adults at Risk Board continues to ensure that these will be completed in a timely manner.
- 5.18 A key success of this review has been to target and involve hard-to-reach groups. This was achieved by ensuring that engagement mechanisms were built into our Service User and Carer Involvement Strategy. A series of consultations were held with a wide range of diverse communities about the Transforming Adult Social Care agenda delivering services in a new way. This provided an opportunity to raise awareness about the availability of the borough's safeguarding services.
- 5.19 In addition to raising awareness through face to face discussions, a targeted social care publicity campaign was undertaken in autumn 2011. New publications were made available which included more information about the safeguarding processes implemented within the directorate's new first contact team (First Response).
- 5.20 The scrutiny review recommendations also provided an opportunity for the directorate to review and update its list of customer forums, undertake outreach work with housebound people, and send out surveys in different languages; as well as working more closely with THINK (Tower Hamlets Involvement Network).
- 5.21 One of the scrutiny review's challenging recommendations also led to analysis being undertaken to compare and identify gaps within the equalities profiles of residents referred for safeguarding action. The focus of this report included identifying the percentage of people from hard- to-reach groups who were currently reported for safeguarding, particularly BME groups, people with mental health needs, physical and learning disabilities. The report was recently submitted for discussion at the Safeguarding Adults Board (SAB) which led to proposed action through further scrutiny within the SAB Performance and Quality Assurance Monitoring Sub-Group.
- 5.22 One of review's recommendations had proposed an investigation into the feasibility of a free phone helpline that would serve as an independent point of contact for safeguarding referrals. Research showed that no other UK local authorities currently provide a free phone line separate to their usual referral number.

Review: YOUTH OFFENDERS: SUPPORTING VULNERABLE YOUNG PEOPLE	
Chair of working group	Cllr Denise Jones
Date of original recommendations	8 September 2010
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 5.23 This review examined the causes of youth crime, looking at what interventions are already in place to combat youth crime and what further work the Partnership could do to reduce youth crime and lower youth re-offending rates. Of the seventeen recommendations, fourteen have been fully implemented. However, a number of challenges have arisen due to recent resource reductions. Our ability to benchmark against top performing innovative national and international offending services is curtailed by our financial position. Our Early Intervention and Prevention service is under threat due to grant cuts. No funding is identified beyond March 2012.

- 5.24 It is with regret that the review did not influence the health agenda for young offenders. Youth Offending Services in other boroughs have more enhanced health resources provided by health partners.
- 5.25 The review raised awareness of the existing need to create education, work and housing opportunities for young offenders and this was one of the most successful outcomes of the review. It also encouraged the Youth Offending Service to become more joined up with other council services.

Review: TOWER HAMLETS ENFORCEMENT OFFICERS (THEOs) Challenge Session	
Chair of working group	Cllr Lesley Pavitt
Date of original recommendations	8 September 2010
Current Scrutiny Lead	Cllr Judith Gardiner (CLC)

- 5.26 This challenge session aimed to increase Members and residents understanding of the work of the THEOs. Of the eight recommendations, seven have been fully implemented or are ongoing. One of the key successes of the review was in generating greater publicity for the THEOs to a range of stakeholders including residents and external agencies. This raised the profile of the service and fostered greater understanding of the varied role THEOs play in the community.

6. A PROSPEROUS COMMUNITY

Review: PARENTAL ENGAGEMENT IN SECONDARY EDUCATION	
Chair of working group	Cllr Abdul Aziz Sarda
Date of original recommendations	4 November 2009
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 6.1 This review was established to examine the current policy and practices and suggest improvements in supporting and encouraging parental engagement in secondary schools. Of the review's eight recommendations, five have been fully implemented. In addition, two recommendations were implemented, but now reduced budgets and the changing relationship between the council and schools mean that the approach has had to change. These are:
- 6.2 Recommendation 3: This was completed via schools participation in the Transition Programme for Year 7 Parents and through extended Parent Information Point sessions. The council also supported all Transition Borough Days. However, transition support from primary to secondary has been affected by reduced capacity and changing priorities within schools. To help mitigate this, a DVD is being produced for parents in partnership with the Pupil Admissions Team, to support parents through the transition process. The DVD will be available in community languages.
- 6.3 Recommendation five: This was completed through the Building Schools for the Future programme. However some schools have experienced a reduction in staff capacity, reduced parent workshop and course delivery as the council moves to a traded service model. Schools are now exploring new ways to use their spaces for the community, for example through partnership with the voluntary sector, health and wellbeing programmes and community events, which parents should benefit from.

- 6.4 One of the issues identified during the review was supporting parents who are often hard to engage with. As a result of this a parent forum for Somali parents was established at Swanlea School. This is continuing as part of the wider E1 Partnership work which we are supporting through an SLA. In addition to the above success, the review supported cross-partnership working and added value to work in other areas, such as work to reduce the numbers of young people not in education, employment or training (NEET). These initiatives included Passport to Learning, supporting parents take steps towards further learning, volunteering and employment and the launch of Speakeasy SRE course for parents.
- 6.5 The review process highlighted that there is still more work to be done in secondary schools to ensure parents receive the information and practical support they need to support their child's learning. This is particularly crucial at key points of transition such as Years 7, 9 and 11 when parents often find it difficult to engage and contribute to the process.

Review: REDUCING WORKLESSNESS AMONGST YOUNG ADULTS	
Chair of working group	
Date of original recommendations	4 November 2009
Current Scrutiny Lead	Cllr Sirajul Islam (D&R)

- 6.6 This review was established to look at how the council can support young adults in improving their chances of securing employment. Of the seventeen recommendations fifteen have been completed and two are partly complete. A number of recommendations have been affected by directorate restructures, budget reductions and changes in national policy. For example some of the Total Place work to map and organise employment services, and initiatives to support young people into adult unemployment services has been taken over by the Work Programme, launched in June 2011.
- 6.7 An Enterprise Strategy has been developed and work to build capacity in the third sector is ongoing. The Employment Task Group has not met since earlier this year, with its work on hold until new funding streams are identified. A new Employment and Skills Board is to be established.

Review: RAISING PARTICIPATION IN POST-16 LEARNING CHALLENGE SESSION	
Chair of working group	Cllr Rabina Khan
Date of original recommendations	9 November 2010
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 6.8 This challenge session was undertaken to increase understanding of the national and local post-16 participation policies and to develop understanding of barriers to certain 16-18 year olds remaining at education.
- 6.9 Of the six recommendations, four are complete. Service restructures and the disbanding of the HUB Board mean that recommendations five and six have been overtaken by events, although the Employment Task Group has now been reformed and may take these forward. All restructures and refocusing of resources are aiming to shift resources to where we can provide long-term impact, and we are looking to develop, and use, a stronger evidence-base of what works.

6.10 The main successes of the Review have been:

- Through the East Collaborative, we have started additional post-16 provision at St. Paul's Way Trust School and we have published plans for further sixth form provision in conjunction with three other schools;
- We have developed more than 200 new Apprenticeship opportunities in the last year and three local work-based learning providers have trialled L3 Advanced Apprenticeships;
- Additional specialist provision has been successfully developed for young people with learning difficulties, young offenders and young mothers, starting to close the gap in progression outcomes for these groups of more vulnerable learners; and
- Improved links between Connexions and Job Centre Plus means that the transition has been eased for 18 year olds moving from youth to adult employment services.

6.11 As a result:

- The attainment of young people at Key Stage 4 continues to rise, with our highest ever GCSE results placing the borough well above the national average;
- The number of young people not in education, employment or training continues to fall, with an all-time low of 5.3% of 16-18 year olds in January 2011; and over 500 young residents started Apprenticeships during 2010/11, more than ever before and the fastest growth rate of any London borough.
- Ongoing mentoring is taking place through the Apprenticeship Task Group and Employment Task Group, as well as monitoring of improving post-16 attainment through the Enjoy and Achieve/ Achieve Economic Wellbeing Commissioning and Delivery Group of the Children and Families Partnership.

Review: EMPOWERING SMALL AND MEDIUM SIZED ENTERPRISES	
Chair of working group	Cllr. Rachael Saunders
Date of original recommendations	May 2011
Current Scrutiny Lead	Cllr. Helal Uddin (D&R)

6.12 This review was established to look at how the Council can support small and medium sized businesses to ensure their growth and survival, particularly within the current difficult economic climate.

6.13 Of the twelve recommendations, six have been fully implemented. Good progress has been made on the review's recommendations incorporating many into the new Employment and Enterprise Strategies. The action plan tackles key considerations such as providing business support, improving advice/information, brokerage of relationships and capitalisation on local supply chains/arrangements to encourage a thriving business sector within then current economic climate. The adopted Core Strategy and emerging Development Management DPDs further support business growth in the Borough's planning policy through safeguarding and encouraging the development of space for light industry and opportunities for SMEs and micro businesses.

7. HEALTHY AND SUPPORTIVE

Review: END OF LIFE CARE	
Chair of working group	Cllr Stephanie Eaton
Date of original recommendations	7 April 2010
Current Scrutiny Lead	Cllr Rachael Saunders (AHWB)

- 7.1 The aim of the review was to look at how social care provision of end of life services meets the needs of local people and examine the co-ordination of health and social care at end of life and identify solutions to the barriers faced by local people in accessing end of life care.
- 7.2 Of the review's eleven recommendations all are complete. Although reduced budgets haven't affected the main work of this review both the council and the NHS have been through significant restructures and recommendation lead officers maybe in different posts as a result. With the introduction of the Health and Social Care Act and the emergence of the local Tower Hamlets Shadow Health and Wellbeing Board, end of life care is to be re-examined in context of the integrated pathway for older people.
- 7.3 The ethos of the Delivering Choice Programme around enabling people to have a choice about where to die has been the biggest success of this review. We are seeing a change in the place of death for Tower Hamlets patients which is slow, but steady. In 2004, 17% of people died at home, dropping to 15% in 2008 and increasing to 22% in 2010. There is a corresponding drop in hospital deaths from 71% in 2004 to 63% in 2010 and an increase in deaths in nursing homes (viewed as positive as they historically sent patients to an acute setting when they were dying). Furthermore, the review has facilitated improved fast track procedures for people who are at the end of life (e.g. procedures to approve placements outside of the weekly panel process) to help meet the person's wishes.

Review: REDUCING CHILDHOOD OBESITY	
Chair of working group	Cllr Tim Archer
Date of original recommendations	May 2010
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 7.4 This review investigated the steps that health partners and the council needed to take to reduce childhood obesity. However given the seriousness of the childhood obesity problem in the borough, the challenge of this review was to identify ways in which we can reverse the tide of children eating fast food and accelerate the number of children eating healthy food.
- 7.5 Childhood obesity remains a priority for Public Health and Children Schools and Families and many of the recommendations are being implemented, although budget reductions are having an impact.
- 7.6 Regarding closed gate policies in schools at lunchtimes, this is something that the Healthy Schools team are monitoring and encouraging. Currently, we are aware of two secondary schools without a closed gate policy – this is usually due to lack of space in the school canteen. The recommendation to give all children free school meals is still unaffordable in the current financial climate.
- 7.7 An audit of vending machines on NHS premises has been completed, and early work has begun on a food policy. Tower Hamlets continues to share good practice with other local areas, participating in London wide workshops, particularly in relation to the Healthy Borough Programme. Since the Healthy Borough Programme funding came to an end in March 2011, most interventions are still running in some form, with many activities incorporated into mainstream service provision. They are dependent on external sources of funding though – from TfL, the National Lottery and the Barts and The London Charity. Reductions in staffing in

Children Schools and Families, and funding reductions for Public Health have impacted on the effectiveness of the Healthy Borough Programme. More cuts and changes to Public Health nationally could have further impact on commissioned interventions.

- 7.8 One of the successes of the review was the way in which it identified the different council services which can have the most impact in tackling obesity, allowing Public Health officers to build working relationships with lead officers from different services. However, reductions in funding and changes in staff have weakened these links again. The Healthy Borough Programme Board remains the key body which oversees all efforts to tackle obesity.

Review: ALCOHOL MISUSE AMONGST YOUNG PEOPLE	
Chair of working group	Cllr Shiria Khatun
Date of original recommendations	April 2009
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

- 7.9 This review was established to explore the problem of alcohol misuse amongst young people. Since the review, a needs assessment related to alcohol and young people has been carried out, part of which was a series of focus groups with local young people – including one BME group, a girls group and an LGBT group. This work has been used to inform the Young People’s Substance Misuse Treatment Plan and forms part of the Joint Strategic Needs Assessment for 2011. A new treatment model has been identified which incorporates the youth service as having a key role in providing targeted support to young people. AMP, Tower Hamlets’ website for young people, now features a link to *Alcohol and Me*, a short film made during Alcohol Awareness Week 2010 by Langdon Park School and Bethnal Green Technology College.
- 7.10 The needs assessment has also informed a borough wide Substance Misuse Strategy which has two distinct workstreams – alcohol and drugs – ensuring alcohol issues are addressed with as much vigour as drugs. A Healthy Schools Advisor on Drugs and Alcohol Education was appointed in June 2011. The Healthy Schools Team has just begun to develop a ‘Healthy Youth Club’ framework, based on the Healthy Schools model, and intends to pilot this with 5 youth clubs.
- 7.11 Unfortunately, the provision of culturally specific services has been impeded by a significant reduction in the National Treatment Agency Pooled Treatment Budget. However, analysis of local data shows that BME young people are not disproportionately represented in the numbers receiving treatment. In fact, the needs assessment consultation indicated that, in relation to culturally sensitive services, young people were more likely to engage in treatment services provided outside of their immediate community to maintain anonymity.
- 7.12 Trading Standards ensured recommendations were met to address the issue of alcohol misuse by young people. Licensing Reviews are undertaken by Trading Standards and quantities of fake alcohol continue to be seized through working in partnership with HMRC and the Police. The results have been positive and, for example, since 1st April 2011 48 test purchases have been undertaken – with only one premises selling alcohol to the under-age test purchaser which represents a significant improvement compared with figures from 2010.

8. ONE TOWER HAMLETS

Review: CHILD POVERTY	
Chair of working group	Cllr Ann Jackson
Date of original recommendations	7 October 2009
Current Scrutiny Lead	Cllr Amy Whitelock (CSF)

8.1 This review was established to consider a community leadership model which contributes to creating One Tower Hamlets using child poverty as a case study. Of the review's eighteen recommendations thirteen have been completed, four are in progress and one has been superseded by events.

8.2 The main successes of the Review have been, firstly staff attending training sessions on working benefits, money mentoring and debt management which will disseminate learning across the community on good money management. Secondly, 'Life Chances and Life Choices: Exploring patterns of work and worklessness among Bangladeshi and Somali women in Tower Hamlets' is a qualitative study that was commissioned in 2010 in response to rising concerns around the issue of women and worklessness locally. The executive summary was published in July 2011 and further work is taking place to embed and utilise the findings into other related areas such as child poverty. A close working relationship with the Employment Team has also been maintained in order to ensure that we continue to find practical and workable solutions to the issues faced by these women, both through the recently planned intervention, and future work, building on this research and ensuring we continue to have a good understanding of the issue.

Review: STRENGTHENING LOCAL COMMUNITY LEADERSHIP	
Chair of working group	Cllr Ann Jackson
Date of original recommendations	April 2010
Current Scrutiny Lead	Cllr Ann Jackson

8.3 This review considered how members could increase their community leadership role, with a focus on then recent guidance from central Government. A number of the recommendations have only been partially implemented as the council has reviewed its partnership structures to ensure they are fit for purpose. Some recommendations have been overtaken by budget reductions and structural reviews. For example, the end of the Working Neighbourhood Fund has resulted in the abolition of LAP Steering Groups. Currently seven recommendations have been completed.

8.4 Recommendation 5 was fully implemented, with a new programme on community leadership being introduced for 2011-12. The 2010-11 Community Leadership Programme, delivered by School of Oriental and African Studies, University of London, supported a number of individuals through a bespoke and accredited postgraduate programme aimed at strengthening their community leadership role. Furthermore, all new councillors were supported through a comprehensive induction programme to support them in understanding their role and responsibilities.

Review: ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL) CHALLENGE SESSION	
Chair of working group	Cllr Bill Turner
Date of original recommendations	5 January 2010
Current Scrutiny Lead	Cllr Ann Jackson

- 8.5 This session was to consider ESOL provision in the borough with a focus on Tower Hamlets College, providing members with an opportunity to consider the impact of reduced ESOL class places on residents. All recommendations have been implemented, although recommendation 3 is no longer relevant as the Government abolished the 'New Approach to ESOL' agenda with no replacement programme as yet.
- 8.6 The External Partners Advisory Group (EPAG) has worked tirelessly to ensure that some of the most hard to reach learners are given opportunities to progress onto appropriate ESOL qualifications, despite the budget constraints experienced by ESOL providers in the borough and the dearth of funding for ESOL nationally. The group has eliminated duplication through effective strategic planning, meeting regularly to discuss ESOL provision in the borough. The review has been a useful tool for EPAG in setting its priorities with local partners in the voluntary and community sector.

Review: DEVELOPING EFFICIENT CUSTOMER SERVICES CHALLENGE SESSION	
Chair of working group	Cllr Rajib Ahmed
Date of original recommendations	25 November 2010
Current Scrutiny Lead	Cllr Helal Uddin (Resources)

- 8.7 This session considered how the Council can ensure efficient and effective access to customer services for all residents. All recommendations were of a continuing rather than a one-off nature and work continues on all strands.
- 8.8 The recently completed Future Sourcing procurement project will have an impact on service development within the Customer Access service, particularly the development of new website functionality, and hopefully the development of a new or improved CRM solution (the system used in the Contact Centre).
- 8.9 In terms of successes of the review, moving parking permit renewals online has had a major impact on reducing visitors to One Stop Shops, allowing savings to be made. More broadly, the review confirmed the direction of travel for Customer Access and provided validation and support for many of the major service development projects already underway.

Review: SUPPORTING NEW COMMUNITIES	
Chair of working group	Cllr. Ahmed Omer
Date of original recommendations	May 2011
Current Scrutiny Lead	Cllr Ann Jackson

- 8.10 Of the four recommendations for this review two have been completed and two are currently in progress. The purpose of this review was to consider how the council and partners meet the needs of new communities that settle in the borough and

how it also continues to meet the requirements of the borough's smaller existing communities.

- 8.11 One of the key successes coming out of this review so far has been increasing the voice and representation of new communities through the continued work of the Tower Hamlets New Residents and Refugee Forum. This forum allows new communities to have access to local policy negotiation and ensure dialogue between new communities and service providers.

4. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 4.1 This is a noting report. It is appropriate for the Committee to receive information regarding the Council's progress in respect of past recommendations by the Committee.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 This report describes an update of implementation of the recommendations of the Overview and Scrutiny Committee. There are no financial implications arising from this report. However In the event that the Council agrees further action in response to this report then officers will be obliged to seek the appropriate financial approval before further financial commitments are made.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Tackling inequality and promoting community leadership are central themes in the work of the Overview and Scrutiny Committee. A number of the scrutiny reviews discussed below considered specific issues which relate to One Tower Hamlets including reducing child poverty, increasing educational attainment and reducing worklessness amongst young adults.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 There are no implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

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

9. EFFICIENCY STATEMENT

- 9.1 This report does not propose any expenditure directly, although many of the reviews discussed below do consider recommendations which may have resource implications for the Council.

Appendix 1	Affordable Homeownership
Appendix 2	Private Rented Sector
Appendix 3	Early Interventions, Child Protection
Appendix 4	Dangerous Dogs Challenge Session
Appendix 5	Anti-Bullying Challenge Session
Appendix 6	Youth Offenders – Supporting Vulnerable Young Adults
Appendix 7	Tower Hamlets Enforcement Officers Challenge Session
Appendix 8	Parental Engagement in Secondary Education
Appendix 9	Reducing Worklessness amongst young adults between the ages of 18 - 24.
Appendix 10	Post 16 Participation Challenge Session
Appendix 11	Child Poverty
Appendix 12	Strengthening Local Community Leadership
Appendix 13	English for Speakers of other Language (ESOL) Challenge Session
Appendix 14	End of Life Care
Appendix 15	Reducing Childhood Obesity increasing the availability of healthy choices
Appendix 16	Alcohol Misuse Amongst Young People
Appendix 17	Public Perceptions of Parking
Appendix 18	Supporting New Communities
Appendix 19	Safeguarding Adults at Risk
Appendix 20	Empowering Small and Medium-Sized Enterprises
Appendix 21	Developing Efficient CustomerServices

AFFORDABLE HOME OWNERSHIP			
Recommendation	Response / Comments	Lead Officer	Update June 2012
R1 That wider publicity and promotion is undertaken of the Housing Options service including sign-posting from Lettings and Homeless Services	The housing Options service is now live with Colin Cormack as Service Head. A successful Housing Options Open Day was held in August 2010, and Tower Hamlets are actively promoting a London wide LCHO event in Sept 2010.	Colin Cormack, Service Head Homeless and House Advice	Complete The Housing Options Service engages with over 7,000 households annually and, within that engagement, explores all appropriate 'Options', including Affordable Home Ownership
R2 That the Development and Renewal Directorate consider local lifestyle issues and emphasise provision of separate kitchen and living space (not open plan) in the development of future schemes	The Core Strategy, recently found sound and to be adopted by Council on 15th September, includes policy SP02 which will ensure all housing is appropriate, high-quality, well-designed and sustainable. This allows local housing design standards to be set. These housing design standards will be set through the Development Management DPD, which is currently being developed. Issues relating to internal layouts, and the need to consider the special	Johnny Moore, Development and Renewal	Complete As part of the Managing Development DPD Residential developments and conversions will be required to have separate kitchen and living space for affordable homes. The Development Management DPD went to December cabinet and is due to go to Full Council in May

	<p>circumstances among the Borough's residents, will be considered by this document, due for consultation in early 2011.</p> <p>In addition, Tower Hamlets have responded to the consultation on the Mayors Draft London Housing Design Guide.</p>		
<p>R3 That the Development and Renewal Directorate work with the Homes and Communities Agency to re-assess intermediate rent levels with a view to making it affordable for local people</p>	<p>Development and Renewal has agreed a Preferred Partnering arrangement with 15 Registered Providers in the borough, as part of the Action Plan to be delivered over the next 3 years additional pressure will be brought on partners to ensure the Affordability of new LCHO schemes. The borough has also recently agreed to be part of an HCA pilot on Family sized Intermediate schemes, and will be looking at affordability again through this process .</p>	<p>Jackie Odunoye, Head of Strategy, Development and Renewal</p>	<p>In Progress</p> <p>Following on from previous policy changes, a report is due to go to MAB shortly on how best to make intermediate products more affordable in Tower Hamlets. Solutions are also being discussed with Metropolitan Housing Trust on how best to improve the level and quality of publicity / information available to residents in the Borough.</p>
<p>R4 That the Tower Hamlets Housing Forum support the development of the Discounted Market Sales model working in conjunction with developers</p>	<p>No further update since monitoring in February 2010.</p>	<p>Alison Thomas, Private Sector and Affordable Housing Manager</p>	<p>In Progress</p> <p>New affordable rent levels have been developed from POD research – in response to changes in Government housing policy. All THHF landlords have now signed up to these levels.</p>

R5 That the Development and Renewal Directorate investigate the development of a shared equity scheme open only to residents of Tower Hamlets	N/A	N/A	N/A
R6 That the Development and Renewal Directorate undertake a full feasibility study to consider the development of a local community land trust model using external expertise	N/A	N/A	N/A

Private Rented Sector			
Recommendation	Response / Comments	Responsibility	Update June 2012
R1 That the Development and Renewal Directorate develops a new Private Sector Housing Strategy which incorporates recommendations from this review and issues highlighted in the Housing Strategy and Housing and Homelessness Strategy	This in the Directorate Plan and a steering group will be set up and will meet in July 2010. This will need to be done. More importance will be placed on how we use the private rented sector. There are no financial implications.	Alison Thomas (Private Sector and Affordable Housing Manager) John Coker (Strategic Housing Manager)	Outstanding The Private Sector Housing Strategy will be completed as part of the overarching housing strategy. This document will be at final drafting by Oct-12
R2 That the Development and Renewal Directorate undertake a full Private Sector Stock Condition Survey to provide an evidence base for the Private Sector Housing Strategy and the update to the Private Sector Housing Renewal and Empty Properties Framework	This is in the Directorate Plan and the Private Housing Improvement Team Plan. The funding for this Survey has been identified and officers are now researching similar surveys in other London Boroughs. We have a statutory duty to assess the Boroughs private sector housing stock every five years. The last Private Sector Stock Condition Survey was published in 2004. We are currently commissioning a new Private Sector Stock Condition	Alison Thomas (Private Sector and Affordable Housing Manager) Alan Warner (Private Sector Housing and Home Improvement Agency Co-ordinator)	95% Achieved The Private Sector Stock Condition Survey has been delayed, initially by the Census and later by incorrect stock figures, the final report has now been redrafted and will be completed by end April 12

	<p>Survey with the help of BRE. Costs are expected to be in the region of £80k. We have identified a budget for the project are now in contact with BRE. We are also under a statutory duty to have an up to date Private Sector Housing Renewal Policy. The current policy expired in 2009. We cannot produce a new policy without the evidence base.</p>		
<p>R3 That the Development and Renewal Directorate, Tower Hamlets Homes and local Registered Social Landlords explore the feasibility of providing a full management service for leaseholders that sub-let their properties</p>	<p>D&R have recently selected 15 RSL's as preferred development partners with the borough, the Housing Strategy also seeks an action that requires all local registered partners to improve their standard of management, this action can be incorporated into the developing Action Plan for the preferred partner process. There are no financial implications.</p>	<p>John Coker (Strategic Housing Manager)</p>	<p>Achieved</p> <p>THH have presented a draft Ethical Lettings Agency paper to MAB in Dec 2011. This paper however looks at THH taking forward a programme of Agency management of sub-let properties on THH estates. A more detailed paper with additional financial proposals will return to MAB in June 2012. Following MAB an initial market test of a sample of landlords and tenants to determine interest and provide evidence to support uptake will be completed throughout summer 2012.</p> <p>It is proposed that THH will report back to THHF after an agreed review period.</p>
<p>R4 That the Communities, Localities and Culture Directorate develops</p>	<p>The Environmental Protection Service will</p>	<p>Jane Gardner-Hayter</p>	<p>In Progress</p>

<p>a partnership strategy which includes NHS Tower Hamlets, the London Fire Brigade and the third sector to deal with homes in poor condition. This should include the sharing of resources as highlighted by the Healthy Homes programme in Liverpool City Council</p>	<p>establish a reciprocal mechanism for referral between the Council and its Partners to tackle poor housing conditions and poor health in the rented sector throughout the borough. Referrals can then be made to these partners, for a range of support services to improve the residents' quality of life, for example, health issues, Fire Safety. Information from the proposed Private Sector Condition Survey will help formulate the focus of the strategy. Funding will need to be sought for this additional proactive workload as our current resources would not enable us to take on this extra workload</p>	<p>(Acting Team Leader, Environmental Control)</p>	<p>The Environmental Protection Service in line with other local authorities in the East London Housing Partnership has signed up to the Fire Safety Protocol. This sets out a reciprocal mechanism for responsibility and referral between Tower Hamlets and the London Fire Brigade. A paper has been sent to Adult Health and Wellbeing outlining the areas of overlap and potential for partnership working between the Environmental Protection Service and the NHS following the demise of the PCT. Information from the private sector stock condition survey is unavailable at the time of update</p>
<p>R5 That the Development and Renewal Directorate commit to utilising Private Rented Sector stock to its full capacity instead of using bed and breakfast and hostels where possible</p>	<p>The need to rely on this resource for emergency situations remains but the use of B&B has diminished considerably in the last 12 months. It would be</p>	<p>Colin Cormack (Service Head, Housing Options)</p>	<p>Outstanding</p> <p>The Service's ability to deliver this goal has, only of late, been frustrated, albeit significantly, by the dearth of self-contained accommodation. For the first time in 5</p>

	<p>reasonable, in the context of some 1,800 temporary accommodation placements, to commit to continue this reduction by setting a ceiling of a maximum of no more than 5% placements being in B&B. Hostels are typical used for non-statutory homeless households and remain a vital source of accommodation, particularly where modest support needs are necessarily. It would be inappropriate then not to continue to use hostel accommodation. There are no financial implications.</p>		<p>years, the use of B&B is on the increase. The tension remains, and is growing, between the merit of not using B&B whilst, similarly, pursuing objectives to house households within the borough boundary (or as close to it as possible). Factors at play exceed the dynamics of the Olympics, with the rental market now catering for otherwise first time buyers, with consequences to supply (and costs).</p>
<p>R6 That the Environmental Health Team implements the new powers given to local authorities which allows the licensing of all landlords including those with Houses of Multiple Occupations (HMOs)</p>	<p>The Environmental Protection Service will review the effectiveness of the current Licensing Scheme. Information from the proposed Private Sector Condition Survey will help identify problem areas and the Service will need to work together with the Anti Social Behaviour Team. Funding will need to be sought for any further Licensing schemes.</p>	<p>Jane Gardner-Hayter (Acting Team Leader, Environmental Control)</p>	<p>In Progress</p> <p>A cabinet paper is currently being drafted outlining how best to progress this issue. The report considers the feasibility of introducing additional regulation to improve standards in the private rented sector. Key considerations are 1) The borough's existing regulatory framework for managing the sector and the level of casework currently being undertaken. 2) Alternative solutions for managing the private rented sector including additional and / or selective licensing. 3) Tower Hamlets preferred approach for improving the</p>

			management of private landlords in the borough
R7 That the Tower Hamlets Landlords Forum uses local media to increase awareness of the benefits of the London Landlord Accreditation Scheme (LLAS) and publicises which local landlords are accredited and registered on its website	<p>We will place an article into East End Life to publicise both the Landlords Forum and the accreditation scheme and ensure the website is updated.</p> <p>In addition to this the East End Life will also be used to publicise services available to local residents for the reporting of rogue landlords.</p> <p>There are no financial implications in delivering.</p>	David Gingell, (Service Manager-Housing Advice)	<p>Achieved</p> <p>The use of local media continues to assist in securing excellent participation to the Forum by landlords</p>
R8 That the Tower Hamlets Landlords Forum and Tower Hamlets Homes publicise the Landlords Forum through the greater use of local media and an annual “ <i>Landlord of the Year</i> ” award	<p>The service will explore the possibility of developing an annual awards ceremony and look at best practice from other boroughs who may already have this in place. The Councils existing awards ceremony can be developed to encompass a ‘landlord of the year’ element.</p> <p>There are no financial implications in delivering.</p>	David Gingell, (Service Manager-Housing Advice)	<p>Superseded</p> <p>“Landlord of the Year” has taken a back seat to the extensive work associated with getting all landlords to aspire to a hire service level, this involving the work associated with the Social Lettings Agency, a scheme to be subject to a pilot by July 2012.</p>

<p>R9 That a representative from the Tower Hamlets Landlords Forum have a standing invitation on the Great Place to Live Community Plan Delivery Group</p>	<p>Request was put forward to the Great Place to Live CPDG Co-chairs and members at the 8th June 2010 GPtL CPDG meeting. The group agreed to have a representative from the Tower Hamlets Landlords Forum so they receive a standing invitation on the GPtL CPDG. Tower Hamlets Partnership Governance Officer has now invited a representative to attend future meetings. There are no financial implications for delivering this recommendation.</p>	<p>Afiya Begum (Governance Team Leader)</p>	<p>Achieved</p> <p>There is a direct reporting line from TH Landlord forum and the CPDG</p>
<p>R10 That the Development and Renewal Directorate support private landlords to access grant or loan funding to improve the quality and energy efficiency of the PRS</p>	<p>The new Private Sector Housing Renewal and Empty Property Policy will be launched in February 2011 which will incorporate this. This will then be widely publicised. These grants will be discretionary and dependant on funding – either sub regional TFS or LPP.</p>	<p>Alison Thomas (Private Sector and Affordable Housing Manager)</p>	<p>Achieved</p> <p>Existing measures such as WarmFront and Warmzone grants remain in place as do Interest free East End Energy Savers loans for insulation/energy improvement and Empty Property grants (bringing long term empty properties up to decent homes standard and back into use). These measures will remain in place until a new Private Sector Housing and Empty Property Framework and Green Deal/Fuel poverty strategy have been produced later this year, bringing additional measures to encourage, facilitate and enforce</p>

			improvements in privately rented properties remain in place.
R11 That the Tower Hamlets Landlords Forum takes a lead in exploring the development of a regional landlord's forum	Tower Hamlets already plays an active part in the London Landlords Forum and London Landlords Day. We are members of the London Landlord's Accreditation Scheme and joint hosts of London Landlords Day. Costs are currently met from the sub-regional TFS. If the Borough had to support these costs it would be in the region of £3,000 pa	Alison Thomas (Private Sector and Affordable Housing Manager)	Achieved The Landlords forum is currently exploring the development of a Social Lettings Agency. The Council, in partnership with City of London are developing a Local Letting Agency in order to increase the supply of private rented accommodation to people in housing need, including those who are homeless and at risk of homelessness within both boroughs.
R12 The Housing Benefits Service continue moving from a process of paying housing benefits through cheques to payments through BACs	This process has commenced and further roll out is included as part of the Benefits Service Team Plan for 2010/11. The Benefits ICT system now has this functionality, however Corporate ICT are required to automate the interface process between the Councils Financial Systems and the Benefits System. This is still achievable and desirable. The move from Cheque payments to BACs payments would deliver savings as the method of payment itself is cheaper.	Steve Hill (Benefits Service Manager)	In progress: The Welfare Reform agenda and raft of change has taken priority and prevented this work from being completed during 2011/12. However, work has been on-going and we have begun to move payees onto BACS on an ad hoc basis, usually on the payees' request. The Service has also taken steps to ensure that the recently developed Mayors Education Award is paid via BACS. Meanwhile we have continued to work towards full migration to BACS and anticipate this will now go ahead within the first six weeks of 2012/13.

	<p>The Benefits Service has included this work as part of its current year Team Plan and therefore the necessary finance for the ICT development has already been secured by the Service.</p>		
<p>R13 The Housing Benefits Service explore the possibility of sending schedules of payment to landlords through email along with written copies to increase efficiency</p>	<p>Data Protection issues associated with sending emails including Benefits payment details to Landlords. However, the benefits Service and Corporate ICT are exploring the possibility of providing Landlords with access to their own schedules electronically. Mindful of this recommendation, the Benefits Service has procured the “Landlord Portal” as part of the Council’s core Benefits ICT system. The Portal should enable Landlords to securely access their payment schedules by direct access to the Council’s Benefits system. The “Landlord Portal” requires testing and work on satisfying Security access but the necessary finance for this ICT development has been</p>	<p>Steve Hill (Benefits Service Manager)</p>	<p>Achieved</p> <p>The Benefits Service has purchased a facility within the core Benefits ICT system which automates schedules for Landlords. This and the new Landlord portal are expected to go live during the first half of 2012/13.</p>

	secured by the Benefits Service. It is envisaged that enabling the necessary ICT Security access may take several months to implement.		
R14 That the Housing Benefits Services and Housing Advice Service explore the possibility of a Benefits Officer being based within the Housing Advice Team	<p>This issue has been explored. Agreed that the problems are around gathering of information and evidence in support of the Claim (as all New Claims are processed on average within 20 days of receipt of the Claim being made). The Benefits Service Review will include a Visiting Officer resource for the Family Rent Deposit Scheme and the provision of a new "Assisted Claim" process.</p> <p>Key to the "Assisted Claims" process is the roll out of electronic Benefit Claim forms identified in the Channel Strategy as way of making efficiencies. The cost of implementing this ICT enhancement will be met from the Benefits Service budget, it is expected that implementation costs will be minimal. ICT Security access for this initiative may take several months to implement.</p>	Steve Hill (Benefits Service Manager)	<p>Achieved</p> <p>One of the by-products of Welfare Reform is that joint working between the Homeless Service and the Benefits Service is at its highest levels. We have sustained the percentage of Homeless families in receipt of Benefits 93%. Plans to launch the electronic Benefit claim form were hampered by an ICT development of a proxy server which has recently been completed enabling the Benefits Service to start testing the use of electronic Benefit claim forms with a view to go live during the first half of 2012/13.</p>

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Community Safety team in conjunction with Children, Schools and Families Services develops targeted services to work with families and perpetrators of domestic violence, particularly male perpetrators.</p>	<p>Perpetrator programme was launched in November 2009. Training with front line staff took place by December 2009.</p> <p>The group programme has been running since November 2010. On average about 8 men are seen every month. There were 15 referrals in the first quarter of 2010/11.</p> <p>The programme is currently looking into future developments, including linking with the Amali project and Carding Dads programme.</p>	<p>Paul Mcgee (Service Manager, Assessment and Early Intervention)</p> <p>Philippa Chipping (Policy & Victims Manager)</p>	<p>COMPLETE</p> <p>The 32 week Positive Change Programme has now been completed. The project is working with London Probation to develop the IDAP programme and Caring Dads programme. The IDAP programme has now been running for 8 weeks. 4 referrals were received from Tower Hamlets and 2 men are totally attending. The Caring Dads programme is due to commence on 18th January. 6 referrals have been agreed so far.</p>
<p>R2 That the Community Safety team in conjunction with the Registered Social Landlord (RSL) forum and Tower Hamlets Homes explore options for using tenancy conditions to hold Domestic Violence perpetrators to account.</p>	<p>A housing protocol has been drafted and is due to be launched with housing providers by Dec 2010. Training is currently being undertaken with Tower Hamlets Homes and covers action against perpetrators.</p>	<p>Philippa Chipping (Policy & Victims Manager)</p>	<p>COMPLETE</p> <p>Training completed with Tower Hamlets Homes staff including use of tenancy conditions to hold DV perpetrators to account.</p>

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
	There has been some recent case law on this issue which should support this agenda.		
R3 That the Community Safety team in conjunction with Children, Schools and Families Services and the Partnership give active consideration to publicising actions taken against perpetrators when safe to do so, through selection of appropriate cases.	The Specialist Domestic Violence Court was launched in October 2009. Outcomes from the court have been publicised through the communications team. This has included publicising actions taken against perpetrators where it has been safe and appropriate to do so.	Philippa Chipping (Policy & Victims Manager)	COMPLETE Outcomes from the Specialist DV court continue to be publicised through the communications team, including publicising actions taken against perpetrators where it has been safe and appropriate to do so.
R4 That a mapping exercise is undertaken by Children's Social Care and the Domestic Violence team to chart the links between Domestic Violence and children's services in the borough.	The Children's Domestic Violence Coordinator role has not been recruited, however, mapping work is currently being undertaken through the Childrens Domestic Violence subgroup looking at mapping current service provision and identifying key needs and gaps.	Philippa Chipping (Policy & Victims Manager)	Curtailed due to staff restructure Due to current funding situation the Children's Domestic Violence Coordinator role was not recruited. A mapping exercise is currently being undertaken through the LSCB domestic violence subgroup to look at the links between domestic violence and children's services in the borough
R5 That the Partnership explores ways in which support to parents with mental health problems could be increased.	The IPST has a specialist Mental Health Worker who can offer advice and signpost to different organisations and Adult Mental Health services	Paul Mcgee (Service Manager, Assessment and Early Intervention) / Ian Williamson (Head of Social	Curtailed due to budget restraints

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
	Working protocol between children's social care and adult mental health has been updated to include IPST	Care Practice Adult Mental Health)	
R6 That Adults' Health and Wellbeing in conjunction with Children, Schools and Families Services undertake an audit of cases in which an adult receives services from the Community Mental Health Team (CMHT) and where no referral was made to Children's Social Care, to question whether this is leading to any unmet needs for the children involved.	A Database is kept of CHAMP involvement in cases. This is reviewed with the care coordinator with consideration of threshold for referral to CSC when and if required.	Paul Mcgee (Service Manager, Assessment and Early Intervention) / Ian Williamson (Head of Social Care Practice Adult Mental Health)	COMPLETE
R7 That a review is undertaken on how the needs of children from CMHT areas not covered by a Children's and Adult Mental Health (CHAMP) worker can be addressed using a similar model, within budgetary constraints.	Cases not meeting threshold for referral to CSC If there is an identified need then a Team around a Child [TAC] would be considered. Signpost to community services	Paul Mcgee (Service Manager, Assessment and Early Intervention) / Ian Williamson (Head of Social Care Practice Adult Mental Health)	Curtailed due to budget restraints
R8 That further analysis be undertaken to identify how the needs of parents with substance misuse problems can be targeted. Further to this, funding will need to be identified to allow increased	Close partnership between the Hidden harm Co-ordinator has resulted in effective work between adults and children's services. The Hidden harm strategy is	Nikki Bradley (Head of Specialist parenting Programmes) Emma Bond (Hidden harm Co-	Curtailed due to staff and resource reductions A Total of six practitioners have been trained and have passed their assessment as M Pact facilitators. Grant funding has been applied

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
support is available to vulnerable parents.	<p>complete. A handbook is in the final draft stage. CAF training has been completed for adult services staff, including a CAF conference (January 2010) that included housing providers and drug and alcohol service providers.</p> <p>The Hidden Harm conference took place, highlighting good practice. Two staff from the Family Intervention project have been trained in delivering the MPact training. One course has been completed in partnership with drugs and alcohol agencies and a second course started in August 2010. Additional funding is being sought to increase FIP capacity in order to work directly with the Seacole Midwives who provide ante natal care for drug using adults.</p>	ordinator)	<p>for in relation to an MPact co-ordinator in light of severe reductions in funding and resource pressure on every service, but in particular the FIP, where the Think Family grant will end in March 2011. The bid for Seacole linked Fip funding is in the second stage of applications. A start date for a third MPact course is on hold until the impact of the public service cuts is clearer.</p> <p>A structure of good practice is in place and the Hidden harm handbook is a widely available resource for all agencies.</p> <p>Await funding decision</p>
R9 That the Council works with partner agencies to ensure the successful launch and management of the	ContactPoint will be permanently switched off on the 6th August 2010. ContactPoint will no longer	Iqbal Vaza (Manager Children's Information Systems)	<p>COMPLETE</p> <p>ContactPoint has now been shutdown and all activities related to the project have been</p>

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
ContactPoint system to provide a more effective early intervention service.	be accessible to users or to data administrators after this date. The database will be permanently deleted according to Government-approved processes and security standards. Changes to regulations supporting ContactPoint will require Parliamentary approval which will take place in due course.		stopped.
R10 That Children, Schools and Families Services in conjunction with the Partnership further develops localisation of services through clarifying pathways between delivery and local centres and extended schools, and the wider integrated front and back doors.	The Scrutiny Lead of Excellent Public Services undertook two scrutiny challenge sessions, Dangerous Dogs and ESOL. In the current financial climate all scrutiny reviews will have a focus on value for money and efficiency.	Helen Lincoln (Service Head for Social Care)	Curtailed due to budget restraints. Tower Hamlets Family wellbeing model provides the conceptual regarding this interface at different levels of the service. The well being model has been agreed across partner agencies and is sanctioned by the tower hamlets children's trust
R11 That Children, Schools and Families Services work with Children's Centres and other key partners to explore development of a model to have a designated lead professional for families, allowing them one point of contact amongst the many professionals that may be working in partnership.	Children's Centre Social Work project implemented with Social Workers offering direct support and capacity building to Family Support Workers that carry case loads within the CC's. 11 CAF's completed 1/4/09 – 31/8/09 265 CAF's completed 1/4/10 – 31/8/10, showing a	Jo Freeman (Children's Centres Senior Strategic Manager)	COMPLETE Formal consultation on restructure of Children's Centres services began on 4/2/11. A new model of family support is being developed incorporating recommendations from the children's centres social work project. The family well being model will be the framework to work with families providing targeted services. A plan of intervention will be offered to ensure the best outcomes for

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
	significant increase		children and to support enhanced resilience.
<p>R12 That Children, Schools and Families Services work alongside the Communications team to be more proactive in identifying and publicising good practice from both statutory social care services and other partner agencies in protecting vulnerable children</p>		Monawara Bakht (Local Safeguarding Children Board Co-ordinator)	<p>COMPLETE</p> <p>All of the LSCB website has been consolidated into the Children and Families Trust website. The site is regularly updated and maintained with policies that supports our multi-agency work.</p> <p>The entire LSCB website has been consolidated into the Children and Families Trust website. The site is regularly updated and maintained with policies that supports our multi-agency work.</p>
<p>R13 That the Children, Schools and Families Services, and particularly Children's Social Care, work with Members to explore ways of further involving Members in the overview and audit of safeguarding work.</p>		Monawara Bakht (Local Safeguarding Children Board Coordinator)	<p>COMPLETE</p> <p>New Working Together to Safeguard Children Guidance issued in March 2010, states that Elected Members and DCS are to hold organisations and officers to account for their contribution to the effective function through governing bodies (s3.64).</p> <p>Also, introduced new role for Lead Member for Children to provide political leadership to ensure effective coordination of work across agencies and act as 'participating observer' at the LSCB. (s3.65 & s3.66)</p> <p>Since then, Lead Member has been invited to attend Board Meetings, provided with briefing</p>

Early Intervention, Child Protection			
Recommendation	Response/Comments	Responsibility	Update June 2012
			and access to development sessions lead by London Councils.
<p>R14 That the Excellent Public Services Scrutiny Lead should undertake a further piece of work in 2009/10 which focuses more explicitly on value for money and improved service outcomes, and how this message can be delivered effectively to the community.</p>	<p>The Scrutiny Lead for Excellent Public Services undertook two challenge sessions focusing on Dangerous Dogs and ESOL.</p> <p>In the current financial climate, Scrutiny Reviews will have a focus on value for money and efficiency.</p>	<p>Afazul Hoque (Scrutiny Policy Manager)</p>	<p>COMPLETE</p> <p>The Scrutiny Lead for Excellent Public Service this year has undertaken a challenge session focused on efficient customer services. This looked specifically at value for money and improved outcomes.</p> <p>All scrutiny reviews have a clear objective to consider efficiency and improve outcomes for residents.</p>

Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Update June 2012
R1 That the Animal Warden Service works with schools to develop interactive activities for children of all ages, encouraging them to think about dog welfare and responsible ownership. This should be tailored to address particular dog welfare problems such as stray, status or dangerous dogs.	Some progress has been made. Additional temporary staff have been employed to increase our capacity and we are currently engaging with students at Central Foundation who are actively involving themselves in these issues. 4 dog shows have been planned and implemented around the Borough to raise awareness of dog ownership and control issues. It has not been possible to re-launch this initiative due to conflicting priorities for available time. Poster campaign is ongoing and currently in the hands of Communications.	Dawn Sammons (Principal Animal Warden, Environmental Control)	Complete The Animal Warden Service has completed a project with the Central Foundation Girls' School. The service supported students to organise a poster competition around responsible ownership for younger students. The winning posters were used on streets around the school to raise awareness of dog welfare and responsible ownership among residents – including children. The Animal Warden Service presented a talk for students on responsible dog ownership to raise awareness.
R2 That Community Action Events are arranged by the Animal Warden Service, in partnership with RSPCA, SNTs and RSLs that work with local communities to promote responsible pet ownership.	2 Days have been organised with RSLs for Old Ford Housing and Island Homes, with more to follow. The Animal Wardens have participated with the Police on many successful operations in addition to	Dawn Sammons (Principal Animal Warden, Environmental Control)	Complete To promote responsible pet ownership, the Animal Warden Team implemented a number of events in partnership with other agencies including the RSPCA and RSLs: - 29-31 March 2011 (Roman Road), 3-day community event

Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Update June 2012
	participating fully in Operation Fusion which resulted in a number of seizures of 'Dangerous Dogs' and subsequent prosecutions.		<ul style="list-style-type: none"> - 3 July 2011 (Mile End Park), Dog Show - 16 September 2011 (Island Homes), Clean and tidy event - Nov 2011 (Asda, Crossharbour) 2-day animal welfare event with RSPCA - March 2012 (Victoria Park) 1-day event with Dog Trust - March 2012, Responsible dog ownership day with Island Homes. <p>All of these events were well attended.</p>
R3	That the Animal Warden Service provides solutions to dog fouling by reporting offenders for prosecution where offences are witnessed in parks and open spaces, in particular around children's play areas.	The Animal Warden Team continue to carry out enforcement for dog-fouling throughout the Borough. 4 areas have been identified for implementation of Dog Control Orders, and discussions with Parks are ongoing to agree on appropriate areas for separating children and dogs.	<p>Dawn Sammons (Principal Animal Warden, Environmental Control)</p> <p>Complete</p> <p>Additionally, Dog Control Orders are in place in identified areas in partnership with Island Homes.</p> <p>A consultation on dog entering areas in Victoria Park will be undertaken.</p>
R4	That the Animal Warden Service use East End Life to send out clear information to all residents informing them on whom to contact and the information needed to prosecute an owner of a dangerous dog.	Currently developing a communication forum with RSL's and will be producing a schedule of co-ordinated advertising to ensure messages are reinforced and targeted. A dog fouling campaign will take place in September and dangerous dogs will be added to the	<p>Iain Pendrigh (Team Leader, Environmental Protection)</p> <p>Anu Varma (Performance Improvement & Engagement, Public</p> <p>Complete</p> <p>The Animal Warden Service has publicised the information needed to prosecute an owner of a dangerous dog through EEL.</p> <p>The Service publicised events including the Service organised dog show, the free neutering campaign and free puppy training classes through EEL.</p> <p>Since the end of dangerous dog funding in</p>

Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Update June 2012
	schedule to be included early next year.	Realm)	March 2011, the Service continues to closely work with the police to tackle the issue.
<p>R5 A partnership amongst Animal Welfare Officers, the Council, SNTs, RSLs, Status Dogs Unit, THEOs and the RSPCA is officially set up to work together on dog welfare and ownership issues. Also to reduce incidents where dogs are misused and investigating ASB linked to misuse of dogs. It needs to also share intelligence and information, preventing issues arising by educating dog owning and non dog owning members of the public and enforcement using appropriate legislation. Four steps are proposed to make this successful:</p> <ol style="list-style-type: none"> 1. Setting up a partnership –get commitment from all agencies 2. Develop a strategy to tackle dangerous dogs 3. Consider the possibility of forming a network with other London boroughs to share best practice <p>Offer staff training on how to effectively deal with residents calling to report a dangerous</p>	<p>A lot of work has been and continues to be done with RSLs on all aspects of animal welfare and control on their estates. The landlords are exploring with their lawyers whether a compulsory registration scheme would be legitimate and enforceable. We will continue to press on this. We are also encouraging the use of anti-social behaviour provisions and tenancy agreements relating to problems resulting from irresponsible dog-ownership. We are working ever more closely with the Met. Police's 'Status Dogs Unit' including having one of their Officers embedded in our Service for 3 months. A 'Warrant Day of Action' was also organised with the Police which resulted in the execution of a large number of Warrants and the seizure of 20 dogs under the Dangerous Dogs Act. We have developed very</p>	<p>Iain Pendrigh (Team Leader, Environmental Protection)</p> <p>Iain Pendrigh</p> <p>Iain Pendrigh</p> <p>Dawn Sammons</p>	<p>Complete</p> <p>The Animal Warden Team continues to lead and develop BARK, a partnership amongst animal welfare officers of stakeholders, including SNTs, RSLs, the Status Dogs Unit, THEOs, the RSPCA and residents, to work together on dog welfare and ownership issues.</p> <p>The Service has worked closely with the Status Dogs Unit to share intelligence and information - especially on serious and/or emergency cases.</p> <p>All staff in the Team have undergone training on the Animal Welfare Act 2006 and participated in the community action events to promote responsible pet ownership among local residents.</p> <p>The Service has established close relation with other London boroughs and shared best practice.</p>

Dangerous Dogs			
Recommendation	Response / Comments	Responsibility	Update June 2012
dog. This will improve quality and speed of response.	effective partnership working and information sharing with the Police. Reporting of Dangerous Dogs can be made to either Police or the Council and advice on this will be included in the poster campaign.		

Anti-bullying Challenge Session			
Recommendation	Response/Comments	Responsibility	Update June 2012
R1 That the Children, Schools and Families Directorate works with schools to develop a mechanism to engage parents in anti-bullying initiatives. Furthermore, it also works with local third sector and faith organisations to raise awareness of dealing and responding to bullying.	<p>Support schools to raise awareness with parents e.g. around the SEAL curriculum and production of information including leaflet written for parents and carers on preventing cyber-bullying. This will be distributed through schools, Ideas Stores and other public buildings .</p> <p>Training sessions on cyber safety and other aspects of bullying will be offered to voluntary , faith and third sector organisations</p>	Liam Mc Quade, Team Manager, Behaviour Support Team	<p>COMPLETE</p> <p>SEAL work continues in all the borough's primary schools and 10 out of 14 secondary schools.</p> <p>35 000 copies of a parents' leaflet on cyber were distributed to schools in 2010.</p> <p>Sessions on the subject were delivered to 23 parents' groups and 5 professionals' meetings in 2010 including religious leaders.</p>
R2 That the Children, Schools and Families Directorate work with local schools and youth clubs to ensure their policies and practices have appropriate measures to deal with cyber bullying.	<p>LSCB E-Safety Working Group is developing a strategic approach to cyber safety which will be rolled out across schools, the youth and voluntary sectors in Tower Hamlets.</p> <p>Schools will be offered an online self review package to allow them to update their policies.</p>	Liam Mc Quade, Team Manager, Behaviour Support Team	<p>COMPLETE</p> <p>The E-Safety Working Group has produced a Young People's Leaflet which can be accessed electronically and is on the AMP website, a social network protocol and an E-Safety Training package for delivery to trainers.</p> <p>The self review package has been delayed to coincide with the launch of the new anti-bullying resource pack in early 2011.</p>

Anti-bullying Challenge Session			
Recommendation	Response/Comments	Responsibility	Update June 2012
R3 That the Children, Schools and Families Directorate support local schools to provide training and support to staff to deal with and respond to homophobic bullying.	All schools are to be provided with joint LBTH / Stonewall information on how to respond to homophobic incidents. As part of the launch they will be offered workshops on appropriate responses with support from the Tower Hamlets LGBT Forum	Liam Mc Quade, Team Manager, Behaviour Support Team	COMPLETE A joint Stonewall / LBTH poster has been distributed to all schools. Training sessions on effectively challenging homophobia have been delivered to staff from 15 schools.
R4 That the Children, Schools and Families Directorate review the use of anti-bullying helpline and use funding from this to explore other innovative methods for young people to seek advice on bullying.	The helpline will be brought in-house and run at a significantly lower cost. The directorate can no longer divert the savings made by bringing the facility in house, to other innovative methods, as this saving has contributed to make significant savings across the council in the current financial situation. Support will therefore be focussed on ensuring schools give pupils every opportunity to report bullying in a confidential way. The in-house help-line will be	Liam Mc Quade, Team Manager, Behaviour Support Team	COMPLETE The helpline was brought in house and runs at minimal cost. Despite publicity, use remains very low but it is being retained so that children and young people always have this option.

Anti-bullying Challenge Session			
Recommendation	Response/Comments	Responsibility	Update June 2012
	retained as an alternative means of support.		
R5 That the Children, Schools and Families Directorate undertake further work with schools to ensure they develop greater understanding of the impact of bullying on disabled young people and those with learning difficulties and develop policies to deal with this effectively.	<p>Offer training at SENCO conferences. Prepare anti-bullying materials with Physical Impairment team.</p> <p>A Physical Impairment Advisor is now working with the anti-bullying officer and other members of the anti-bullying working group to address this issue and incorporate ideas into the revisions to the anti-bullying guidance for schools.</p>	Liam Mc Quade, Team Manager, Behaviour Support Team	<p>PART COMPLETE</p> <p>Training was delivered at SENCO conference about bullying of children with SEN.</p> <p>Structure changes have disrupted the functioning of the working group but this issue will be prioritised for work in summer 2011.</p>
R6 That the Children, Schools and Families Directorate works with private schools and other private educational facilities such as Islamic after school classes to develop anti-bullying policies which is consistent with the borough's and national policies.	<p>Ensure that these institutions receive all the LA materials and are invited to LA events and trainings.</p> <p>Directly contact these institutions, discuss their training needs and responsibilities and offer appropriate training packages.</p>	Liam Mc Quade, Team Manager, Behaviour Support Team	<p>PART COMPLETE</p> <p>We have made a number of attempts to engage with these institutions, including allocating a team member to develop links with them. There has been little response.</p>

Youth Offenders: Supporting Vulnerable Young Adults			
Recommendation	Response / Comments	Responsibility	Updated June 2012
R1. That the Children, Schools and Families Directorate sign up to the principles of the London Youth Resettlement Pledge.	This action was implemented through the 'Making a Positive Contributions Action Plan.' This has meant that it has been streamlined through the Children and Young People's Plan (CYPP) and continued implementation and monitoring will be maintained through the Children and Families Trust.	Stuart Johnson (Head of Youth Offending Services)	Completed
R2. That all young offenders who are at risk of becoming homeless are assessed by a housing officer prior to discharge.	Through discussions between the Youth Offending Team (YOT) and the Housing Options Team, the two teams will look at the feasibility of carrying out this action. There is currently a service agreement between the two teams which governs joint working, which is to be updated soon. Resources for the recommendation are containable within existing resources.	Stuart Johnson (Head of Youth Offending Services) David Gingell (Manager of Housing Advice and Housing Options Service)	COMPLETE The SLA between Housing Options and the YOT has been amended to reflect this arrangement The service agreement is under review and is likely to be agreed shortly. It includes the statement that wherever possible the Housing Options Service will assess the young person before discharge.
R3. That the Children, Schools and Families Directorate and the	The Housing Options Service will consider this point within	David Gingell (Manager of	COMPLETE

<p>Housing service investigate the provision of additional emergency supported housing within Tower Hamlets for young people leaving custody, or appearing before the youth court and in need.</p>	<p>its wider investigations into generally increasing provision for young people in housing need.</p> <p>There are likely to be significant financial implications although that does not diminish the importance of this objective; rather, such implications will fundamentally influence the joint work to investigate and develop any provision.</p>	<p>Housing Advice and Housing Options Service)</p>	<p>One local Supporting People funded general needs hostel is now also taking young people.</p>
<p>R4. That the Youth Offending Team maintains up to date data on the number of young people in the Youth Offending Team cohort with special educational needs.</p>	<p>It has been agreed by the YOT that this information will be logged on to their data information system, the Youth Offending Information System (YOIS). The data will be placed in the appropriate place of case characteristics. This will indicate whether young people have special education needs (SEN) and whether this is at School Action, or Statutory Statemented level. The case information will be available through our standard educational information requests made as part of the assessment process for their court reports. This information will then be</p>	<p>Ian Suatt (Education Coordinator and YOT Teacher)</p>	<p>COMPLETE Data has been collected since May 2010.</p>

	available as a statistic through the Information Systems Data draw down mechanisms.		
R5.	That, in line with the Rose review, the Children, Schools and Families Directorate support schools so that all teachers are made aware of the difficulties of dyslexia and specialists teachers in each school are trained to recognise the symptoms of dyslexia.	The Support for Learning Service (SLS) has disseminated national training materials (the Inclusion Development Programme) to all schools in the Borough and has hosted a number of local conferences promoting how to improve the skills of all teachers. In the light of the Rose report these materials will be updated and the SLS will provide further dissemination and training opportunities for schools.	Roland Ramanan (Joint Head of Early Years – Children and Learning)
			COMPLETE Previous training materials disseminated and events held. Refreshed materials to be shared in Feb/March 2011. 28 teachers enrolled on MA Dyslexia course including from the PRU.
R6.	That Cabinet consider supporting the UK Foyer Federation's proposal to create a Young Offenders Academy in East London.	Cabinet have already pledged their support for this proposal as part of their consideration of the report into The Public Safety of Young People. Any future development will be presented to Cabinet. No additional financial implications arising at this stage, but if the scheme does go ahead, this will need to be considered by Cabinet.	Mary Durkin (Head of Youth and Community Learning)
			COMPLETE The UK Foyer Federations proposal was scoped out in 2008 and proposals submitted to government, There have been no further developments on the proposal.

R7.	That the Children, Schools and Families Directorate ensure that parenting courses are recommended as a matter of course to parents of young people who are entering the Youth Justice system.	<p>A leaflet has been developed which will be given to all parents explaining parenting support available.</p> <p>It should be noted that the Parenting courses are subject to the continuation of Youth Justice Board's and other grant funding.</p>	Stuart Johnson (Head of Youth Offending Services)	<p>Complete</p> <p>Leaflets available in Court and at Referral Order panels</p>
R8.	That the Youth Offending Team develop exit strategies for families of young offenders, linking with targeted youth support and parenting support.	A system for exist strategies is currently in development and will address issues highlighted by this recommendation.	Mary Durkin (Head of Youth and Community Learning)	<p>COMPLETE</p> <p>The Social Inclusion Panel (SIP) will screen and allocate services to exit plans from April.</p>
R9.	That the Children, Schools and Families Directorate use innovative methods of communication to publicise the activities and courses available through Youth Services.	<p>The Children, Schools and Families Directorate are doing a number of things to publicise the activities and courses available. These are:</p> <ul style="list-style-type: none"> • Redevelop the amp.uk.net site to provide up-to-date information about services in the borough. • Consolidate thelearninghub.org site into the amp.uk.net to provide young people with a one stop shop on information about courses and activities. • Working closely with the 	Sukhjinder Nunwa (Communications and Engagement Service Manager)	<p>COMPLETE</p> <p>Amp.uk.net site completion in October 2010. Fully functional and regularly maintained.</p> <p>Consolidated learning options into the amp.uk.net in October 2010</p> <p>99% campaigns launched and supported by LBTH.</p> <p>Holiday activities promotion is via amp.uk.net</p> <p>Summer Festival 2010(innov8) completed and planning for 2011.</p> <p>Social marketing campaign led on by corporate communications</p>

	<p>London Serious Youth Violence Board (LSYVB) in promoting their London wide campaign which aims to change perceptions of youth violence in the capital.</p> <ul style="list-style-type: none"> • Ongoing promotion of holiday activities throughout the year (holiday periods) • Working closely with the Olympics and Find Your Talent teams to host a Summer Festival for young people and families • Developing a social marketing policy to actively engage young people through innovative methods 		
<p>R10. That the Human Resources Team and Skillsmatch explore increasing the number of work experience placements, specifically targeting ex-offenders (linked with the Worklessness Scrutiny Review).</p>	<p>As part of the Local Economic Assessment and review of the employment strategy, the Employment & Enterprise team will be identifying and consulting on the key activities targeting different client groups. Following this comprehensive quantitative, qualitative and analytical process, action plans will be developed in association with available</p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Wendy Forrest (Director, The HUB) Mike Tyler</p>	<p>PART COMPLETE</p> <p>The Employment Strategy was published in 2011. As noted in the March update, the new strategy introduces a 'routeway to work' model which includes utilising and increased volume of work experience placements for unemployed residents, ex-offenders will be captured in this cohort.</p> <p>The LEA is on track for final publication and availability. The draft Employment strategy is being</p>

	<p>investment.</p> <p>Opportunities and barriers to be scoped with HR by June. Leading to development of action plan to deliver 14-19 targets. Action Plan to include Directorate targets and ensure some opportunities ring fenced for young people most at risk</p> <p>An annual target of 90 work experience places (15 in each directorate) has been agreed. Placements are being developed between April – July and are due to come on steam from July/August until the end of the financial year.</p> <p>Children, Schools and Families Directorate is working very closely with partners and asking them to identify opportunities for funding for work placements.</p>	<p>(Director, Education Business Partnership)</p> <p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p>	<p>circulated for consultation and expected to be published in May 2011. Annual action plans are being designed currently. The new strategy introduces a ‘routeway to work’ model which includes utilising and increased volume of work experience placements for unemployed residents.</p>
<p>R11. That the Youth Offending Team discuss with CAMHS (Child and Adolescent Mental Health Services) the provision of anger management training for young offenders, as appropriate.</p>	<p>Currently a protocol is being developed between CAMHS and the YOT. Once finalised, this item will be incorporated into the working arrangements.</p>	<p>Mick Reid (Operational Manager of the Youth Offending Team)</p>	<p>PART COMPLETE</p> <p>Parts of this recommendation have been carried forward through a YOT worker who assigned to CAHMS. (Further detail on anger management</p>

		Emma Fayter (Head of Nursing CAMHS)	training is being sought.)
R12. That the Youth Offending Team and Social Care ensure there is good and appropriate communication between them and any Tower Hamlets young person placed in a Young Offenders Institution, Secure Training Centres or Secure Children's Homes, whether on remand or sentence.	<p>There is an ongoing discussion happening between the Youth Offending Team (YOT) and Social Care on this issue. The YOT will continue to ensure that visits take place with a Tower Hamlets' young person in a Young Offenders Institution as per the Youth Justice Board standard.</p> <p>The Children's Social Care will continue to ensure:</p> <ul style="list-style-type: none"> • That if a young person is looked after at the point of entry to a Young Offenders Institute (YOI) or Secure training centre, they work in line with the principles of the Children Act 1989 in maintaining contact with the young person. • A young person retaining their looked after status in a YOI or Secure training centre, the young person receive all services commensurate with legislation for looked 	Stuart Johnson (Head of Youth Offending Services) Paul McGee	<p>COMPLETE</p> <p>Protocol in place January 2011</p>

	<p>after children.</p> <ul style="list-style-type: none"> • All children are assessed prior to release to check whether or not they need social care intervention. The YOT team refers to the Integrated Pathways and Support team where necessary. • In relation to the first two points the Children's Social Care team will be involved in the discussing/ planning for a young person exiting either a YOI or Secure training centre. 		
<p>R13. That the Children, Schools and Families Directorate ensure that as part of their basic training all social workers and youth workers are given introductory training in local systems for work with young people at risk of offending.</p>	<p>The YOT will explore how this could be implemented as part of the Induction process for new staff in Children, Schools and Families.</p> <p>Organisation Development are reviewing the course structure for those going through the Post foundation stage of the Social Workers training. They will look at wither they can introduce something around working with young people at risk of offending into this redesigned</p>	<p>Stuart Johnson (Head of Youth Offending Services)</p> <p>Ann Johnson (Social Care Training Coordinator)</p>	<p>COMPLETE.</p> <p>The post foundation course structure has been reviewed and now is split into an intermediate and advanced safeguarding training course. We have agreed in principle that it is possible to introduce this into the advanced safeguarding training for social workers and designated cp professionals. Unfortunately we have had to cancel the March date and so it will not be able to be implemented until the next date on 01/07/11.</p>

	course.			
R14.	That Cabinet lobbies Central Government and the Youth Justice Board to ensure Young Offenders Institutions are sufficiently funded to provide a full range of education, mental health and other support services, to facilitate each young offenders transition into responsible, law abiding adulthood.	The Director of Children, Schools and Families will speak to the Leader and Cabinet about developing an appropriate response to this recommendation.	Isobel Cattermole (Acting Corporate Director of Children, Schools and Families Directorate)	COMPLETE The Director has raised the issue with the Mayor and the Corporate Director – Resources, re the protection of funding for the YOT more generally. The Director has given assurances that every effort will be made to try and protect YOT core funding.
R15.	That in preparation for a period of fiscal tightening the Youth Offending Team identifies and tracks all its current and anticipated funding. Many important programmes have at risk all or part of their funding. This situation requires close monitoring, particularly where partnerships are involved.	The YOT Manager and the senior managers of the Children, Schools and Families Directorate are monitoring all budgets, especially grant funded targeted work, carefully and will discuss particular budgets at risks with appropriate stakeholders at an early stage. In terms of targeted work they looking at the provision provided these across the Directorate.	Stuart Johnson (Head of Youth Offending Services) Mary Durkin (Head of Youth and Community Learning) Isobel Cattermole (Acting Corporate Director of Children, Schools and Families Directorate)	COMPLETE Awaiting information from YJB as to the level of grant funding in the coming year. Funds from Early Intervention grant identified.
R16.	That the Youth Offending Team regularly benchmark against innovative youth offending schemes nationally and where appropriate internationally.	In the annual benchmarking exercise which compares Tower Hamlet's YOT performance with national and those of its statistical neighbours, the Tower Hamlets' YOT was rated as	Stuart Johnson (Head of Youth Offending Services)	COMPLETE Recent benchmarking in respect of First Time Entrants to the Youth Justice system. The data shows a marked drop in the rate of FTE in 2009/10, and comparison with family, London and national data indicates that our improvement

	<p>'Excellent.' The service will continue benchmarking with similar service providers and explore learning from innovative youth offending schemes.</p>		<p>has been at a greater rate than that of the comparison samples.</p>
<p>R17. That the Youth Offending Team ensures young offenders are supported during the transition from the youth justice to the adult justice system, providing full information to Probation services at the point of transfer.</p>	<p>The YOT will follow the Pan London agreement regarding the transfer of cases to London Probation. This agreement is currently in its final draft.</p>	<p>Stuart Johnson (Head of Youth Offending Services)</p>	<p>COMPLETE</p> <p>The YOT is involved in a pilot with the YJB for the electronic transfer of cases to Probation</p>

TOWER HAMLETS ENFORCEMENT OFFICERS			
Recommendation	Response / Comments	Responsibility	Update: April 2012
<p>R1 That the Community Safety Team undertakes a new publicity campaign to raise the profile of the THEOs. This should include publicising their roles, responsibilities and achievements in local media such as the East End Life, RSL newsletters, Estate notice boards and BME media. This should also include permanent displays at Idea Stores, Leisure Centres and Supermarkets.</p>	<p>When the THEO service was launched last year, we embarked on a comprehensive media and engagement plan which was provided to the panel as part of the briefing documents for the challenge session on the 20th July. The Community Safety Service has already started work on developing a new communications & engagement campaign which has already commenced. For example displays are now on a DVD loop at ideas stores across the borough and in the Royal London Hospital. A new information leaflet will be published by the end of December with much more planned to take place from early next year. It should be noted that activity will need to consider cost effective methods due to the economic circumstances. This is welcomed as an</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Complete/Ongoing</p> <p>The Safer Communities Service has conducted a number of THEO's publicity activities including holding Road Shows and producing leaflets.</p> <p>Leaflets have been distributed to a number of public agencies, and have been available in venues including Idea Stores and GP surgeries.</p> <p>The DVD loop on THEOs is displayed at Idea Stores and the Royal London Hospital. Posters were also made from the DVD and distributed to the businesses in the Brick Lane area and the Royal London Hospital.</p> <p>The service ensures that any relevant news about the work or success of the THEOs is considered for EEL and circulated to other media. In addition the officers distribute 'Action Taken' leaflets targeted at areas which are under patrol or have recently seen enforcement activity.</p>

	<p>opportunity to try different approaches. An initial plan has already been drafted and can be provided if required.</p>		
<p>R2 That the THEOs develop relationship with the Local Area Partnership, Schools and Community / Youth Centres through presentations and visits highlighting their work and noting community concerns</p>	<p>At present there are only 16 officers and therefore it is not possible for the officers to attend all LAP meetings across the borough. However the officers are linked in with the local police SNTs and will be attending ward panels as part of the development of service integration. Consideration will be given to attending schools to introduce the service which forms part of the engagement plan. However it should be noted that engagement activity does result in less patrol time on the streets and any abstractions from duty must be carefully considered.</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Ongoing</p> <p>THEOs attend SNT Panel meetings, where appropriate, for continued awareness of community concerns.</p> <p>To develop relationships with the local community and engage parents, in particular, THEOs visited primary schools after school patrols. Much of the officer's engagement takes place whilst on patrol, stopping and talking with the community. A balance must be considered to maximise patrol time.</p>
<p>R3 That the Community Safety Team explores methods of making its workforce consistent with the Council's Workforce to Reflect the Community Strategy</p>	<p>The diversity make up of the officers very much represents the BME make up of the local community. Officers consider themselves to represent the following BME groups; British, Pakistani,</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Ongoing</p> <p>The diversity of the officers continues to represent the BME making up the local community.</p> <p>However, the Safer Communities Service has been unable to improve female representation in the workforce due to the freeze on the recruitment of THEOs.</p>

	<p>Caribbean, Chinese Cantonese, Turkish, Sri Lankan and Bengali.</p> <p>We accept that at present there are no female officers represented within the service and this is something we are committed to addressing at the first opportunity when we are able to recruit new members of staff. The SMT have already held discussions with the Councils Race & Diversity team to considered targeted recruitment. Initial conversations have taken place with the Muslim Women's Collective.</p>		
<p>R4 That the THEOs leave stickers in locations they have worked in to show their impact in dealing with the issue and to advise residents of what they can do if problems persist</p>	<p>The suggestion that the officers leave stickers to clearly show where they have been seems like a very useful suggestion and it something which we have given consideration to in the past. Clearly this might work where officers have reported a broken lamp post or reported dumped rubbish for removal, but it becomes</p>	<p>Gavin Dooley (Head of Enforcement and Support Intervention)</p>	<p>Ongoing</p> <p>A further study showed that stickers would cause other problems including extra litter.</p> <p>Instead, the service provides calling cards for THEOs to leave with residents which advise residents to contact THEOs where problems persist. This has helped in ensuring that residents who may be at work are aware that the officers have been on patrol even though they may not have seen them.</p>

	<p>more problematic using such a tactic where officers have been deployed to deal with ASB. In such circumstances, officers do already put leaflets into letter boxes to explain that the officers have patrolled the estates and explain how to report ASB. As part of the communications plan we are going to redesign the introduction leaflet which will mean people should have more information about the service, the role and how to get in contact.</p>		
<p>R5 That the Community Safety Team set up an integrated IT system to improve shared intelligence and better mapping of Anti Social behaviour issues around the borough. Joint intelligence reports should be disseminated to LAP steering groups in order to empower local community leaders to resolve issues locally.</p>	<p>The issue of a comprehensive IT system has been a significant problem for sometime. The advent of the Service Integration and Localisation agenda has now resulted in this entire issue being reviewed and identified as a priority for services across CLC. The CLC Director has already initiated a project group to examine this issue and develop IT solutions which will ensure that front-line officers are equipped</p>	<p>Andy Bamber (Service Head – Community Safety)</p>	<p>Complete</p> <p>Safer Communities now have a dedicated analyst for 2012/13 working to the Police and local authority. Products are produced on problem type Ward profiles, geographic profiles and subject profiles. These products inform Council enforcement services, SNT and Police teams that are funded by the local authority.</p>

with the appropriate solution to maximise efficiency.

The ability of the Councils to map ASB has significantly improved. The introduction of Joint Tasking model has resulted in comprehensive data and maps being produced on a monthly basis which informed the tasking of the THEOs and other front-line resources. The analytical products now contain relevant information from the police, ASB reporting systems and RSLs. These reports are provided to the RSLs leads for ASB via the RSL forum.

Consideration can be given to provide the LAPs steering groups such reports but it is advised that this is done in the context of a meeting which seeks to deal with the issues of crime and ASB across the LAP area. For example, similar reports were produced for LAP 1 steering group to enable them to make decisions about the tasking of THEOs as part of the Participatory Budgeting operations.

<p>R6 That the Community Safety Team continues to explore greater partnership working with Registered Social Landlords in order to share intelligence and increase collaboration around the borough</p>	<p>The CSS SMT works closely with RSLs across the borough. Officers attend the key CDRP groups i.e RSL ASB Forum. We currently have an SLA with Tower Hamlets Homes and discussions are taking place with other RSLs to consider what support can be provided. In addition the CSS already provides a dedicated intelligence and surveillance support service to RSLs. The monthly analytical products produced for Joint Tasking contain information taken from the key RSLs REACT database. These reports are provided to the RSLs leads for ASB via the RSL forum.</p>	<p>Andy Bamber (Service Head – Community Safety)</p>	<p>Ongoing</p> <p>Safer Communities now have a Service Level Agreement to provide THEO services for THH. Other RSLs have used RIPA and covert camera service with excellent results. Working with the THEOs other RSLs are exploring CCTV options.</p>
<p>R7 That the THEOs explore increasing working with other parts of the Council and external agencies which are involved with detached and outreach working</p>	<p>The THEOs work closely with the CSS DAAT Outreach Team. Both teams come under the responsibility of the CSS Enforcement & Operations manager. Recently the CSS has developed the Care Plan meeting which is a multi-</p>		<p>Ongoing</p> <p>The Safer Communities Service, including THEOs, focuses on the issue of drugs and alcohol and works jointly across various agencies to tackle the issue.</p> <p>The service has established the Care Plan group, which is multi-agency partnership that focuses on dealing with people who misuse</p>

	agency group which operates a case management mode. It seeks to provide supportive interventions and appropriate enforcement activity to persistent individuals who engage in crime and ASB on the streets. E.g work with Thames Reach regarding rough sleepers engaged in street drinking and begging.		drugs and alcohol.
R8 That the Community Safety Team explores providing a seven day coverage so the THEOs are on the streets every day	The initial development of the service means that with only two teams it is not possible to provide operational cover seven days a week. An assessment of demand was completed prior to the shift pattern being approved. It shows that the peak period of concern for issues which the THEOs are empowered to deal with is from Thursdays to Sunday (1400 – 0200hrs). Once the service expands and more officers are employed, the shift system will be reviewed.	Andy Bamber (Service Head – Community Safety)	Ongoing The small number of THEOs restricts the availability over 7 days. However, there has been a negotiated shift change during the Safer Communities restructure to ensure THEO coverage through the night to ensure greater response to noise and ASB issues.
R9 That the performance outcomes of the THEOs are measured against costs and monitored on a 6 monthly	The CSS SMT has already developed performance management procedures for	Andy Bamber (Service Head – Community Safety)	Complete/Ongoing. The Safer Communities Service has developed

<p>basis to ensure value for money</p>	<p>the monitoring the activity of the THEOs. Any assessment of value for money must take into consideration the impact on police resources as well as council resources. The officers have been provided with a unique set of powers which enable them to deal with low level ASB issues which free the police resources to be deployed to other community priorities. In addition the officers are the only front-line resource in the council which has been provided delegated authority to deal with issues which traditionally have been the responsibility of several service areas. The move to generic working will reduce duplication and create opportunities for far wider efficiency savings whilst improving the quality of service and the response to the community. It would be advisable that any assessment is completed post the implementation of the first Service Integration Team in LAPs 1&3.</p>		<p>performance management procedures for the monitoring the activity of THEOs.</p>
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Parental Engagement in Secondary Education			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That Children, Schools and Families Directorate help to develop the Parent Support Partner (PSP) role within schools to ensure parents have access to the information and support they might need to access services, including parenting programmes.</p>	<p>1. Complete - LAP based Parent Support Coordinators audited parental engagement in all borough secondary schools. Mapping of activity is ongoing.</p> <p>2. Complete - LAP focused Parent Support programme publicised in Children's Services Training Directory, "Parents Matter Newsletter, PSP Link meetings, flyers and email network group.</p> <p>3. Complete - Support work in Schools (SWiS) delivered. 9 secondary school staff have completed and achieved the SWiS level 3 qualification</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>ON GOING</p> <p>Supporting and developing the work of Parent Support Partners in Secondary Schools continues including parent consultation, transition and information and support for parents to increase their understanding of the secondary school curriculum is on-going (on going).</p> <p>Service level agreements are being negotiated to sustain this work with schools.</p>
<p>R2 That Children, Schools and Families Directorate develops clear and accessible information and communication networks for parents through development of the PSP role, publications and newsletters, websites, parent forums and rep schemes as well</p>	<p>1. Complete - Parental Engagement Team working in partnership with communications team. Organised Working with Parents Seminar to promote the work of Family Information Service and launch of Family Services</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>ON GOING</p> <p>Parent forums have been developed and supported in Swanlea and Oaklands (on going).</p> <p>Parental Engagement Team have delivered Working with Parent Seminars, Link meetings for parent support staff and training sessions to</p>

Parental Engagement in Secondary Education			
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as face to face meetings.	<p>Directory, attended by 35 staff.</p> <p>2. Complete – Family Information Service promoted in termly “Parents Matter” Newsletter and Via localised cluster based meetings.</p> <p>2. Complete – Family Information Service signposted as a key service. Information included in Parent Support – ‘Using Information Services’, part of the core training offer for school staff. 2 training sessions delivered. Programme to be repeated Spring 2011.</p>		<p>staff in Primary and Secondary schools</p> <p>‘Parents Matter’ Newsletter promotes training opportunities for all staff working with parents and shows examples of good practice</p>
R3 That Children, Schools and Families Directorate in partnership with primary and secondary schools develops a seamless and effective transition process from year 6 (primary school) by running transition information sessions (Parent	<p>1. Complete – take-up from secondary schools varied, limited staff capacity within some schools to work directly with parents on a regular basis. Schools have been supported to explore staff capacity and training /</p>	Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning	<p>COMPLETE</p> <p>Supporting all Transition Borough Days. Year 7 transition courses at BGTC and Swanlea (including a focus on year 7 girls). Support for transition into year 8 (Raines). Parent Information Point (PIP) Transition sessions have become embedded in primary schools to facilitate smooth transition for children between</p>

Parental Engagement in Secondary Education			
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Information Point) for all Year 7 parents. This should be followed by a structured induction into year 7 through workshops and short courses enabling parents to learn more about how secondary schools work and how they can support their child's learning.	<p>professional development needs</p> <p>2. - 6 secondary schools participated in the Transition Programme for year 7 parents: St Paul's Way, Oaklands, Bethnal Green Technology College, Raines Lower School, Mulberry Girls, and Langdon Park. 3 further schools held extended Parent Information Point (PIP) sessions for parents of children in year 7: Central Foundation, Bishop Challoner Girls School and Swanlea. 121 Parents attended.</p> <p>Parent Forums have been established in 4 schools.</p> <p>3. – Course evaluations have been positive, further learning opportunities taking place in autumn term.</p>		primary/secondary schools. The sessions offer clear information to parents and help them through the application process. 69 PIP sessions took place in primary and secondary schools between April –October 2010 attended by a total of 821 parents
R4 That Children, Schools and Families Directorate supports secondary schools to offer	<p>1. Complete - Senior PSC attending all IAG meetings. Contributing to development of publicity, information &</p>	Sharon Sullivan, Senior Parent Support Co-	<p>ON GOING</p> <p>Support for yr 9 and 11 Option events offered to all secondary schools (On going).</p>

Parental Engagement in Secondary Education			
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<p>transition information sessions for parents of children in Y9 (making curriculum choices) and Y11 (making post 16 choices) and pilots a Choice Advice Service for parents who find it difficult to engage with the process.</p>	<p>promotion. Work with the hub is ongoing Parental Engagement Team have supported targeted events for parents of NEETs and young people at risk of NEET</p> <p>2. Complete –5 schools recruited following audit.</p> <p>3. Parent Support Partner / Choice Advisor appointed for each school. Transition work with parents of young people 14-19 established, Parent Support Partners’ supported to deliver 7 parent workshops for those at risk of making poor transition. 1-1 support meetings also provided.</p> <p>4. Complete all schools offered support– Approx 500 parents of young people in years 9, 10 and 11 attended Parent Information Point (PIP) sessions and workshops to support transition.</p>	<p>ordinator, Early Years, Children and Learning</p> <p>Wendy Forrest, Director of the Hub, Tower Hamlets 14-19 Partnership</p>	<p>Senior PSC attends IAG meetings</p>

Parental Engagement in Secondary Education			
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<p>R5 That Children, Schools and Families Directorate support schools to ensure that there is a dedicated area for parents to meet or attend programmes, either in the school or nearby.</p>	<p>Complete – Review of appropriate space for Parental Engagement activities undertaken during audit of Parent Support in 2009. Increasing number of schools developing accessible, multi-purpose space.</p> <p>Adult learning / meeting / crèche space is still limited within some schools. Where possible links have been established with local community venues.</p> <p>Consideration of appropriate space included in “Developing a Welcoming School” training” available for secondary school staff</p>	<p>Ann Sutcliffe, Head of BSF, Building Schools for the Future</p> <p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p>	<p>COMPLETE</p> <p>As of March 2011 eight schools are under construction within the BSF programme. A further seven schools are currently within the New Project Approval design development process. During the NPA design development process all schools and their stakeholders are engaged in an extensive process including weekly engagement meetings, structured design workshops and consultation events. Other methods and formats of engagement include:</p> <ul style="list-style-type: none"> § Incorporation of the school’s vision into the design brief for being a community school including the provision of flexible community spaces and learning resource areas that will be accessed by the community out of school hours; § Regular feedback and input from Governing bodies of schools via Design Quality Indicator workshops and presentations to Governors; § Scheduled formal design & build and ICT engagement meetings with the school and design team to conceive, develop and arrive at an agreed master plan and outline 1:200 design solution;

Parental Engagement in Secondary Education			
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			Public consultation events in preparation of submission for planning application. Appropriate space for Parental Engagement activities is an ongoing challenge for secondary schools.
R6 That secondary schools, with the support of the Children, Schools and Families Directorate, introduce regular consultation events to obtain parents' views and build trust and confidence (Parent Voice), ensuring parents receive feedback and see results.	<p>1. Identifying and meeting with school staff proved challenging due in part to complex structures and staff roles. Events planned in partnership with Parent Support Partners and extended school staff work well.</p> <p>2. Parent Voice events have taken place in 3 schools. Work is ongoing to further develop events and build upon questionnaires used in majority of schools.</p> <p>3. Work to improve feedback and dialogue with parents and governors is ongoing.</p>	Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning	COMPLETE Parent Voice consultations to take place BGTC and Oaklands.
R7 That Children, Schools and Families Directorate supports schools to develop a welcoming School with training for front-line	1. Complete – Due to demand 3 “Developing a Welcoming school” training sessions have been delivered.	Sharon Sullivan, Senior Parent Support Co-ordinator, Early	COMPLETE Parental Engagement training sessions for Oaklands, Bow Boys staff on developing and improving work with parents.

Parental Engagement in Secondary Education			
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<p>staff, both in the office and the classroom, on how to make parents feel comfortable, particularly when discussing sensitive issues.</p>	<p>Further programmes planned for 2011</p> <p>2. Complete – 2 training sessions centrally delivered. Localised sessions failed to recruit sufficient numbers.</p>	<p>Years, Children and Learning</p>	
<p>R8 That the Children, Schools and Families Directorate support schools to develop an ongoing programme of interactive activities and workshops for parents to learn more about the curriculum, how children are taught and how they can support their child’s learning, as well as approaches to parenting teenagers.</p>	<p>1. 2. Complete - Success of 3 week Transition Course for parents of children in year 7 has led to the development of parent groups / forums in 3 Secondary Schools with plans for parent forums to be set up in 2 additional schools.</p> <p>3. A wide range of courses have been delivered in response to parent survey / voice consultation and school priorities. Courses include 16 Strengthening Families Strengthening Communities (SFSC) parenting courses (including targeted courses in Bengali), Passport to Learning Building skills &</p>	<p>Sharon Sullivan, Senior Parent Support Co-ordinator, Early Years, Children and Learning</p> <p>Denise Hickford, Parental Engagement Coordinator, Equalities and Parental Development</p>	<p>COMPLETE</p> <p>Parental Engagement Team has supported school Curriculum Days. Working with PSP to develop work with parents, especially signposting skills. Encouraging better parent worker links between primary and secondary schools. A wide range of courses continue to be delivered in secondary schools: 9 further SFSC courses have been delivered. Accredited courses – Volunteering in your child’s school</p>

Parental Engagement in Secondary Education			
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	<p>confidence courses, Volunteering in your child's school (accredited and non-accredited), Healthy Living and creative programmes. Parent Volunteer programmes have been established in 2 secondary schools. Parents are now volunteering in the classroom and on visits and extra-curricular activity.</p> <p>Further programmes and development negotiated for the autumn term.</p>		

Appendix 9

Reducing Worklessness Amongst Young Adults 18-24			
Recommendation	Response / Comments	Responsibility	Update June 2012
R1 That the Prosperous Community Plan Delivery Group (CPDG) accelerates progress on Apprenticeships by setting annual targets which are agreed by partner organisations and should explore using any locally available funding	<p>14-19 team to ensure</p> <ul style="list-style-type: none"> Integration with 16-19 commissioning plan which includes local Apprenticeship numbers Support from the National 	Wendy Forrest (Director, The HUB)	

	<p>Apprenticeship Service and agreement with Group Training Agencies to engage employers offering Apprenticeships up to 19</p> <p>CPDG to secure from each strategic partner an annual commitment to new apprenticeship starts, 16-19 and 19+ for 2011/12 and annually thereafter <i>No additional resource required to maintain ongoing relationship with Apprenticeship providers and NAS.</i> <i>Grant request submitted to NAS to pilot improved Apprenticeship delivery programme and engagement with those sectors (principally financial services) that do not currently participate in the Apprenticeship programme</i> An annual target of 70 apprenticeships within the council has been set by the Work based Learning Service as part of the Workforce to</p>	<p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p>	
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	<p>Reflect the Community Strategy <i>No additional resources required to meet this target which is now increased to a minimum of 83</i></p>			
R2	<p>That annual targets for work experience commitments are secured by the Human Resources Team for 14-19 year olds and the Employment and Enterprise Team for 19-25 year olds. There should be a clear emphasis on targeting groups with high levels of economic inactivity such as vulnerable young adults, women and ex-offenders</p>	<p>As part of the Local Economic Assessment and review of the employment strategy, the Employment & Enterprise team will be identifying and consulting on the key activities targeting different client groups. Following this comprehensive quantitative, qualitative and analytical process, action plans will be developed in association with available investment. <i>Financial implications: None. LEA process is near completion and within current budget allocations</i> <i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans will follow strategy through employment enterprise task groups and Prosperous communities group</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business)</p>	<p>In Progress</p> <p>Following the adoption of the Employment Strategy the action plan looked at short medium and long term actions. The Strategy introduced the “Routeway to Work“ concept; and work experience opportunities is a key task within that journey. The DWP have introduced funded programmes by external contractors which generate and provide work experience placements across the private sector and the council has worked proactively with these organisations to ensure residents maximise the opportunities. Work experience opportunities have taken place within the council and there is an action to develop a more robust council wide work experience scheme contained within the 2012/13 strategic plan.</p>

		<p>Partnership)</p> <p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p>	
	<p>Opportunities and barriers to be scoped with HR by June leading to action plan to deliver 14-19 targets. Action Plan to include Directorate targets and ensure some opportunities ring fenced for young people most at risk <i>No additional resource required to maintain ongoing relationship with EBP</i> An annual target of 90 work experience places (15 in each directorate) has been agreed. Placements are being developed between April – July and are due to com on steam from July/August until the end of the financial year.</p>		
R3	<p>That NHS Tower Hamlets in partnership with the Council and other local health partners continue to develop specific schemes in professional health related fields with shortages to develop a workforce that reflects the community</p>	<p>Skillsmatch is working closely with the health sector and health cluster businesses to ensure motivated job ready individuals are being linked to the vacancies which exist and have signed an SLA with Barts and the Royal London Hospital Trust to maximise the number of health sector jobs secured by residents <i>Financial implications: None.</i> <i>Agreement with Barts and</i></p> <p>Andy Scott (Employment and Enterprise Manager)</p> <p>Andrew Attfield (Associate Director</p>	<p>COMPLETED</p> <p>The Skillsmatch service works closely with Bart’s and London Trust to promote, advertise and match residents to local Health sector opportunities. Further development on a health routeway to employment is being developed alongside the Trust, the Host Borough Unit project of Growth Boroughs and the BIS department programme of Skills for Growth.</p>

London contains financial income for the Council to compliment the work of Skillsmatch. Promotion of health sector will be through communications plan developed alongside strategy work.

A Health Careers Board has been established by NHS Tower Hamlets that includes all the NHS Trusts in Tower Hamlets, City University, Tower Hamlets College and the Local Authority. The Board will put into place Action Plans that will aim to attract more young people and adults into clinical careers. NHS Tower Hamlets will continue to provide work placements; graduate and apprenticeship roles to local people as part its plan to have a workforce that reflects Tower Hamlets communities.

Whilst the NHS is undergoing reorganisation and reduction of management costs at present, it is committed, through the Health Careers Board, to increasing local employment in clinical areas,

Community Employment, NHS Tower Hamlets)

	<i>especially in relation to underrepresented BME communities. The full action plan is planned to be adopted in September, and will include marketing to parents and children on nursing roles, taster placements for school students and an extended apprenticeship programme.</i>		
R4	<p>The Prosperous Community Plan Delivery Group (CPDG) explores extending existing Graduate Programmes in the borough to devise a summer internship programme for Undergraduate Tower Hamlets residents</p> <p>An internship scheme is being organised to start in August. It will offer 3 month placements with training / coaching support. The scheme will be for 20 graduates. <i>No additional Resources required to meet this target , however we may have to reduce this intake to 13-14 places</i></p> <p>A number of organisations including Skillsmatch, ELBA, Young Foundation, Adaab Trust, University East London and the London Metropolitan University will be setting up an action group to look further into graduate unemployment and aspects of job brokerage for new graduates.</p>	<p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p> <p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>Graduate recruitment has risen as part of the growing challenge of employment during an economic downturn. This subject has been explored and discussions have taken place to promote graduate recruitment programmes but effects are limited due to reductions in funding. A number of Graduate programmes exist and are continuing including the ELBA 'Eagles' project and the Councils graduate programme through the Skillsmatch Service.</p>

		<i>Financial implications: None. Staff resource to attend steering group meetings is contained within current allocations.</i>		
R5	That the Prosperous Community Plan Delivery Group (CPDG) explores either developing or supports in extending an existing mentoring project where unemployed young adults have an opportunity to be mentored by officers from the Partnership	<p>This recommendation will be considered further in the Employment Strategy refresh during 2010/11</p> <p>The action group mentioned in R4 will also look at a partnership approach to mentoring local graduates and advising them on employment related issues.</p>	<p>Andy Scott (Employment and Enterprise Manager)</p> <p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>Mentoring has been explored as an additional support mechanism to local residents. Many new employment programmes now have targets for sustainable employment and mentoring and support is a key element to achieve longer term employment and progression. The Councils own programmes and Government programmes have all utilised buddies and mentors to support their customers. The partnership has been on hold pending the introduction of the new Mayors employment and enterprise Board and therefore has not been taking part in mentoring through this route. It is however known that many partnership participants are mentors and promote mentoring across their organisations.</p>
R6	That the Employment and Enterprise Team develops innovative methods to inform young adults about job and training opportunities; this should include the use of social networking sites and text messaging	<p>Skillsmatch have in place a text messaging service to inform those that are registered about opportunities for employment and training and maximising innovation is already planned into the future work.</p> <p>Skillsmatch also have a client database where clients receive emails on potential vacancies. The Employment</p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>The Skillsmatch service has introduced a texting service to enhance its communication with young people and to maximise the use of modern technology.</p>

	<p>Strategy refresh will also include a communication strategy which will explore innovative methods of communication.</p> <p><i>Financial implications: None. Any additional development of marketing through new technology will be developed through Strategy action plans. Any changes to marketing delivery will be costed and explored for value for money.</i></p> <p>The development of the new Children, School's and Families Directorate youth website and the 18+ options brochure to be available online and in print should contribute to this work</p> <p><i>No additional resource required to provide 10/11 website and print-based IAG</i></p>	<p>Wendy Forrest (Director, The HUB) Streve Grocott (Area Manager Tower Hamlets, Futures)</p>		
R7	<p>That the Third Sector Team develops a communication strategy to publicise third sector employment support available to residents locally</p>	<p>Third Sector WNF team will work with Employment and Enterprise Team to develop a Communication Strategy and publicise third sector employment support available.</p> <p><i>There are financial implication on this as this has not been budgeted for but there could be potential</i></p>	<p>Abid Hussain (Third Sector and External Funding Manager)</p> <p>Andy Scott</p>	<p>COMPLETED</p> <p>Communications channels have been developed to ensure that opportunities are promoted across the widest area possible, this includes linkages to JCP and resident facing organisations. Further exploration of this will be a part of the development of sector based routeways to work</p>

	<p><i>European funding for this which we are exploring</i></p> <p>The Employment and Enterprise Team are developing a communications strategy to publicise employment support.</p> <p><i>Financial implications: None. Communications strategy will be developed as part of ongoing economic strategy development work</i></p>	(Employment and Enterprise Manager)	
R8	<p>That the Prosperous Community Plan Delivery Group (CPDG) use the Connexions model to explore developing a detached and outreach strategy to reconnect with unemployed 18-24 year olds</p> <p>As part of the Local Economic Assessment process, evidence of different groups of unemployed and economically inactive residents will be identified and evaluated. This work will lead to development of partnerships and engagement proposals to deliver the most productive methodology of engagement producing the highest impact for investment. This will include engagement with disadvantaged, detached and marginalised groups.</p> <p><i>Financial implications: None. LEA process is near completion and within current budget allocations</i></p>	Andy Scott (Employment and Enterprise Manager)	<p>COMPLETED</p> <p>The Employment & Enterprise team have explored the increased use of outreach models to connect with 18-24 yr olds. Due to funding restrictions a new programme of focus outreach is unable to go forward. The Council has however developed strong partnership arrangements with Youth services, Connexions and NEET teams to ensure they can access the opportunities available. Further development of the targeted geographic programme which will be an outreach based programme will also include this work.</p>

	<p><i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans will follow strategy through employment enterprise task groups and Prosperous communities group.</i></p> <p>Employment Task Group reporting to the Prosperous Community Plan Delivery Group to develop a localised multi-agency outreach pilot providing intensive support to young people transferring from NEET to JSA/ESA linked to the Employment Strategy, 14-19 plan and Olympic borough Strategic Regeneration Framework. <i>This is linked to DWP resourcing request in R9</i></p>	<p>Mike Tyler (Director, Education Business Partnership & Chair of the Employment Task Group)</p>	
<p>R9 That the Prosperous Community Plan Delivery Group (CPDG) works with Jobcentre Plus, Connexions and Local Authority teams to ensure that NEET young people moving into adult unemployment receive consistent and seamless support</p>	<p>The Employment & Enterprise team working on behalf of the Employment Task Group are already exploring the opportunities within DWP funding streams to develop proposals that will link the work of connexions, JCP and local delivery</p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>Proposals were drafted to develop a transition programme and a pilot programme was delivered by Bromley by Bow Centre. Further funding was not available to scale up this work However since this work JCP have subsequently introduced a whole raft of support to young people about employability,</p>

	<p>agencies to develop transition arrangements between service delivery at different ages. It would be preferable to create an innovative intervention which focuses young people on employment before they move onto an unemployment benefit delivery agency. This is ongoing.</p> <p><i>Financial implications: None. Neet project is looking at external funding to go forward through ESF matched opportunities</i></p> <p>This will take forward work which has already been initiated and is a priority to be led through the Employment Task Group reporting to Prosperous Community Plan Delivery Group</p>	<p>Mike Tyler (Director, Education Business Partnership & Chair of the Employment Task Group)</p>	<p>motivation and job preparation.</p>
<p>R10 That the Prosperous Community Plan Delivery Group (CPDG) commit to organising at least two job fairs annually</p>	<p>CPDG and its partners will organise a minimum of 2 jobsfairs events per year which will include larger generic jobsfairs as well as smaller targeted events. CPDG are committed to working alongside the Employment task group and its strategic partners and will</p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>The Olympics 2012 has been a key focus of the years work and two major jobsfairs have taken place with over 1100 local customers attending. These events are in addition to localised sector based events at Skillsmatch to link local people to specific recruitments being advertised.</p>

gather and co-ordinate a jobsfairs and events calendar for the year to ensure that internal and external investment in these events is maximised. CPDG and the Employment Task group will also work alongside any new delivery organisations for the emerging government 'work programme' to promote job opportunities for local residents.

Larger events will be managed by Jobcentre Plus and the Councils Skillsmatch service whilst smaller targeted events can be geographic based like the recent Ask Coach LOCOG/ RSL roadshow event in Bow and the LAP based event being planned by WNF programme team. Key sector based events will be designed to promote local opportunities including health, security, hospitality and retail. These events will target specific work sectors linked to Barts and Royal London, Olympics, new developments in the borough, sector shortage

	<p>areas and growth sectors within the local labour market. Events can highlight different levels of jobs including from entry level through to graduate placements.</p> <p>Jobsfairs, events and publicising opportunities will also form part of the communications and publicity plan which is developing alongside the Employment and Enterprise strategies revision process.</p> <p>Financial implications: Medium Events with strategic partners will usually have funding attached to them. Specific events focusing on sectors or geographies will be planned into new programmes of work however additional funding allocations will need to be secured for current and ongoing programmes to ensure successful outcomes.</p>		
R11 The Third Sector Team liaises with third sector organisations to	Third Sector Commissioners' Group to:	Abid Hussain (Third Sector and	COMPLETED

<p>develop a clear and consistent commissioning framework that sets out at the outset what it intends to purchase and what the third sector is providing. In addition, the Third Sector Team explore methods to encourage the Third Sector to be more qualitative in approach rather than merely report on outcomes</p>	<ul style="list-style-type: none"> • Develop a framework (prospectus) • Work with the Third Sector Team and other colleagues to develop a capacity building Action Plan • Review the commissioning arrangements for MSG and CMF • Strengthen partnerships with third sector around commissioning and procurement by communicating opportunities to bid for LBTH contracts and facilitating a third sector provider day. <p><i>Might have future financial implications but at present this work is ongoing using existing resources</i></p>	<p>External Funding Manager)</p>	<p>A report on MSG & CMF went to Cabinet on 14th March outlining the broad framework/programme for next three years including funding, and monitoring / reporting processes. Quarterly training provided to local VCOs by the Procurement Team. Opportunities for third sector organisations to bid for LBTH contracts is currently promoted via TH CVS, however, a Commissioners Group does not currently exist.</p>
<p>R12 That the Third Sector Team capacity build and support umbrella organisations and Third Sector Partnerships such as the</p>	<ul style="list-style-type: none"> • Ensure support is available to local third sector organisations 		<p>COMPLETED</p> <p>A range of support is commissioned to the sector via MSG and directly via the CVS.</p>

<p>Third Sector Employment Network to carry out collaborative work, influence policy and advice and support mainstream agencies</p>	<p>including infrastructure/umbrella organisations</p> <ul style="list-style-type: none"> • Use third sector networks and advisory boards to seek advice and help influence and shape future and emerging policy. <p><i>Might have future financial implications but at present this work is ongoing using existing resources</i></p>		<p>Third Sector Advisory Board meets regularly [bi-monthly] and discusses issues affecting the VCS</p>
<p>R13 That the Employment and Enterprise Team devise a clear Enterprise Strategy which gives on going support to local social enterprises and encourages entrepreneurship amongst young adults</p>	<p>A scoping paper is already being drafted in preparation for the wider development of the enterprise strategy, which will go through a consultation phase and link to the enterprise statement in place. This has an element of entrepreneurial focus as well as a support to all enterprises. Funding will need to be secured to take projects forward. <i>Financial implications: Limited.</i> <i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>COMPLETED</p> <p>The Enterprise Strategy was agreed at Cabinet in February 2012 and will go through full Council in April 2012 for adoption.</p>

	<p><i>team, development of action plans containing enterprise start up will follow the strategy through employment & enterprise task groups and Prosperous communities group.</i></p> <p><i>Any actions proposed but not yet funded will seek to apply for externally based funding.</i></p> <p>Delivery of enterprise based initiatives is on-going including projects through the Bishop Gate Section 106 funds and the East London Business Place. Once completed, delivery of the Enterprise strategy will also commence.</p>	<p>Gay Harrington (Chair Enterprise Working Group)</p>	
<p>R14 That the Third Sector Team explore developing a shared database between themselves and third sector organisations showing whose working with whom whilst retaining choice for individual clients</p>	<p>The Third Sector Team will be working with the CVS interim Board and the ChangeUp Consortium to explore further.</p> <ul style="list-style-type: none"> • Scope the development of the database • Agree protocols for the use of database • Promotion of the database across the 		<p>COMPLETED</p> <p>TH CVS is developing a database of local voluntary and community organisations.</p> <p>There was a tracking database relating to the delivery of WNF. Developing this further had been explored however, there are no plans currently to role this out over other funding programmes.</p>

	partnership		
<p>R15 That the Children’s, Schools and Families Directorate explore the possibility of introducing greater careers education at a Primary School age, as is currently being piloted through the governments <i>Young peoples information, advice and guidance strategy - Quality Choice and Aspiration</i></p>	<p>If the pilot for careers education in primary is going ahead we will this year:</p> <ul style="list-style-type: none"> • Identify a lead officer within the primary team • Ensure LA primary school improvement officers are familiar with DCSF documentation, the implications for primary school and the pilot programme for primary schools • Hold a dissemination event for primary headteachers on the pilot programme • Liaise with secondary colleagues to ensure alignment of approach • Use existing cross-phase clusters to develop the careers education pilot 	<p>Anne Canning (Service Head, learning and Achievement)</p>	

	<ul style="list-style-type: none"> • Use SIP visits to audit existing careers provision in primary schools • Implement pilot 			
R16	<p>That the Children's, Schools and Families Directorate work with all Schools in the borough to ensure young people have an opportunity to gain a qualification in Employment Skills</p>	<p>Passport to Employability targets and action plan for academic year 10/11 to be agreed through Employment Task Group. Targets to specify:</p> <ul style="list-style-type: none"> • Number of Schools offering the programme • Number of pupils registered onto the programme • Number to qualify at L1 and L2 in year <p><i>Employability currently sponsored by Nomura until July 2011. No additional resource required if sponsorship continues</i></p>	<p>Wendy Forrest (Director, The HUB)</p> <p>Mike Tyler (Director, Education Business Partnership)</p>	

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

	<p><i>external experts to deliver some workshops then there could be a possible cost involved with this.</i></p> <p>The Employment and Enterprise Employment Strategy will detail local employment champions. <i>Financial implications: None. Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans containing engagement methodology and community engagement will follow the strategy, developed through employment & enterprise task groups and Prosperous communities.</i></p>		
<p>R20 That the Prosperous Community Plan Delivery Group (CPDG) commission a piece of research to map out all services, within each LAP area, that deliver employment and training provisions and looks at ways in which this could be better managed and utilised in preparation for a reduction in public services</p>	<p>A Local Economic Assessment is currently being undertaken, which is a statutory requirement for local authorities. The outcome of this will give us a more comprehensive outlook of each LAP Area. <i>Financial implications: Limited . Strategy development and presentation are ongoing pieces of work within the</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	

	<p><i>Employment and Enterprise team, development of action plans containing particular focus on co-ordination of effort and targeting will follow the strategy through employment & enterprise task groups and Prosperous communities group.</i></p> <p><i>Totalplace approach projects will need to identify their scope and funds available to deliver. This could be from an alignment of partner agency funding.</i></p> <p>The Council is currently running a Total Place Pilot which is looking at Child Poverty. A key aspect of this is mapping employment support organisations in the borough and in particular from the third sector. This piece of work will support the refresh of both the Employment Strategy and the Child Poverty Strategy.</p> <p>Both of these reports will be considered by the Prosperous Community Plan Delivery Group.</p>		
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Raising Participation in Post 16 Learning in Tower Hamlets			
Recommendation	Response / Comments	Responsibility	Update June 2012
<p>R1</p> <p>That the borough review and revise their parental engagement policy and develop a more innovative and effective approach to engaging parents in their children's post 16 education.</p>	<p>Offer advice to parents as part of all post-16 progression information provided in print or on line</p> <p>Invite parents to Y11 options events in every school</p> <p>Ensure that the parental engagement team and parent advice services have current, accessible and engaging information about post-16 options and can provide informed advice</p> <p>Hold targeted parents' evenings for young people at risk of drop out through the Transition Mentor and Advanced Skills PA programmes</p>	<p>Wendy Forrest, Director, Hub</p> <p>Headteachers</p> <p>Wendy Forrest</p> <p>Wendy Forrest</p>	<p>COMPLETE</p>
<p>R2</p> <p>That all partners continue to work with employers to develop and deliver a range of Level 3 apprenticeships, providing young people with clear progression</p>	<p>Implement a joint approach to employer engagement through the Apprenticeship Task Group to target 50 large local businesses in</p>	<p>Wendy Forrest</p>	<p>COMPLETE</p>

<p>routes and increasing employment opportunities by involving more employers through a more effective partnership.</p>	<p>partnership with the National Apprenticeship Service</p> <p>Trial Advanced Apprenticeships with at least two local work-based learning providers</p>	<p>Learning for Growth Partnership</p>	
<p>R3</p> <p>That the borough target resources to the most vulnerable learners, which needs to ensure proactive engagement with those young people and identify their needs to provide integrated effective support.</p>	<p>Undertake an equalities impact assessment to report the impact of the current 16-19 offer in Tower Hamlets on participation by gender, ethnicity and ability</p> <p>Support 20 young parents return to learning or employment through a weekly learning and support programme delivered at Bromley by Bow Centre</p> <p>Support 20 young offenders leaving custody into learning or work, through implementing the London Resettlement Pledge</p> <p>Trail a new Level 1 traineeship, including work experience within the Council, with 5 young people with learning difficulties</p>	<p>Equalities team</p> <p>Wendy Forrest</p> <p>Wendy Forrest</p> <p>Wendy Forrest</p>	<p>COMPLETE</p>

<p>R4</p> <p>That the borough and Hub partners consider further developing personalised progression support, which help young people develop personalised 'road maps' to progression.</p>	<p>Continue to pilot Advanced Skills Personal Advisers in five schools, supporting over 320 Year 11s to progress into post-16 learning and complete external programme evaluation</p> <p>Publish interim evaluation of targeted support with 30 NEET young people in Bromley by Bow, ensuring that they don't fall between youth and adult employment services as they manage transition at 18</p>	<p>Wendy Forrest</p> <p>Wendy Forrest</p>	<p>COMPLETE</p>
<p>R5</p> <p>That the borough examine the effectiveness of the integrated plan for young people with a view to developing it further in consultation with appropriate stakeholders.</p>	<p>Review proposals to support full participation to 18 through</p> <ul style="list-style-type: none"> § Hub Board § Achieving Economic Well-being Theme Group § Employment Task Group 	<p>Wendy Forrest</p>	<p>SUPERCEDED BY RESTRUCTURES/BUDGET CHANGES</p>
<p>R6</p> <p>That the borough identify services that provide long-term effectiveness and consider shifting resources to such services.</p>	<p>Develop evidence of demonstrated impact in terms of</p> <ol style="list-style-type: none"> 1. learner success 2. learner progression to inform commissioning and monitoring of 	<p>Wendy Forrest</p>	<p>SUPERCEDED BY RESTRUCTURES/BUDGET CHANGES</p>

	§ youth provision § 16-19 learning § Under 20 employment support		
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Child Poverty			
Recommendation	Response / Comments	Lead Officer	Update June 2012
<p>R1 That the Tower Hamlets Partnership develops on-going programmes to support specific groups facing barriers to employment.</p>	<p>Performance against the LAA targets (NI 151, 152 and 153) is ahead of target.</p> <p>The Working Neighbourhood Fund programme is nearing completion and has targeted a range of different groups, including young people, homeless families and other vulnerable groups such as those with mental health problems and learning disabilities, to assist them into employment. At this stage of the programme 2,484 people have been helped into employment. A full evaluation of the programme is to be carried out which will help inform the Partnership's Employment Strategy.</p>	<p>Aman Dalvi, Corporate Director, Development and Renewal</p> <p>Louise Russell, Service Head Strategy and Performance</p> <p>Simon Kilbey, Service Head of HR and Workforce Development</p>	<p>COMPLETE</p> <p>Performance against final year LAA targets is on-track. The Working Neighbourhoods fund programme is approaching its end in March 2011. Unverified job outputs up to December 2010 are 3,496 against an overall target of 4,000 people into work.</p> <p>There is confidence that the overall target of 4,000 for the programme will be met. The Councils Skillsmatch service has an individual target of 1800 to achieve by March 2011, performance up to December 2010 shows the programme has placed 1,719 local people into work. There is confidence that the target will be achieved.</p> <p>Evaluation of the WNF programme is currently underway.</p>
<p>R2 That the Health and Employment Group consider the role of GPs in identifying ways of breaking the cycle of long term sickness for those with support needs.</p>	<p>The Jobs in Health project, part funded through WNF is targeting recruitment into entry level PCT positions through the mytowerhamletsjobs.com process. This is being widened and launched in autumn 2009 and will be</p>	<p>Simon Kilbey, Service Head of HR and Workforce Development</p>	

	<p>used to register health service users a clear route into employment advice. This will be marketed to GPs and other health care professionals as the main referral route for their patients. Patients of psychological services will benefit from this approach in the first instance.</p> <p>A pilot is also in place using the concept of a 'well-note' as an intervention to reduce the likelihood of long-term sickness.</p>		
<p>R3 That Children's Services ensures that assessments, including Common Assessment Framework and Core Assessments include debt management considerations and whether financial advice is required as part of action planning.</p>	<p>Children Centre Family Support Workers complete CAF's. Where appropriate action plans reflect the need for financial advice and where this can be obtained e.g. through BRAC UK, parents guide to money, Citizens advice or any local Children's Centre service</p>	<p>Helen Lincoln, Service Head Children's Social Care</p>	<p>Complete</p>
<p>R4 That Children's Services develop and train front line staff at Children's Centres to deliver debt management and financial advice in partnership with locally based organisations such as the Financial Services Authority and third sector organisations.</p>	<p>The Children Centre Community Involvement Officers have an indepth awareness of services available and are able to sign post as appropriate.</p>	<p>Amanda Hicks, Children's Centre Strategic Manager</p>	<p>Complete</p> <p>Children Centre Community Involvement Officers (CIO's)/lead workers have produced a contact list of providers that support this area of work. This is circulated to all CIO's/lead workers particularly when new people come</p>

	<p>Delivered training - (60 staff attended in total) Family Information Service (FIS) user survey carried out at the Working With Parents seminar - (50 attended) Parent Support Partner staff and representatives from voluntary and statutory services attended. Further development to include launch of Family Information Service, 'show and tell' to PSP network groups. FSA delivered a one hour session for staff with follow up 1-1 sessions.</p> <p>HMRC until recently were attending some Children Centres the following gives a flavour of outcomes (it should be noted that this is London wide feedback from HMRC)</p> <ul style="list-style-type: none"> • Increased awareness of tax credits • Increased awareness of tax credit not claimed • Increased awareness of childcare element of Working Tax Credit 	<p>Shanara Matin, Interim Head of Participation and Engagement & Layla Richards, Partnerships and Equalities Manager</p>	<p>into post. Other centre staff signpost to the CIO/lead worker as appropriate</p> <p>The Children's Centres have worked in partnership to deliver advice such as with Toynbee Bee, ELFI, Quaker, Limehouse, BRAC, Money Matters, Bromley By Bow Centre</p> <p>Staff have attended training and sessions on: Working Benefits. Money Mentoring debt management/financial advice</p> <p>HMRC Ceased when the present government came in</p>
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	<ul style="list-style-type: none"> • Increased awareness of childcare element of Working Tax Credit • Better understanding of eligibility • Encouragement to apply for tax credits • Encouragement to notify about changes of circumstance • Encouragement to return to work <p>This type of work is considered across a range of groups within the Children and Families Trust to ensure that families are provided with appropriate advice and so that staff are well equipped to be able to do this. We have also undertaken some consultation with families who live in poverty which has given us information about how families want to access services - this is feeding into the child poverty commissioning plan</p>		
<p>R5 That the External Funding Team consider how financial inclusion and</p>	<p>Currently fortnightly notice in EEL on Where to go for debt</p>	<p>Everett Haughton,</p>	<p>COMPLETE</p>

<p>debt management might be further promoted through wider publicity in East End Life and through the publications of key local agencies.</p>	<p>advice . Credit union advert continues to be placed every two weeks .Also regular information articles on debt advice ,financial inclusion and benefit take up in EEL and RSL publications</p> <p>A new leaflet and poster highlighting Where to Go for debt and benefits advice circulated March 2010 through key stakeholder partners.</p>	<p>Funding and Development Manager & Maura Farrelly , Community Resources Office</p>	<p>Regular information articles on debt advice ,financial inclusion, affordable credit and benefit take up continue to be publicised in EEL and RSL publications and on the internet and intranet In response to demand a further 10,000 Where to Go for Advice leaflets were printed and distributed to front line agencies in Dec 2010</p> <p>The scrutiny recommendation have been implemented fully and</p> <p>a financial inclusion steering group with representatives from key statutory and voluntary sector agencies was established in Oct 2010 to ensure that this work is maintained and taken forward</p>
<p>R6 That Tower Hamlets Partnership re-considers its position and use of data to review the support needed to get women into employment with a particular focus on supporting Bengali women.</p>	<p>A number of actions around this have now been included in the Gender Equality Scheme, which is awaiting final sign-off.</p> <p>Work should be underway following the finalising of the Scheme. Specific work is also taking place on women and worklessness outside of the Scheme.</p>		<p>COMPLETE</p> <p>In depth research into women and worklessness in Tower Hamlets has been commissioned. This will involve a quantitative and qualitative element looking at the potential reasons behind worklessness amongst Bangladeshi and Somali women specifically.</p> <p>Final report to be completed in April 2011 - intended to feed into key strategies such as the Employment Strategy and Child Poverty Strategy</p>
<p>R7 That the ESOL Providers Action Group (EPAG) explores ways to</p>	<p>Mapping activity completed in January 2010 and</p>	<p>Fiona Paterson, Head of Adult and</p>	<p>Mapping completed for 2010/11 and disseminated to partners to support</p>

improve the referral process to employment advice and opportunities for students who have completed courses.	<p>disseminated between partners</p> <p>Progression routes have been discussed, identified and learners given referral opportunities.</p>	Community Learning	<p>referrals</p> <p>An ESOL work placement project is under consideration as a legacy from WNF activity.</p>
R8 That Children's Services strengthen the promotion of the role of Children's Centres and childcare support through East End Life and the publications of other partner agencies.	<p>Case studies of families to feature in East End Life in October 2010.</p> <p>Ongoing promotion of childcare and the Family Information Service in local press.</p> <p>Two advertisement wraps of East End Life produced – one promoting childcare in general, the other promoting holiday playschemes, a time of particular need for working parents. Four more wraps planned for rest of year.</p>	<p>Jacqueline Harthill, Stakeholder Engagement Officer</p> <p>Jo Green, Planning and Information Manager, Early Years Service</p>	<p>Complete</p> <p>Features highlighting the work the council is undertaking appeared in East End Life during 2010:</p> <p>Family Information Service 24.05.10</p> <p>Children's Centres 18.10.10</p> <p>Improving Schools 01.11.10</p> <p>Young People into Training/Employment 15.11.10</p> <p>Housing 29.11.10</p> <p>Benefits of Childcare 26.03.10</p> <p>Holiday Fun 12.07.10</p> <p>Starting School 13.12.10</p> <p>One more ad to appear but postponed due to team reorganisation.</p>
R9 That Tower Hamlets Partnership should continue to support ESOL financially and identify targeted funding for women who may not meet the	Currently there is a £1.3m ESOL programme funded through WNF until 2011. The Partnership does not	Shanara Matin, Interim Head of Participation and Engagement	<p>SUPERCEDED BY BUDGET RESTRAINTS</p> <p>Working Neighbourhood Funding has now</p>

<p>financial threshold for assistance and where they are not able to gain access to the household income.</p>	<p>have any further funds beyond this period. ESOL will continue to be a priority for the Partnership.</p> <p>Implementation of Recommendation 6 could lead to the identification of support for vulnerable women.</p>		<p>finished, and no further funding has been identified by the Tower Hamlets Partnership to support ESOL financially.</p>
<p>R10 That the Cabinet in partnership with the Learning Skills Council lobby government to increase funding for ESOL.</p>	<p>The LSC was disbanded at the end of March 2010. The run up to and the election in May 2010 meant that a proposal to send a joint letter to the then BIS Secretary of State was not implemented.. Since then the new government policy, in relation to skills and learning has led to two consultation papers on the future and funding of learning and skills. While ESOL remains a high priority locally, constructing a case to the new BIS Secretary of State for additional investment needs to wait until the policy position is clearer, possibly after the October CSR announcements. This will be kept under review.</p>	<p>Heather Bonfield, Service Head of Cultural Services</p>	<p>BIS has consulted on the Skills for Sustainable Growth strategy which outlines the future for ESOL provision in terms of funding, Funding rates have declined by 32% and new eligibility criteria targets those on work related benefits. This is part of the governments' strategy to support individuals who are close to gaining work..</p>

<p>R11 That Jobcentre Plus review customer experience and case management with a view to improving the experiences of local people.</p>	<p>A range of recession busting measures were introduced in April 2010 not least Future Jobs Fund, Backing Young Britain and Day One/Six Months offers. These have had some success and have gradually been removed as the impact of recession has reduced and as the new Government's Welfare Policy and fiscal reforms have developed.</p> <p>Flexible New Deal will no longer be introduced, instead a new single Work Programme will come on line in summer 2011 that will encompass all existing provision, including Pathways to Work . The Work Programme will be individually tailored work focused support of up to two years irrespective of benefit claimed or customer group. The Work programme will have some mandatory attendance requirements and in return offer support to Incapacity Benefit (IB)/Employment Support Allowance (ESA), Income</p>	<p>Derek Harvey, External Relations Manager, Jobcentre Plus</p>	<p>COMPLETE</p>
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Support (IS) and Jobseekers Allowance (JSA)

The Work Programme will be supported by work experience/apprenticeships/volunteering offers involving third and voluntary sectors organisations.

In addition existing IB customers will be reassessed through the Work Capability Assessment to determine whether they are fit for some work now, some time in the future or unlikely to be job ready. After which they will be respectively supported into claiming JSA, ESA (Work Related Activity Group) or ESA (Support Group).

Our Advisers are being and have been upskilled to better deal with more vulnerable groups ie those with mental health issue, those with drug related issues, carers, etc.

Additionally they are embarking on a development programme to assess and upskill to NVQ level standards. This is a longer

term objective spanning 3 years.
We have advisers working out of 6 Children Centres in Tower Hamlets and are seeking to expand. This is in addition to advisers attending 8 primary schools offering advice and jobsearch support under the School Gates project. We have restructured all of our offices to focus more closely on specific customer groups and in the case of JSA customers to enhance support at key stages of duration of unemployment

Local Employment Partnerships ceased as a branding in May 2010 however due to the success of the model, the concept and offer to employers will continue. The District exceeded LEP targets by 215%.

Lone Parents with children aged 10 and over have been migrated onto either JSA or ESA as can no longer be considered lone parents for IS purposes. This will reduce to age 7 this October with

	plans to reduce further to age 5.		
R12 That the Cabinet lobby Department of Work and Pensions to review how the benefits payment system can be improved to make prompt payments and support people so as not to fall further into poverty.	<p>Virtuality was introduced from April 10.</p> <p>Telephony was brigaded all under the Contact Centre Directorate handling calls for benefit enquiries as well as employment related services and claims taking.</p> <p>All claims can now be taken over the telephone and in 2010, JSA (conts based) was able to be claimed on line. This was extended to JSA (income based) in Aug 2010.</p> <p>There is now only one telephone number for all Jobcentres.</p> <p>In March 2010, Better of in Work calculations became available on line via the 'benefit adviser' on the 'Directgov' website as well as offering information on entitlement/eligibility of benefits.</p> <p>The In and Out of Work project was completely rolled out by March 10 which</p>	Derek Harvey, External Relations Manager, Jobcentre Plus	COMPLETE

	<p>speeded up the claiming of in and out of work benefits. Information is captured at the outset of the claim and shared with Housing Benefit/Council Tax teams and when starting work information is updated and sent to HB/CTB and HMRC to initiate the Working Tax Credit claim</p>	<p>Steve Hill, Benefits Service Manager</p> <p>Steve Hill, Benefits Service Manager</p> <p>Steve Hill, Benefits Service Manager</p>	
<p>R13 That the Partnership explores ways to improve employment opportunities for the Somali community including the use of outreach work.</p>	<p>The Partnership is carrying out a detailed piece of work to improve understanding of the needs of the Somali community. This work will be completed by the end of September. The recommendations will be presented to the Partnership Executive.</p> <p>It is also to be noted that there are 2 WNF programmes commissioned to improve employment opportunities for the Somali community including the use of</p>	<p>Shanara Matin, Interim Head of Participation and Engagement</p>	<p>Complete</p>

	outreach work, the Somali Network is in place, and has representatives on the governance structures of the Partnership.		
R14 That the Council should sign-up to the London Child Poverty Pledge and encourage partners including the PCT, Canary Wharf and Olympics Authority to sign and use the Pledge to respond to the employment needs of local people.	Tower Hamlets has signed up to the London Child Poverty Pledge and is seen as a beacon for work in this area	Layla Richards, Partnerships and Equalities Manager Shanara Matin, Interim Head of Participation and Engagement & Layla Richards, Partnerships and Equalities Manager	COMPLETE Fully Implemented in the first six months of the plan in keeping with the deadline Fully Implemented in the first six months of the plan in keeping with the deadline
R15 That the Council explore ways of increasing the participation of new communities in the democratic process.	A Consultation and Participation Framework is being developed to increase participation, the New Residents and Refugees Forum will be included in the development of the Framework, this work will include: <ul style="list-style-type: none"> • Production of a governance map to identify the links between existing groups in the community and 	John Williams, Head of Democratic Services	COMPLETE Following completion of the pilot programme of Cabinet meetings in Community venues undertaken by the previous administration to October 2010, the Elected Mayor is now developing proposals for a programme of surgeries and other participative events in venues around the borough from March 2011 onwards A New Residents and Refugee Forum is held every quarter. Part of its remit is to empower members of new communities. .

	<p>the influencing groups of the Tower Hamlets Partnership.</p> <ul style="list-style-type: none"> • Formally linking the New Residents and Refugees Forum to the structures of the Partnership in a way that suits the needs of that group. <p>In addition, the Consultation and Involvement Team collect equalities data from each of their events and surveys conducted with communities to identify which groups are missing, and plan how they will improve participation in the future. This could be strengthened and collated Council and Partner wide.</p> <p>In its efforts to increase participation and engagement, the Council is currently exploring holding meetings outside the Town Hall.</p>		
<p>R16 That local BME media is used to increase awareness of how local democracy works and how it can address local issues for example unemployment and to champion</p>	<p><i>See recommendation 8 update.</i></p>	<p>Kelly Powell Communications Officer</p>	<p><i>See recommendation 8 update</i></p>

<p>positive stories about parental employment.</p>			
<p>R17 That the Overview and Scrutiny Committee undertake a Scrutiny Review exploring how the development of community leadership across the partnership could be improved and further explore how the One Tower Hamlets Interview model can be used to support this.</p>	<p>The Scrutiny Lead for One Tower Hamlets undertook a review last year focussed on strengthening local community leadership. The recommendations focus on three key areas; need to develop a new model of community leadership to support Members to engage with local residents more fully. They also show a need for the Council to increase resident participation in the democratic process and to improve the partnership process.</p>	<p>Afazul Hoque, Scrutiny Policy Manager</p>	<p>COMPLETE</p> <p>The Overview and Scrutiny Committee undertook a review on the role of Scrutiny under an executive Mayor. This considered strengthening local community leadership to hold the Mayor to account.</p>
<p>R18 That the Strategy and Performance Team further develop the THIS Borough system to improve support to Members.</p>	<p>The THIS Borough strategic review has been completed. It was felt that involving members at this stage was not appropriate, given that it was during the period leading up to the local and General elections.</p> <p>The THIS Borough system is currently going through a major upgrade. Once completed, it would improve the speed of access to data.</p>	<p>Ashraf Ali, Local Information System Manager</p>	

The functionality of the system will be simplified and improved so that Members can access ward level data from one page, as supposed to multiple pages, which is currently the case. Ward level maps will also be available for downloading. ward profiles will be produced which can be downloaded into PDF for Members to use.

Once the system is fully functional training sessions for Members will be arranged, possibly late November. We can use this opportunity to get Members views of the system and identify further improvements needed to support Members.

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Council develops a programme to raise awareness amongst Members, residents and other stakeholders of the Councillor Call for Action (CCfA) process.</p>	<p>CCfA process will be communicated to all stakeholders through a number of communication mechanism including the Council website, East End Life and internal bulletins. Discussions have already been held with partner organisations through the Community Plan Delivery groups. While there will be a chance to promote CCfA through the Ward Panels.</p> <p>Members will be briefed using the Members Induction Session on Scrutiny.</p> <p>A tool kit for CCfA will be produced which will clearly outline to members how to raise a CCfA.</p>	<p>Afazul Hoque (Scrutiny Policy Manager)</p>	<p>COMPLETE</p> <p>There is already sufficient provision for members to raise issues – this will be expanded through the outcomes of the Localism Act</p>
<p>R2 That the Council create a robust analytical tool to provide better understanding of the problems faced by residents to find longer term and effective solutions.</p>	<p>The Performance Digest report is currently being further developed following feedback from this Scrutiny Working Group. The first report is expected at OSC and the LAPs in October with the second six monthly report</p>	<p>Stephanie Ford (Interim Performance Manager)</p> <p>Afazul Hoque (Scrutiny Policy Manager)</p>	<p>COMPLETE</p> <p>This was not seen as effective by Members</p>

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
	due in April 2011.		
R3 That the Partnership develops local scrutiny with a problem-solving focus through LAP Steering Groups and links this in with the Council's Overview and Scrutiny Committee.	<p>In response to Steering Group feedback the Partnership has developed LAP task-groups. These are time limited and issue focussed groups who work with Neighbourhood Managers to identify solutions to specific issues. Elected Members are able to lead or hold task groups to account as part of their role as co-chairs of the wider LAP Steering Group.</p> <p>Guidance on Task groups has been published and made available to LAP Steering Groups.</p>	Lorna Hughes, (Senior Neighbourhood Manager)	<p>Ongoing</p> <p>Superseded by the abolition of LAP Steering Groups – will follow up recommendation when Ward Panels are in place.</p>
R4 That the Council develops a programme to improve Councillors' links with third sector and partner organisations, focusing on enhancing their ward level leadership role.	<p>A list with existing third sector networks will be sent to all Members.</p> <p>A Database is currently being developed with details of all third sector organisations which can be used to identify organisations by area and themes. LBTH have commissioned Tower</p>	Alice Wallace (Third Sector Development Manager)	<p>COMPLETE</p> <p>The Communications Team is actively using social media - a new way of reaching out to and engaging communities in the borough. It's also a more innovative way of communicating given current financial pressures. The council's Twitter feed has more than 2,000 followers.</p> <p>We have also developed My.TowerHamlets,</p>

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>Hamlets CVS to develop a database.</p> <p>As part of the work on Voice and Representation a thematic health forum is being developed which will support the Member's Community Leadership role on the Health Scrutiny Panel. The ChangeUp Consortium is leading on – and resourcing - the development of the Health and Wellbeing Forum.</p>		<p>an interactive media tool accessed via the council's website that enables individuals to access information about key issues they select, in the way the wish to receive this information (ie texts or emails).</p> <p>In addition, we continue to issue media releases through all our media outlets (local, regional, trade, translated in Bengali and distributed to all interested media outlets) promoting messages around One Tower Hamlets, including specifically the following one developed with colleagues in Equalities and included in East End Life about the issue of engaging with new communities.</p>
R5 That the Council continues to develop programmes to support Community Leaders at all level including targeted work with minority and new communities.	The Council's Community Leadership Skills Programme has recruited 35 local community leaders. The programme will develop and enhance the community leadership skill of these residents. The programme started in December 2011 and is run by the Ocean Somali Community Association (OSCA) and the School of Oriental and African Studies (SOAS), University of London. The	<p>Nasim Ahmed (WNF Programme Manager)</p> <p>Alice Wallace (Third Sector Development Manager)</p>	<p>COMPLETE</p> <p>The Council's Community Leadership Skills Programme has recruited 35 local community leaders. The programme will develop and enhance the community leadership skill of these residents. The programme started in December 2011 and is run by the Ocean Somali Community Association (OSCA) and the School of Oriental and African Studies (SOAS), University of London. The participants will gain a post graduate diploma in Community Leadership. The programme is due to end in August 2012.</p>

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>participants will gain a post graduate diploma in Community Leadership. The programme is due to end in August 2012.</p> <p>The Council's Community Leadership Skills Programme has recruited 31 local community leaders. The programme will develop and enhance the community leadership skill of these residents. The programme started in August 2010 and is run by the Council of Ethnic Minority Voluntary Sector Organisations (CEMVO) and the School of Oriental and African Studies (SOAS). The participants will gain a post graduate diploma in Community Leadership.</p> <p>The CVS will also be delivering the "Skilling Up Programme" which is a course to support those involved in representing the third sector.</p> <p>Based on the previous</p>	<p>John Williams (Service Head, Democratic Services)</p> <p>Shazia Hussain (Project Director – Service Integration)</p>	

Strengthening Local Community Leadership			
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	<p>programme a Future Councillor's programme will be developed to encourage and support under represented communities to stand for office. This will be developed within existing Council and/or London Councils resources.</p> <p>Service Integration is leading on developing the Corporate Framework for Community Champions, which is where residents volunteer (Community Champions) to monitor the services provided by the Council. Initially Community Champions are focused on Communities, Locality and Culture's services, with the potential to expand the current 'upskilling' offered to the Champions (allowing them the ability to monitor a larger range of services).</p>		
R6 That the Council develops Member Champion roles for the six equalities strands to ensure those areas are promoted at strategic and local level.	This year's Member Diversity and Equality Group (MDEG), chaired by Cllr Saunders, the lead Member for Equalities, will identify a Member champion for each of the	Frances Jones (Acting Service Heads, Scrutiny & Equalities)	Superseded by events. Equality Strands no longer in existence – have been superseded by the Single Equality Framework which is embedded in to the Strategic Plan. MDEG no longer in existence –

Strengthening Local Community Leadership			
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	equality strands. Through the MDEG Members will provide support and challenge to the implementation of the Council's six equality schemes.		equality falls under the Deputy Mayor's remit.
R7 That the Council develops a comprehensive Induction Programme for new Councillors including allocating Senior Officers to each Councillor to help them navigate around the Council.	A comprehensive Induction Programme has been developed for new Councillors and delivered from May 2010. New Councillors have also been offered the opportunity to 'buddy up' with a Senior Officer.	John Williams (Service Head, Democratic Services)	COMPLETE
R8 That the Council develops innovative communication mechanisms such as use of social media and developing councillors website to highlight their work including how local residents can work with Councillors to shape their area.	As part of the development of the Corporate Communication Strategy it will explore how social media can be used to publicise Members and support digital engagement with citizens. The Council's website will be updated and opportunities will be sought around development of the Members Web pages. A Members Seminar will be organised outlining support available from Corporate	Takki Sulaiman (Service Head Communications)	Ongoing

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	Communications and how Members can improve their communication with local residents.		
R9 That the Council rolls out a programme of formal meetings at different community locations within the borough.	<p>A pilot programme of Cabinet and other Committee meeting will be organised at community venues from Autumn 2010.</p> <p>An evaluation of this pilot will explore the benefits of full roll out. A pilot programme of 4 Cabinet meetings in outside venues is underway. This is being funded from within existing Democratic Services budgets. Any extension of the programme beyond this pilot - either to further Cabinet meetings or to meetings of other Committees will give rise to additional costs for venue hire and staff resources, estimated at an average of £400 per meeting, for which there is currently no budget provision.</p>	John Williams (Service Head, Democratic Services)	Pilot is now complete. As a development of this pilot event there has been a number of Cabinet led events that have taken place in the community. These include recent Budget Congresses. These were held at local schools and community centres.
R10 That the Council reviews the way petitions are managed and develops a more comprehensive	The regulations for petitions have been published and a scheme for managing	John Williams (Service Head, Democratic	Ongoing

Strengthening Local Community Leadership			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>system for receiving and responding to petitions.</p>	<p>petitions will be developed.</p> <p>E-petition facility will be developed by December 2010.</p> <p>Both these will be publicised amongst residents and other stakeholders.</p>	<p>Services)</p>	
<p>R11 That the Partnership reviews how the Local Area Partnership (LAP) structures involve Councillors more effectively by utilising their democratic mandate and relationships with their constituents, for example helping to accessing 'hard to reach' sections of the community and communicating with residents in more open ways.</p>	<p>The Partnership has taken part in the scrutiny review and used some of the emerging findings during the review process to inform wider work. For example the Partnership held a LAP Steering Group conference in January 2010 to explore improvements to LAP processes. Some immediate changes have been made to improve resident and councillor engagement within these structures. Further detail is set out in response to Recommendation 12.</p> <p>As part of the development of the Citizen Engagement Strategy we will be looking at how Members fulfil their community leadership role through the Partnership and</p>	<p>Shanara Matin (Head of Participation and Engagement) Jon Underwood (Total Place Programme Manager)</p> <p>Shazia Hussain (Project Director – Service Integration)</p>	<p>Superseded by the abolition of LAP Steering Groups – will follow up recommendation when Ward Panels are in place.</p>

Strengthening Local Community Leadership			
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	are enabled to engage local communities and hard to reach groups. The consultation plan for the Strategy includes an induction / development session with Members.		
R12 That the Partnership reviews the way work programmes and agendas are being set at LAP Steering Groups to ensure it has a more local focus and encourages other residents to attend.	<p>LAP Steering Group agendas have been revised. They are now designed to allow half the meeting to focus on a Community Plan theme and the remaining half on local issues.</p> <p>The meetings have been programmed into a forward schedule to ensure there is a rotation of Community Plan Themes and will enable LAP input to be reported up to Community Plan Delivery Groups of the same theme. The locality focussed section of the agenda will be determined by Steering Group members.</p>	<p>Afiya Begum (Governance Team Leader)</p> <p>Afiya Begum (Governance Team Leader)</p>	Superseded by the abolition of LAP Steering Groups – will follow up recommendation when Ward Panels are in place.
R13 That the Council undertakes a feasibility study to explore allocating ward budgets to local Councillors.	In light of the current economic climate, there are no resources available to provide ward budgets and therefore any cost in	None	<p>Superseded by events - No Resources available.</p> <p>The current Total Place Pilot includes a commitment to deliver a Budget Matrix, which</p>

Strengthening Local Community Leadership			
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	<p>undertaking a feasibility study would not be cost effective.</p> <p>However, the current Total Place Pilot includes a commitment to deliver a Budget Matrix, which aims to embed participatory budgeting into the service planning cycle.</p>	<p>Shazia Hussain (Project Director – Service Integration)</p>	<p>aims to embed participatory budgeting into the service planning cycle.</p>

English for Speakers of other Languages (ESOL)			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Trading Standards service investigate allegations of bogus issue of Skills for Life certificates and pursue prosecution or other sanction, and ESOL providers across the borough through External Partners Advisory Group (EPAG), are encouraged to report any instances of fraudulent ESOL qualifications to Trading Standards that come to their attention.</p>	<p>EPAG meetings have included discussions about private colleges offering ESOL qualifications and citizenship tests.</p> <p>Mapping of private colleges is planned for October 2010</p> <p>Focus groups with private college representatives will follow once the mapping has been completed</p>	<p>Colin Perrins (Head of Trading Standards and Environmental Health Commercial)</p> <p>Eugene Walters (Community Partnerships Manager, Life Long Learning Service)</p>	<p>Complete/Ongoing</p> <p>Reviewed regularly at EPAG meetings. No instances have been reported.</p> <p>Mapping of ESOL provision in the borough carried out annually by Idea Store Learning (formerly Lifelong Learning Service) in conjunction with EPAG members. However, it is difficult to obtain information on the provision of ESOL by private colleges.</p> <p>Private colleges provide full cost provision to those who can afford to pay to obtain ESOL qualifications. In response to that particular group Idea Store Learning is now offering Cambridge qualifications in Advanced English</p> <p>We have also conducted research into attitudes and needs of male learners in relation to ESOL provision, a group that traditionally uses Private Colleges, findings of which have informed curriculum development and outreach strategy for this hard to reach group.</p>
<p>R2 That a further joint letter from the Council and Tower Hamlets College and all interested stakeholders is submitted to Secretary of State for Innovation,</p>	<p>A letter was drafted and shared with Tower Hamlets College, however it was not sent due to the impending General Election. Since then</p>	<p>Fiona Paterson (Head of Life Long Learning Service)</p>	<p>Government funding for ESOL has remained static although tweaks to the eligibility criteria have affected some learners the impact was lessened due to a Government u – turn on the</p>

English for Speakers of other Languages (ESOL)			
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Universities & Skills (DIUS) and the Mayor of London lobbying the government for further funding for entry -level ESOL provision and highlighting the need in Tower Hamlets.	the new government policy, in relation to skills and learning has led to two consultation papers on the future and funding of learning and skills. While ESOL remains a high priority locally, constructing a case to the new BIS Secretary of State for additional investment needs to wait until the policy position is clearer, possibly after the October CSR announcements. This will be kept under review.		<p>policy to charge ESOL learners who were not in receipt of work related benefits</p> <p>Demand continues to outstrip supply within the borough and the Local Authority is currently in the process of allocating more funds directly to fund ESOL provision</p> <p>BIS has consulted on the Skills for Sustainable Growth strategy which outlines the future for ESOL provision in terms of funding, Funding rates have declined by 32% and new eligibility criteria targets those on work related benefits. This is part of the governments' strategy to support individuals who are close to gaining work.</p>
R3 That the New Approach to ESOL plan prioritises entry level ESOL courses and includes action to identify further funding for entry level ESOL provision.	<p>Entry level ESOL remains a priority and makes up the largest % of ESOL provision in the borough.</p> <p>A refreshed ESOL plan has been overtaken by events but local planning between providers continues and progression arrangements to the next level for learners who had been WNF participants is being organised.</p>	Clare Welburn (Preparation for Life and Work Manager , Life Long Learning Service)	The New Approach to ESOL policy has been dis-continued by BIS. However, the EPAG group is refreshing its local ESOL strategy and action plan. Entry level remains a priority.
R4 That EPAG ensures students displaced by the closure of the	Completed	Tower Hamlets College	Completed

English for Speakers of other Languages (ESOL)			
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11 ESOL courses in community centres are supported and redirected to other accredited providers that are able to meet their needs.		EPAG Providers	
R5 That Job Centre Plus is encouraged to participate fully in EPAG to share information about provision and exchange best practice so that the planning of ESOL provision and the standard of delivery meets the needs of local residents.	<p>JCP representatives have been invited to EPAG meetings.</p> <p>This has not been included in the 2010/11 work programme, however, Members may decide to review this in the next six-monthly monitoring report.</p>	<p>Clare Welburn (Preparation for Life and Work Manager , Life Long Learning Service)</p> <p>Derek Harvey (Job Centre Plus)</p> <p>Afazul Hoque (Scrutiny Policy Manager)</p>	<p>Complete</p> <p>JCP representatives have attended recent EPAG meetings and given a presentation on the government's new Work Programme. Discussions have also taken place exploring any potential funding opportunities for ESOL provision via JCP's Innovation Fund.</p>

End of Life Care			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Care-Plus project be commissioned by NHS Tower Hamlets and London Borough of Tower Hamlets for a minimum of a further two years. The scope for disseminating learning from the project locally should be explored within the commissioning of the project.</p>	<p>LBTH and NHS Tower Hamlets initially agreed interim funding for this project until March 2010 pending the completion of an evaluation of this project.</p> <p>The evaluation was completed (and identified by the Kings Fund as good practice) and based on this evaluation the service has been re-commissioned by the partners, initially for 2010/2011 and using just clinical staff.</p> <p>The future of the Project will be included within the Integrated Commissioning Programme currently being developed by LBTH and NHS Tower Hamlets.</p>	<p>Health Lead – Alison Roberts (Head of Commissioning, NHS Tower Hamlets)</p> <p>Social Care Lead – Barbara Disney (Commissioning Manager for Older People)</p>	<p>COMPLETED</p> <p>Funding has been embedded in baseline and will be included in the implementation of the three year Carers Plan 2012-2015</p>
<p>R2 That the needs and rights of carers, partners, single sex partners and friends be recognised within the context of end of life care. In particular the tools used to facilitate discussion with families at end of</p>	<p>NHS Tower Hamlets already applies the principles and aspirations set out by the panel in this recommendation in relation to end of life care using the Gold Standard</p>	<p>Social care lead – Barbara Disney</p> <p>Health Lead – Alison Roberts</p>	<p>Completed</p>

End of Life Care			
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life be extended to cover these groups.	Framework and Liverpool Care Pathway process of identifying the main carer and have appropriate discussions with them. It will continue to use this process so that all groups are included.		
R3 That the Council and NHS Trusts work in partnership with St Joseph's Hospice to extend palliative care in the community and train health and social care and care home staff on managing end of life care	<p>One of the work streams for the Delivering Choice programme is looking at workforce development and training which includes both health and social care.</p> <p>Representatives from social care are already on other work streams which include elements of education and training need identification and care home work.</p>	Health, social and voluntary sector Health lead – Alison Roberts Social Care lead – Barbara Disney	<p>COMPLETED</p> <p>Training is ongoing at periodic intervals. Tower hamlets palliative care centre lead Tracy Cunningham has been leading the previous commissioned training across settings Tracy Cunningham requested further training to be commissioned and is awaiting result.</p> <p>EOLC to be re-examined in context of the integrated pathway for older people (HWBB sponsored project).</p>
R4 That the NHS Trusts in Tower Hamlets and London Borough of Tower Hamlets prioritise co-ordination across health and social care during discharge from hospital and as a part of this work that the major Hospitals in Tower Hamlets explore options to prioritise the transport needs of those at end of	As part of DCP ¹ this is an area that is being currently investigated and scoped	<p>Health lead – Alison Roberts</p> <p>Social Care lead – Barbara Disney</p>	<p>COMPLETED</p> <p>The Tower hamlets palliative care centre (THPCC) has continuing funding until Dec 2012. Whilst further scoping work is being undertaken across organisations THPCC is working and liaising across settings.</p>

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

End of Life Care			
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life.			EOLC to be re-examined in context of the integrated pathway for older people (HWBB sponsored project). The monitoring of this will pass to HWBB so propose recording this as
R5 That the Council provide signposting and advice services on how to make wills and put in place Advance Directives and that these should be linked to information provided by the Births, Deaths and Marriages Registry services in the Borough.	<p>There is a booklet designed by NHS Tower Hamlets "What to do in event of a death in Tower Hamlets" which as details around signposting and putting in place advance directives.</p> <p>This recommendation will be incorporated into the Council's Channel Strategy. Immediate actions include:</p> <ul style="list-style-type: none"> • To make sure the current literature is disseminated widely but sensitively including placement in Idea Stores • Reviewing and updating information put out by the Council including the use of East End Life • Ensuring Call Centre Staff are able to 	Social Care – Andrew Shirras (Strategic Services Manager, LBTH)	Complete

End of Life Care			
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	signpost residents appropriately		
R6 That health and social care services develop a common definition of end of life care to be understood by all staff working with older people in particular. The definition should agree the trigger for health and social care services to consider the end of life care needs of the individual.	<p>The definition used is set out in the DCP and we are not able to use our own local definition. However the point is accepted in so far as this is about consistent training and common understanding of what end of life care is.</p> <p>Regarding the use of triggers, there is the Gold Standards Framework for Palliative Care in the Community and in Care Homes that partners are seeking to adopt.</p>	<p>Health lead – Alison Roberts</p> <p>Social Care lead - Barbara Disney</p>	Completed
R7 That a joint health and social care post be created to lead on the integration of health and social care services for end of life. The remit of the role would include creating a joint protocol for information share across health and social care including for the Older People's Panel and for co-ordinating care at the key points where health and social care interact.	<p>Part of this function may be covered within the coordination centre</p> <p>The End of Life Board is overseeing a programme of work to promote a more integrated delivery of care building on the more general integration of provider services that is currently in progress.</p>	<p>Health and social care (Delivering Choice Programme)</p> <p>Integrated Commissioning Executive</p>	<p>COMPLETED</p> <p>The creation of a specific joint post is not likely to happen and is superseded by the roll out of the EOLC programme more widely over the last two years.</p>

End of Life Care			
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	<p>The Commissioning aspect of this work will be taken forward in context of the Integrated Commissioning Executive which oversees the integration arrangements in place between NHS Tower Hamlets and the Council.</p>		
<p>R8 That the NHS Trusts and the Council review their provision of rapid death certification services to take account of local community needs including that of faith and explore the options for an inter-borough service to ensure 24 hour coverage. The service that is developed as a result of this will need to include a community engagement plan to publicise and improve access to the service.</p>	<p>NHS Tower Hamlets has already begun work on this issue and is in the process of setting up a working group to look at death certification and related issues for the community and hospital.</p> <p>The Council also already operates a joint bereavement office service with Newham Council, ensuring that burial forms are issued during public holidays. When delays to burial do occur it is because a doctor has not signed a death certificate.</p> <p>There are some legal constraints which make this recommendation difficult to achieve. A death can only be certified by the doctor who</p>	<p>Health lead Alison Roberts</p>	<p>COMPLETED</p> <p>This is an on-going area nationally but locally all arrangements are in place as far as is possible .</p> <p>There is joint work with the GP out of hours services and relevant services (THPCC) in operation to reduce any delays in various processes for palliative care patients who are expected to die. GPs will visit every 14 days and complete information for GP out of hours service.</p>

End of Life Care			
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	has seen the patient in the last 14 days. Out of hours/weekend death are covered by the Out of Hours GP service who will not have seen the patients before and therefore cannot certify the death and this causes a delay, especially at weekends and over bank holidays when the normal GP is not available. It may cause distress for Muslim patients who need a quick burial.		
R9 That the Council consider piloting a programme of community based discussions on end of life care.	<p>NHS Tower Hamlets welcomes the potential to enhance community dialogue and understanding through this approach. We believe it should be done with sensitivity and must include follow up and provision of training for staff involved and responding to requests that might come from the discussions.</p> <p>Social Care and NHS Tower Hamlets have previously participated in jointly hosted public discussions and</p>	<p>Barbara Disney and Alison Roberts</p> <p>Integrated Commissioning Executive</p>	<p>Complete</p> <p>Various public forums local groups have taken place and this is continually on-going</p>

End of Life Care			
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	<p>welcomed this approach. A recent public engagement around acute hospital care for people with Learning Disabilities – “Six Lives” – has shown how successful this type of approach can be.</p> <p>We are working under the DCF programme on how we can adapt such an approach to End of Life Care. This will build on the relationships between equalities in the Council and local faith groups.</p> <p>An update will be provided to Members as part of the six-monthly monitoring of this Action Plan.</p>		
R10 That on the basis of a common definition of end of life care being agreed by the Council and NHS Trusts, individuals should be assigned a single point of contact for co-ordinating all subsequent care.	Please see response to Recommendation 4.	Health and social care	Complete
R11 That a strategic approach to commissioning care homes be	A service specification for end of life care in residential	Social Care – Barbara Disney	COMPLETED

End of Life Care			
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developed taking into account the need to deliver high quality and efficient services but also in a way that ensures there are sufficient resources and flexibility for care home staff to take up training to meet the end of life care needs of residents.	care homes to be developed and incorporated into the Commissioning work programme for the review of care home contracts - across both Council and NHS contracts.	Overseen by Integrated Commissioning Executive	No tendering of care homes has happened as yet but when they are this will be considered. Covered in the Dom Care specs and the recent retendering of the services.

REDUCING CHILDHOOD OBESITY				
Recommendation	Response / Comments	Responsibility	Update 2012	
R1	<p>That the Children, Schools and Families Directorate find additional resources to provide free school meals for all pupils in Tower Hamlets.</p>	<p>If free school meals were offered to all pupils and the take up was 90%, the additional cost would be the lost income from pupils and schools of £2.990m and the additional costs of providing 8,650 more meals daily of £3.456m. This produces a total estimated cost of £6.446m, which would rise by a further £1.421m if the take up were to be 100% (full costings are explained at Appendix C). Children Schools and Families Directorate do not currently have the resources to provide free school meals to all pupils. However, if financial circumstances change and members still wish to make this a priority for the borough, Children, Schools and Families directorate will re-visit this recommendation. Whilst the coalition government has abolished plans to extend free school meal eligibility, Newham, who were a pilot area for the</p>	<p>Layla Richards Service Manager, Strategy, Partnership and Performance</p>	<p>Financial constraints continue to prohibit providing all pupils in Tower Hamlets with free school meals.</p> <p>National criteria for free school meals are being revised and it is anticipated that less pupils will qualify for free school meals in the future. .</p>

	proposal, have pledged to continue funding for their free school meal scheme when the pilot ends in 2011.			
R2	<p>That the Children, Schools and Families Directorate in collaboration with schools explore the possibility of introducing a cashless lunch payment system for all pupils to use when purchasing school lunch.</p>	<p>There are many benefits for installing a cashless system into schools especially when combined with an online payments system for parents.</p> <p>The report suggests that if a free school meals policy for all were to be adopted then this option would be obsolete however cashless systems have other benefits, for example tracking usage and uptake and managing the free school meals administration which is still likely to be required.</p> <p>For an online payments system, annual costs would be around £330 per primary and £900 per secondary school, with first-year set up costs of £250 per school.</p> <p>For a cashless system, the costs are approximately £3500-4500 per primary and up to £20,000 per secondary, dependent on the number of tills required. Transaction</p>	<p>Michael Hales, Head of Children Schools and Families Contract Services</p>	<p>No response</p>

charges of approximately 1.2% to 1.6% should also be budgeted for.

Cashless payment systems are already operating in a number of schools in the borough and more schools are keen to adopt the system. Children's, Schools and Families will update the Overview and Scrutiny Committee on which schools have already installed the system and provide some analysis on whether this is successful.

The cost of moving towards a cashless system is not something that has been provided for through delegated budgets to schools. The funding would either need to be found from individual school surpluses or from a corporate fund. The Children's, Schools and Families trading account would not be able to cope with this expenditure. This recommendation will be revisited in 6 months to see whether it is feasible to carry out the cashless payment

	system in more schools.		
R3 That Children, Schools and Families Directorate work with schools to develop a staggered lunch hour, so that pupils are not queuing for long periods over lunch.	Head teachers to be asked to review lunch arrangements to ensure that lunchtime queuing is kept to a practical minimum. School council members could be involved in collecting students' views on this issue. In schools where queuing is an issue they are to be encouraged to consider alternative arrangements, for example, timetable adjustments and staggered lunchtimes. These arrangements can be very disruptive and sometimes not practicable so creative and clear planning would be needed.	Layla Richards Service Manager, Strategy Partnership and Performance.	No response
R4 That Children, Schools and Families Directorate work with all secondary schools in the borough to adopt a closed gate policy preventing all pupils from routinely leaving school premises during lunch hours.	Most secondary schools adopt this policy for 11-16 but it is not practicable for post-16 as many students travel to other institutions (e.g. Wessex Centre). We need to identify which secondary schools have an open gate policy and then School Improvement Service	Layla Richards, Service Manager, Strategy Partnership and Performance.	No response

	<p>can work with heads to encourage them to adopt a closed gate policy and to discuss with them reasons why this is not the case.</p>		
<p>R5 That Children, Schools and Families Directorate provide updates on progress of the BSF programme to the Overview and Scrutiny Committee. This should outline the effects new lunch room areas are having on the uptake of school meals.</p>	<p>BSF investment can support a reduction in levels of Obesity in schools across a range of areas including:</p> <ul style="list-style-type: none"> § The design approach for the preparation and serving of food in schools; § The use of modern and fit for purpose PE facilities § Additional support in curriculum areas relating to health and well-being including flexible spaces and an enhanced use of ICT. <p>LBTH BSF has followed the principles of the DfE “Inspirational Design for Kitchen & Dining Spaces” (2007) which provides guidance to authorities on</p>	<p>Ann Sutcliffe, BSF – Service Head</p> <p>Katie McDonald, Scrutiny Policy Officer</p>	<p>No response</p>

	<p>ensuring design quality in school dining which should foster good social interaction and provide a more interesting context to enjoy and promote healthy eating.</p> <p>The BSF Programme team can provide further updates to the Overview and Scrutiny Committee as required and this has been programmed for the January 2011 OSC Meeting.</p>		
<p>R6 That the Environmental Health Team requests all fast food outlets to have calorie contents on menus</p>	<p>This recommendation is a good idea in theory, in practice it can't work. Anybody preparing and cooking food for consumption will not be in a position to accurately state what the calorific content of their food will be. If they do they run the risk of misdescribing their food which could make them liable for prosecution under the Food Safety Act.</p> <p>However, the Environmental Health Team has been involved in initiatives to improve the food served in fast food outlets as part of the Healthy Borough</p>	<p>Collin Perrins Head of Trading Standards and Environmental Health (commercial)</p>	<p>Food posters promoting lower calorie foods through visual images posted around the Borough</p> <p>Pilot food calorie labelling project carried out for Department of Health with a small number of local businesses Dec 2011 confirms difficulty of getting businesses to do specific calorie labelling.</p> <p>157 food businesses have received a Food for Health Award (Bronze, Silver or Gold) since April 2009 with 39 businesses succeeding in making healthy changes to what customer eat in 2011-12.</p>

	<p>programme. All food businesses in the Borough are being targeted and advised how to provide healthier food. Training sessions have been given to fast food businesses on healthier frying and nutrition workshops have been given.</p> <p>Businesses are also being encouraged to apply for the Food for Health award. If they are successful, they are demonstrating that they are compliant for food hygiene and that they are providing healthier food choices.</p> <p>The Environmental Health Team can provide updates on the progress of the Healthy Borough programme initiatives as required.</p>		
<p>R7 That Development and Renewal Directorate develop an evidence base to underpin emerging policy on managing fast food outlets in Tower Hamlets as outlined in the 'Healthy Borough Programme' report with a view of developing a means to restrict the over-concentration of fast</p>	<p>Following the completion and subsequent examination of the Core Strategy the Strategic Planning Team has begun work on the Site & Place making and Development Management Development Plan Documents (DPDs). The Development</p>	<p>Owen Whalley (Service Head, Planning & Building Control).</p>	<p>Independent research into takeaways was completed in 2011 – <i>Tackling the Takeaways, a new policy to tackle fast food takeaways in Tower Hamlets</i>, Dr Foster Intelligence and Land Use Consultants</p> <p>The new <i>Development Management Plan Documents</i> include guidance that could help manage the proliferation of fast food outlets.</p>

<p>food outlets in the borough, particularly those outside of town centres and within close proximity to schools.</p>	<p>Management DPD is exploring the extent to which the Planning system can manage the over-concentration of Hot-food takeaways, for example through restricting these uses to town centres, and only in town centres where there is no over-concentration. Other policy tools to restrict the over-concentration of uses are being explored and tested.</p> <p>As part of developing policy and testing identified implementation tools the Council is working in partnership with the PCT to develop an evidence base which will support these policies. Funding has been identified to undertake this research.</p> <p>In addition other policies and strategies which will encourage healthy lifestyles include the Green Grid Strategy, aiming to provide better connections between open spaces, and the forthcoming Local Implementation Plan, which aims to promote cycling and walking as means of active</p>		<p>They will be submitted to the Secretary of State before Christmas 2012.</p> <p>Food for Health Awards Scheme working with fast food outlets and other food businesses to make reduce fat, salt and sugar content of fast food where possible.</p>
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<p>R8 That tackling childhood obesity will require the Council, Tower Hamlets Homes and RSLs to work more closely with fast food outlets. The Group suggest the following recommendations that will enable this:</p> <ul style="list-style-type: none"> • The Council, Tower Hamlets Homes and RSLs review the way they lease their properties ensuring that encouraging healthy eating is a pre-requisite for any new food business • Consider increasing levy charges to those that do not offer a healthy option, and reduce charges and business rates for those that do • Recognising owners of fast food outlets who are changing their menus towards healthy eating and rewarding those businesses 	<p>The report of this working group and this requirement was outlined to RSLs at the Development sub group on the 1st July 2010.</p> <p>It was discussed briefly and has since been circulated to each RSL. It was agreed that organisations should comment individually on the practicalities of implementing the recommendations by the next meeting which is scheduled for the 2nd September 2010.</p> <p>The council is currently in the process of finalising its RSL Preferred Partner Agreement and will seek to ensure that partners adhere to the Councils policy direction in this area as part of that programme.</p> <p>There are no resulting financial implications for the Council from these actions as RSLs will seek to implement as part of their ongoing business planning and will cost accordingly</p>	<p>Jackie Odunoye (Head of Strategy, Innovation & Sustainability)</p>	

	<p>PCTs response:</p> <p>Public Health is supporting LBTH on developing 'healthy spatial planning' as part of the Healthy Borough Programme. This includes health impact assessments on 3 housing estates and the production of guidance for LBTH planners on integrating health into planning decisions.</p> <p><u>Financial implications</u> There are no resulting financial implications for the Council from these actions as RSLs will seek to implement as part of their ongoing business planning and will cost accordingly.</p>		
<p>R9 That all vending machines found at Council and Partner buildings have healthy options.</p>	<p>Facilities Management are currently reviewing the existing vending contract and are hoping to go out to tender soon. The specification given includes having healthy options available to staff on vend as well as Fair Trade products, so we should see a healthier range of products available in the four Council administration buildings</p>	<p>Amanda Baird (Strategy & Performance Manager, Facilities Management)</p>	<p>Some scoping work carried out but needs follow through under umbrella of the developing Food Policy once it has been agreed by the Health and Well Being Board.</p>

supplied.

The current contract does give the option to vary the products being sold apart from having two Fair Trade products (drinks). Unfortunately we cannot make changes to the machines at this present time but it is something that can be considered in future planning.

NHS TH agree that the Council and NHS need to lead by example in tackling healthy eating and physical activity at work. NHS TH will ask its Healthy Workplace scheme to audit food provision in vending machines on NHS premises and advise on the possibilities and barriers for improving the health content.

We would support a similar approach by LBTH e.g. to review provision of chocolates and crisps in leisure centres. In response to this NHS TH will lead in setting up a working group to look at this issue in the

Esther Trenchard
Mabere. – Acting
Joint Director Public
Health, NHSTH

	Autumn.		
R10	<p>That the Council leads on developing a London Wide Network of practitioners to share best practice and develop strategic solutions to childhood obesity.</p>	<p>NHS Tower Hamlets agree the Council and partners should share best practice. We propose this could best be achieved by:</p> <ul style="list-style-type: none"> a) Dissemination of the Healthy Borough Programmes work. NHS TH and LBTH are already planning a conference for early 2011 and the dissemination of significant evaluation reports. b) Bringing together NHS, Local Authority and Voluntary sector organisations in London which have an interest in obesity, possibly as a follow up to our HBP conference. 	<p>Cathie Shaw Senior Public Health Strategist, NHS TH</p> <p>Mary Durkin Service Head of Youth and Community Learning</p> <p>Tower Hamlets sharing best practice in different ways including:</p> <p>Tower Hamlets Healthy Borough Programme; Phase 1 Progress Report: Executive Summary, Sept 2011</p> <p>Participation in developing London Mayor's obesity framework</p> <p>Sharing information with London Boroughs</p>
R11	<p>That the Council and Registered Social Landlords utilise land for community food growing</p>	<p>This activity is now well established, CLC have engaged with registered</p>	<p>Jackie Odunoye (Head of Strategy, Innovation &</p> <p>Community food growing being supported by: Quarterly led by <i>food growing networks</i></p>

<p>initiatives, encouraging residents to actively learn and enjoy techniques for growing their own food.</p>	<p>landlords through THHF, and 8 RSL projects have been established, with a further 2 projects being established by THH .</p> <p>Further planned activities for 2010 are :-</p> <ul style="list-style-type: none"> • Develop a “Growing Network” set up for LAP projects • Food show • Photo exhibition <p><u>Financial implications</u> This programme is already funded through DoH: Healthy Community Challenge Fund plus local match funding. In December 2008 Tower Hamlets was chosen to be one of 9 Healthy Towns nationally and was the only London Borough to be successful. Tower Hamlets is receiving £ 4,680,000, the second highest level of funding nationally, over 2 years and 4 months (from December 2008 up to April 2011).</p>	<p>Sustainability)</p>	<p>Women’s Environmental Health working with RSLs and public health</p> <p>Food growing <i>grants and support</i> from different sources inc capital growth (London wide), ‘can do’ community grants scheme in Tower Hamlets</p> <p>Healthy Lives Team through the <i>Great Grub Club</i> in schools under which 12 primary schools and 1 secondary school participated in food growing projects</p>
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<p>R12 That THEOs allocate resources towards targeting fast food outlets that are responsible for waste and litter around their shops.</p>	<p>The method of tasking THEOs is via the joint tasking process. It is difficult to target one issue with limited resources for this reason.</p> <p>As part of the Youth Participatory Budgeting, activity towards this objective will be undertaken as part of the after school patrols which are planned to take place from Sep – Dec 2010. The THEOs will patrol o/s problem locations across the borough close to schools to prevent ASB and reduce litter.</p>	<p>Gavin Dooley Head of Enforcement and Community Safety</p>	<p>Part of THEOs role</p>
<p>R13 That a report be presented to the Overview and Scrutiny Committee detailing the success of the Healthy Borough Programme. This paper should form the basis for strengthening proposals for requesting further funding beyond March 2011.</p>	<p>Through the Partnership we are developing proposals for continuation of the elements of the Healthy Borough programme where we can show a positive impact with robust evidence. This work will be ongoing over the next few months with key dates in September and October for decisions to be made about work that can be mainstreamed or supported in other ways. There may be a funding gap that would still need to be addressed.</p>	<p>Keith Williams Head of the Healthy Borough Programme & Katie McDonald (Scrutiny Policy Officer)</p>	<p>Tower Hamlets Healthy Borough Programme; Phase 1 Progress Report: Executive Summary, Sept 2011 - available</p>

	<p>A report to update the Overview and Scrutiny Committee could be presented in January 2011. By that time the overall position should be reasonably clear.</p>		
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Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R1 That the Tower Hamlets Partnership arrange a consultation exercise with young people and use this to inform research that recognises the level of alcohol consumption amongst young people. This research needs to include data on;</p> <ul style="list-style-type: none"> - Young people’s attitudes to drinking - Information about young people to include the six Equality Strands - Data by Ward or Local Area Partnership (LAP) if Ward data is not feasible - Hospital data relating to youth drinking issues 	<p>A Joint Strategic Needs Analysis is being finalised looking at the needs of young people and alcohol. The JSNA will include</p> <p>Demography: age/gender, ethnicity, population projection</p> <p>Alcohol related needs: risk factors, deprivation, vulnerable groups, prevalence of unmet need</p> <p>Impact on services: A&E audit of under 18 year olds, Ambulance, Police (to include ASBOs, alcohol related violence), Licensing (proxy purchases, underage sales), FIP, Admissions data, Social services</p> <p>Alcohol specific services – provision and utilisation YOT, CSSS, Lifeline</p> <p>Mortality data; Young People’s Voices (findings from surveys and focus groups) Pulse, TIP, Schools, Rapid Response Team, Tellus3, Pupil Attitude Survey</p>	<p>Angela Lewis</p> <p>Community Resource Manager, Strategy Commissioning and Partnerships</p> <p>Emma Bond Hidden Harm Coordinator DAAT Team</p>	<p>We have revised the Alcohol and Substance misuse needs assessment for 2012/13. The analysis incorporates both qualitative and quantitative data.</p> <p>The preceding JSNA has now expired and work has commenced on a revised JSNA for 2010/11 to include a focus on drugs and alcohol in young people and incorporating both qualitative and quantitative data. As part of the needs assessment process, insight has been sought from young people both engaged in services and naïve to treatment to obtain their views on services including education and suggestions for how to improve services locally.</p> <p>The preliminary social marketing work on young people street drinking and drinking in public spaces uncovered some useful insight into the reasons for drinking in public spaces in the context of young people’s lives in the borough generally, young people’s aspirations for the future, their thoughts on life in the borough, perceptions of diversion activities and service provision for this group. The preliminary findings led to the extension of the work to map the various community assets available to young people and discover local best practice values and ethos for effective</p>

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>As part of a social marketing programme managed by Public Health, research was commissioned into alcohol use amongst young people and adults and how to best implement interventions within A&E.</p> <p>These social marketing programmes are currently implementing interventions to address issues identified .</p>	<p>Marie-Carmen Burroughs Public Health Strategist Tower Hamlets NHS</p> <p>Angela Lewis Community Resource Manager, Strategy Commissioning and Partnerships</p>	<p>diversion and potential adoption by services for this group.</p>
R2 That Trading Standards and the Police ensure more regular test purchase operations are being made across the borough by recruiting additional actors to	<p>There have been 82 under age test purchases conducted since the 1st April.</p> <p>Of those premises visited 10</p>		<p>COMPLETE</p> <p>There have been 137 test purchases carried out to date (7/2/11) and of those, 19 premises sold to under-age test purchasers.</p>

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
reduce burden on police cadets.	<p>sold alcohol to the under-age test purchaser.</p> <p>6 fixed penalty notices were issued by the Police.</p> <p>3 Licensing Reviews have been triggered by Trading Standards and 6 further reviews by the Police were supported by Trading Standards.</p> <p>Other reviews are under consideration.</p> <p>Arising from that Trading Standards closed an off licence using powers under Section 169A(2) of the Licensing Act 2003 for 48 hours.</p>	<p>John McCrohan Trading Standards Manger Trading Standards</p> <p>Nigel Nottidge, Chief Inspector, Metropolitan Police</p>	<p>Fixed penalty notices were issued to the sellers and written warnings were sent to the designated premises supervisors and premises licence holders.</p> <p>One case file has been submitted to Legal Services and a summons has been issued against the premises licence holder, with the first hearing at Thames Magistrates Court on 11th February</p>
R3 That Trading Standards consider additional actions needed to prevent the purchase of alcohol by adults for young people. This should include more publicity about the prosecution of adults who purchase on behalf of young people, and those licensees who sell to, under-age drinkers.	<p>Press releases have been issued.</p> <p>Also, there have been 4 intelligence led partnership operations with the Police and HMRC visiting off licence premises in the borough.</p> <p>Quantities of fake and smuggled alcohol have been seized.</p>	<p>John McCrohan Trading Standards Manger Trading Standards</p>	<p>COMPLETE</p> <p>Press releases have been issued.</p> <p>There have been five partnership days with HMRC to date.</p> <p>One off licence had its licence revoked following a review triggered by Trading Standards arising from seizures of smuggled alcohol and under age sales. The revocation was upheld by Thames Magistrates' Court.</p>
			See previous comments

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
<p>R4 That Trading Standards develop useful working relationships with licensees in reinforcing their responsibilities in addressing alcohol related disorder and also ensure licensees are supported and encouraged to become involved in local problem solving.</p>	<p>This was suggested by consultant who prepared the original report that led to the strategy.</p> <p>Tower Hamlets is a very different from St Neots a small market town in Cambridgeshire..</p> <p>The off licence trade in the borough is more varied than that of St Neots.</p> <p>Unfortunately, Trading standards have encountered a willingness to buy fake alcohol, smuggled alcohol, smuggled tobacco and other fake goods, particularly condoms from, “ white van men “ itinerant sellers amongst the Borough’s off licence trade . There have been a number of seizures from Off licence premises. In this financial year, the majority of the high risk premises for Trading Standards purposes are off licences.</p>	<p>John McCrohan Trading Standards Manger Trading Standards</p>	

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>Trading Standards's view is that the St Neots model is not suited to the Borough</p> <p>Refusals books have distributed and form part of Licensing conditions on a number premises licences</p>		
<p>R5 That Children's Service looks to support Healthy Schools programmes expanding its remit to include programmes in youth clubs and reviewing funding, staffing levels and project delivery.</p>	<p>A Drug & Alcohol Education Adviser has been appointed</p> <p>The Drug & Alcohol Education Adviser works closely with schools and relevant external agencies within the Borough to encourage the monitoring and evaluation of Drug and Alcohol Education</p> <p>All schools are able to access support from the Drug & Alcohol Education Adviser with staff INSET, policy development, model lesson delivery, curriculum guidance and parent/carers education sessions</p> <p>The Life Education programme is no longer</p>	<p>Lorraine Hachou Joint Head, Extended Services</p> <p>Lorraine Hachou Joint Head, Extended Services</p>	<p>COMPLETE</p> <p>Since this scrutiny action was formulated, we have: -</p> <ul style="list-style-type: none"> • addressed alcohol in 2 programmes on Channel S, • annually on Ramadan radio (08, 09, 10) • Activities around Drug Awareness week and Alcohol Awareness Week press released to BME media • Adverts on drug treatment services in borough • Articles in Somali eye • A large number of press releases to BME media including about the DAAT, the alcohol strategy, alcohol abuse, family intervention work and human interest stories such as how THEOs played a role in helping street drinkers to recover. Particular coverage in London Bangla and Janamot ahas been secured.

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>operating within the borough</p> <p>The Drug & Alcohol Education Adviser is conducting ongoing training for school staff, which addresses all aspects of the drug and alcohol education curriculum, use of the Lifeline screening tool and the Hidden Harm agenda</p> <p>During the academic year 2009-2010, 7 candidates successfully completed the PSHE CPD course</p>	Lorraine Hachou Joint Head, Extended Services	Please note that whilst early work was funded from a dedicated budget within the DAAT, this funding is no longer in place
R6 That the Council uses BME media to highlight the dangers of alcohol misuse.	The Council continue to use BME media and other methods of communications to highlight the dangers of alcohol misuse.	Poppy Turner CS Engagement Manager	COMPLETE
R7 That commissioned specialist agencies working with young people need to address alcohol problems with as much vigour as drugs in terms of information and advice, harm reduction and treatment.	Work has been continuing on alcohol themed workshops with the Early Intervention Team and groups have taken place over the previous year. Further groups need to be developed with an increase	Lorraine Hachou Joint Head, Extended Services	The YOT continues to work with young people to address there alcohol problems. They has been integrated with the NDTMs case management system and the YOT substance misuse worker is now managing a Tier 3 caseload.

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	<p>in attendance required. A new system of 'triage' is now in place for first time entries in the Youth Justice System. Developments are occurring here in relation to establishing procedures for referrals to the YOT drug service for alcohol themed interventions.</p> <p>YOIS (Youth Offending Information System) is not capable of electronically collating specific, alcohol misuse factors outside of a generic 'Substance Use' category though alcohol use is monitored through assessment. An application for NDTMS recording systems to be put into place for all Care Planned, Tier 3 level referrals to the YOT drug service has been made in May 2009. This system will enable alcohol factors to be collated accurately and swiftly.</p> <p>This application is currently being reviewed by the NTA</p>	<p>Kevin Jones Substance Misuse Worker, Youth Offending</p> <p>Angela Lewis Community Resource Manager, Strategy Commissioning and Partnerships</p> <p>Kevin Jones Substance Misuse Worker, Youth Offending</p> <p>Marie-Carmen</p>	

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	and local commissioner. YOT are able to currently provide alcohol misuse stats through manual analysis.	Burroughs Public Health Strategist Tower Hamlets NHS	
R8 That commissioned specialist agencies need to investigate and develop culturally appropriate responses for young people to ensure that alcohol interventions are effective and acceptable for all the communities and faith groups in the borough.	Although a proposed collaboration with NAFAS was not realised, Lifeline continue to work with a range of partners to ensure that the needs of all service users are met. A family worker has recently been employed to work with the families of young people with drugs and alcohol related problems.	Angela Lewis Community Resource Manager, Strategy Commissioning and Partnerships	Further restraints have been placed on the YP substance misuse budget. With the removal of the Early Intervention Grant, the service is now dependant on the pooled treatment budget to deliver Tier 3 services. We now have a one service provider model and are working within the current constraints.
R9 That the Youth and Community Service ensure staffs have adequate training and support to address alcohol related issues within mainstream youth provision. This should include a drug and alcohol policy addressing training for staff, alcohol/drug related needs and tackling alcohol/drug related incidents.	Last year we delivered training to 50+ youth work staff on Alcohol abuse through partnership work with agencies such as Lifeline and UK Youth. This year we have a target to train 60+ youth work staff members across the service and we will be seeking funding to delivering the UK Youth Alcohol Peer Education training in each	Dinar Hossain Head of Youth and Community Service	Tier 2 alcohol and substance misuse services are provided through the targeted support service within the youth and connexions service. The majority of staff have received training to deliver services with the support of our Tier 3 provider.

Alcohol Misuse amongst Young People			
Recommendation	Response/Comments	Responsibility	Update June 2012
	LAP area with young people.		

Public Perceptions of Parking			
Recommendation	Response / Comments / Action	Responsibility	Update June 2012
<p>R1. That the Sustainable Transport Team liaises with the top five most visited venues in the Borough and work in partnership with them to promote alternative forms of transport to their visitors.</p>	<p>Strategy & Resources and Transport teams to identify top five most visited venues. Sustainable Transport Team to liaise with these venues and work with them to promote alternative forms of transport</p>	<p>Head of Service, Transportation & Highways</p>	<p>Complete</p> <p>Travel Plans have been developed with major trip generators in the Borough, including East London Mosque, Mile end Hospital, Royal London Hospital and the Council's own Travel Plan.</p>
<p>R2. That the Parking Service work closely with the Development and Renewal Directorate to develop a strategy that minimises negative implications on residents near new Car Free Developments.</p>	<p>As per the response to recommendation 6 the Parking Service will undertake an extensive consultation exercise. This will include the possibility of changing the hours of control, which will potentially effect restriction on parking around car free development.</p> <p>We will further publicise our whistle blowing scheme to allow residents to report suspected fraud taking place with parking permits associated with car free</p>	<p>Parking Policy & Performance Officer</p> <p>Service Head, Planning & Building Control (D&R)</p>	<p>Complete</p> <p>Fraud reporting information has been moved to a more prominent position</p> <p>Complete. The Council (D&R Plan Delivery, Lettings, Strategic Housing and CLC Parking Services) has been working to improve the understanding of car free developments through Eastend Life, including promoting the car club and TfL Cycle Hire Scheme networks in the borough.</p> <p>Working with Tower Hamlets Homes and Registered Providers on the benefits of car free developments and the travel options</p>

	<p>developments.</p> <p>Development and Renewal to strengthen information provided to Developers and letting partners to ensure they clearly inform their tenants about car free developments around specific sites. Within this communication there needs to be an incorporation of alternatives to car ownership – most specifically the promotion of car clubs.</p>		<p>available to residents in the borough, including those living in car free homes.</p>
<p>R3. That the Parking Service develop a communication strategy to inform residents about the Council’s policy on parking surrounding places of worship. They should also continuously review any concerns raised by local residents. This investigation should be conducted with sensitivity and transparency to ensure that any policy change is not seen as favouring any particular faith.</p>	<p>The wider consultation exercise as set out in R6 will include questions on this issue. Following this:</p> <ul style="list-style-type: none"> - a paper will go to MAB/Cabinet which includes the results of the consultation exercise, in order to seek Member clarification on the policy - after MAB/Cabinet decision, the confirmed policy will be publicised using the various communication methods available including the website and East End Life 	<p>Parking Policy & Performance Officer</p>	<p>See recommendation 6</p>

<p>R4. That the Parking Service improve communication with customers by ensuring payments and complaints are processed within a set deadline and any reimbursements and replies are given within these deadlines.</p>	<p>The Parking Service will set service standards, response times, develop performance indicators to assess these, and set out the process by which these indicators will be monitored. This will be published on the Council website and other communication mediums. The service will also work with the Payment teams to set specific targets around length of time taken for reimbursement</p>	<p>Appeals Manager / Parking Policy & Performance Officer</p>	<p>Complete</p> <p>Standards have been published on the website. 5 day processing of payments has been monitored and is sound.</p>
<p>R5. That the Parking Service develops a 'Citizens Parking Charter' in partnership with the Resident Parking Forum.</p>	<p>The Citizen's Parking Charter will be developed by the Parking service which will outline the key standards service users can expect and as per recommendation 4 this will be clearly communicated.</p>	<p>Parking Policy & Performance Officer</p>	<p>Complete</p> <p>Citizen's Parking Charter completed and placed on website.</p>
<p>R6. That the Corporate Director of Communities, Localities and Culture commission a comprehensive review of parking controls in the Borough.</p>	<p>The Corporate Director of CLC has agreed to commission a comprehensive consultation exercise on borough wide parking policies. The exercise will involve engagement with local residents throughout the process and this will be reported to Cabinet for the Mayor's consideration.</p>	<p>Head of Parking Services / Consultation & Engagement Advisor</p>	<p>Consultation</p> <p>questions have been agreed. Consultation to take place in June.</p>

<p>R7. That the Parking Service produce a short Annual Report which details breakdown of revenue income, costs and expenditure on local projects. This report should be publicised widely.</p>	<p>The Parking Service has a statutory duty to produce an annual report and the next report is expected to be completed in September. In producing this report we will consider best practice example from other authorities including how we publicise the information contained within the report.</p>	<p>Parking Policy & Performance Officer / Head of Parking Services</p>	<p>Complete.</p>
<p>R8. The Working Group noted the importance of Civil Enforcement Officers (CEOs) as a key agent for improving perceptions and resident involvement in parking services. It is recommended that the Parking Service place a greater focus on customer relations and resident engagement in the training of their CEOs.</p>	<p>The Parking Service will review customer training in relations to all areas of customer contact with the Council in relation to parking. A key aim of the review will be to improve resident engagement and customer service. Training of CEOs will be reviewed. Training and information relating to the call centre, One Stop Shops and cashiers will also be reviewed.</p>	<p>Parking Enforcement Manager / Head of Parking Services</p>	<p>Complete Training review found customer service training to be integral. Individual training records have been implemented to monitor ongoing training for all CEO staff.</p>
<p>R9. That the Parking Service should continue with the beat average system and this should not be replaced by target driven system for parking enforcement.</p>	<p>The Parking Service will continually monitor CEO performance against current targets.</p>	<p>Parking Enforcement Manager</p>	<p>Complete.</p>
<p>R10. That the Parking Service works closely with health service providers in the</p>	<p>This will link in with R1 to identify the most frequently visited places.</p>		<p>Complete</p>

<p>Borough to consider parking and accessibility implications of new and current building projects.</p>	<p>When upgrading the internet content, The Parking Service will ensure that there is joined up communication through linking relevant websites – including NHS Travel Plans.</p> <p>The Parking Service will also arrange monthly meetings with colleagues in Planning and Transportation & Highways in order to ensure timely information sharing on Parking issues in upcoming developments.</p>	<p>Parking Policy & Performance Officer</p> <p>Parking Development Manager</p>	<p>Established NHS Communications Team links. Webpages with links on NHS parking information.</p>
<p>R11. That the Parking Service work in partnership with Tower Hamlets Homes, Registered Providers of Social Housing and other local landowners with the aim of harmonising parking policy in the Borough. They should also clearly communicate the demarcation parameters and differing areas of responsibility.</p>	<p>The Parking Service will hold a 'Parking Seminar' bringing together all relevant parties (including housing associations and RSLs) which will discuss 'Parking for the Future' in Tower Hamlets.</p> <p>The Council's website will be updated to contain information on precise areas that come under the Council's jurisdiction. There will be greater links on the Parking Service internet sites to Tower Hamlets Homes and other Registered Social</p>	<p>Head of Parking Services</p> <p>Parking Policy & Performance Officer</p> <p>Parking Policy & Performance Officer</p>	<p>Complete.</p> <p>Parking Seminar currently being arranged.</p> <p>Ongoing. First 4 documents approved for circulation: 1) Member involvement in appeals 2) Loading/Unloading Restrictions 3) Public Highway and Private Land 4) The TMO process - making changes to the parking layout. Pack will evolve with further releases.</p>

	<p>Landlords parking website pages.</p> <p>The Parking Service will produce a 'Parking Pack' for Members, to include a step-by-step guide to parking policy.</p>		
<p>R12. That a Sustainable Transport page is added to the Council's website and that it is interlinked to the Parking Service web pages.</p>	<p>Sustainability Team and Parking Team will liaise with web team to put links in place</p>	<p>Travel Awareness Officer – Safety & Sustainability</p>	<p>Complete.</p>
<p>R13. That the Parking Service produce a document called 'ten simple rules to avoid a ticket' which is publicised through all available forms of communication by the Council.</p>	<p>Document to be produced</p> <p>The Parking Service, together with the corporate Communications Team, will develop a communications strategy to promote the document through East End Life, website, leaflets in council buildings and Parking Forum</p>	<p>Parking Policy & Performance Officer</p> <p>Parking Policy & Performance Officer / Communications Officer</p>	<p>Complete Produced and distributed.</p>
<p>R14. That the Parking Service offers a more customer focused web content on the Council's website, and adopt more diverse and innovative forms of communication to engage with residents.</p>	<p>This is covered by activities from R3, R4, R5, R7, R13 and R15.</p> <p>The Parking Service will also consider alternative methods of communication with residents including text/email alerts for suspensions.</p>	<p>Parking Policy & Performance Officer</p>	<p>Complete</p> <p>Updates to all pages with clearer 'Further Enquiry' details. Facebook used for Residents Forum.</p>

<p>R15. That the Parking Service develop a Resident Parking Forum that utilises different communication tools to engage with residents.</p>	<p>The Forum will be made up from those residents that partook in the resident involvement sessions for the review. The group will be communicated to through email. This Forum will be part of, a wider engagement strategy, and measures will be taken to ensure that the Forum's membership is representative of the community.</p>	<p>Parking Policy & Performance Officer / Head of Parking Services / Consultation & Engagement Advisor</p>	<p>Complete</p> <p>LBTH Parking Forum set up on Facebook, first issue of Citizen's Parking Charter put up for discussion.</p>
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SUPPORTING NEW COMMUNITIES			
Recommendation	Response / Comments	Responsibility	Update June 2012
<p>R1 That the Chief Executive’s Directorate supports the Council and Partnership to better understand the needs of new and small communities by:</p> <ul style="list-style-type: none"> Developing more sophisticated data gathering techniques so we know the demographics of our communities better. This data should then be used to plan policy and service developments. 	<ul style="list-style-type: none"> Publish Research Briefing on data on Overseas National Insurance Registrations. Publish Updated Population Statistics Research Briefing. Publish findings of the 2011 Population Count. Agree programme of analysis for the 2011 Census data once this is 	<p>Juanita Haynes Senior Research Officer, Corporate Research Unit</p>	<p>Research briefing in National Insurance Registrations published and accessible via the intranet. Population Key facts briefing published but will be updated once 2011 Census is released from July 2012 onwards Data from the Population Count has been used to inform a wide range of service delivery priorities. The finalised report will be uploaded on to the Corporate Research Team intranet pages.</p>

<ul style="list-style-type: none"> • Undertake consultation exercises to pick out common needs between new and small communities and use this when planning mainstream services. • Amend the equalities analysis template and guidance to include how mainstream services will meet the needs of new and small communities in the borough. 	<p>published by the Office for National Statistics in August 2012.</p> <p>Although we don't have a specific section around new and small communities, we do have sections around socio-economic inequalities, race and religion and belief. This would cover the needs of new and small communities and ensure we have shown 'due regard' in terms of the equality act 2010.</p>	<p>Paul Gresty Strategy, Policy and Performance Officer, One Tower Hamlets Service</p>	
<p>R2 That the Employment Strategy and subsequent action plans specifically outline how it will support new and small communities access employment with key public sector organisations</p>	<p>The recently adopted Employment Strategy outlines the direction for the council and its partners. The indicative action plan contains specific actions regarding projects which will support new and small communities. Where services are available from mainstream, the council will signpost individuals to</p>	<p>Andy Scott Employment and Enterprise manager</p>	<p>The Employment Strategy action plan contained some early actions to work with disengaged Women from diverse background and age groups to identify aspiration, knowledge and individual needs with regard to entering the labour market. It also highlighted a major underserved group of those residents who are workless but not claiming a work related benefit .</p> <p>The Employment & Enterprise team has worked alongside the voluntary and community sector to: Develop and introduce a pilot programme "Women and</p>

	<p>access them. Additionally projects focusing on women and worklessness, key disadvantaged groups and geographic areas are in development to ensure that accessible services are available to communities that experience multiple barriers to skills and employment.</p>		<p>Worklessness” to explore the disengagement, barriers to skills and work, and the routeway to jobs for 5 groups of Bangladeshi and Somali Women. An evaluation of this programme will inform further programme development toward diverse women’s groups and also feed into the Councils wider Equalities research. The Employment & Enterprise team have developed and introduced the “Working Start” Programme to specifically focus on residents who are detached from mainstream services and find it challenging to engage with job advice services. This programme launched in December 2011 and will place over 150 local resident into jobs. Over two years. Lastly the Council are currently developing a geographic based multi-agency programme which will focus on the central area of the Borough to maximise the engagement of disadvantaged individuals and communities whilst minimising duplication of delivery services. It is expected this programme will launch in the Summer of 2013. The UK economy is not in a strong place currently and the access to public sector jobs idea was written when the public sector could be a useful source of job vacancies. With the onset of austerity this is not a practical volume solution, however vacancies will be generated as part of the economic</p>
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			recovery and we shall continue to access and promote those to local residents. recession
R3 That the Third Sector Team and the Council for Voluntary Services supports advocacy work in the borough aimed at new and small communities. This should include mapping which organisations currently deliver advocacy work and how this can be improved through greater joined up and partnership working.	<p>The Third Sector Team will undertake a mapping of Advocacy Services provided by local voluntary and community organisations</p> <ul style="list-style-type: none"> • The Third Sector Team will contact TH CVS to ascertain: <ul style="list-style-type: none"> - Whether they are aware of any other organisations providing advocacy services - What support is available to local organisations to encourage joined-up and partnership working • Provide the O&S Committee with an 	<p>Maura Farrelly Community Resources Officer - Advice and Anti-Poverty</p> <p>Ali Ahmed Third Sector Strategy Officer</p>	<p>COMPLETE</p> <p>A mapping of Advocacy Services provided by local voluntary and community organisations .was completed in July 2011</p> <p>THCVS is currently working with AHWB to support front line organisations to improve collaboration and develop partnerships and consortia to help meet the information and advocacy needs of vulnerable residents in the Borough</p>

	update		
<p>R4 That the Corporate Communications Team refreshes how it engages and reaches out to new and small communities and explores innovative methods of communication considering a reduction in public finances.</p>	<p>The service has limited resources to invest in new activity however we are able to review our existing activity and adjust our approach where appropriate.</p> <p>The service will review its approach to obtaining media coverage to ensure publications associated with smaller and new communities are included in our media plans.</p> <p>In addition East End Life will work closely with the Equalities and Third Sector Teams to ensure the activities of a wide range of community groups are reflected in the news output of the paper.</p>	<p>Takki Sulaiman Service Head Communications and Marketing</p>	<p>COMPLETE</p> <p>The Communications Team is actively using social media - a new way of reaching out to and engaging communities in the borough. It's also a more innovative way of communicating given current financial pressures. The council's Twitter feed has more than 2,000 followers.</p> <p>We have also developed My.TowerHamlets, an interactive media tool accessed via the council's website that enables individuals to access information about key issues they select, in the way they wish to receive this information (ie texts or emails).</p> <p>In addition, we continue to issue media releases through all our media outlets (local, regional, trade, translated in Bengali and distributed to all interested media outlets) promoting messages around One Tower Hamlets, including specifically the following one developed with colleagues in Equalities and included in East End Life about the issue of engaging with new communities.</p>

Recommendation	Response / Comments	Responsibility	Update June 2012
<p>R1 In order to ensure those at risk are aware of what constitutes abuse, how to report it and access support, the Adults Health and Wellbeing Directorate will:</p> <p>Continue to work in partnership with Toynbee Hall, or any other similar organisation, and provide further funding to extend the Dignify Programme, or any similar programme, to include not only older people, but also other adults at risk of abuse such as people with mental health problems or learning disabilities.</p> <p>Explore accrediting the training pack developed by Dignify, or any other similar programme, to equip other local organisations with the ability to deliver their workshops.</p> <p>Provide a progress report in six months to the Overview and Scrutiny Committee</p>	<p>Toynbee Hall is working with Tower Hamlets MIND to extend the project. There is core funding for the project until 2013/14.</p> <p>Consideration of continued or extended funding will be in the context of a difficult financial context.</p> <p>AHWB cannot accredit training but can look at accreditation from Safeguarding Adults Board and support Dignify to seek accreditation from external organisations.</p> <p>This will be done.</p>	<p>Strategic commissioning manager, AHWB.</p> <p>Adult Safeguarding Co-ordinator</p> <p>Service Head Adult Social Care</p>	<p>a) AWHB considered funding the Dignify Programme.</p> <p>b) Over the last 12 months the Dignify project has run 65 workshops and information sessions for vulnerable adults and training for staff. There were 420 individual attendances at workshops and trainings.</p> <p>The Dignify project has run 2 sets of workshops with Mind for mental health service users. The project is in the process of setting up more. The project is planning to recruit a part time worker in the autumn to run a 6 month pilot around mental health. The project have provided support to staff at Mind in how to run groups and raise awareness so that they went on to run their own groups around safeguarding and mental health independently, this was well received and useful.</p> <p>The project has also been working with the Learning Disability team to discuss awareness raising for people with learning disabilities, and will be taking work forward in partnership with Excel care for this client group in May.</p> <p>Some of the workshops have been delivered in Sylheti using a volunteer</p>

			<p>translator, and the project has recently also made contact with Somali groups to take this work forward with the Somali community.</p> <p>The project is in the process of accrediting the Dignify training programme with Open College Network.</p>
<p>R2 In recognition of the urgent need to provide a seamless transition to the personalisation agenda for adults at risk, given the new risks inherent in self-directed care through personal budgets, the Adult Health and Wellbeing Directorate will increase access to advice, guidance and advocacy by:</p> <p>a. Providing funding for general advocacy programmes through the commissioning process, to increase the level of advocacy support available in addition to statutory provision from Independent Mental Health Advocates and Independent Mental Capacity Advocates, working with providers to deliver these services</p>	<p>At present AHWB provide advice and advocacy above and beyond the statutory requirements, however consideration of continued or extended funding will be given in the context of a difficult financial climate.</p> <p>We feel that the 'No Place for Hate' service is well established and should be</p>	<p>Strategic commissioning Manager, AHWB</p> <p>Adult Safeguarding Co-ordinator</p>	<p>The option to establish a Freephone telephone line was considered within the context of the Council's review of free-phone help-lines. At this time, it is not considered to be a useful addition to our existing forms of contact.</p> <p>We have not been able to identify any local authority in the UK that provide a free phone for adult safeguarding referrals – there are no London Local Authorities that have a separate adult safeguarding number to that of their usual referral number.</p>

<p>b. Exploring how to use the “No Place for Hate” method to set up a freephone helpline as an independent point of contact for adults suffering abuse to report their concerns via a third party, so they are not dependent on a family member, carer, assistant, health or social care professional who may be perpetrating the abuse</p>	<p>explored to ensure that adults suffering abuse or at risk of abuse are able to access the service. Creating another separate freephone helpline for the group(s) identified creates duplication and requires additional funding as AHWB currently have a dedicated phone line for referrals and reporting of the allegations of abuse. However, consideration of this will be given but there will be an additional cost implication, we will explore the evidence from other Council Services and other London Boroughs having free phone access.</p>		
<p>R3 In order to guarantee that the Safeguarding Adults Board is more representative and takes account of the perspective of adults at risk, the Adults Health and Wellbeing Directorate will ensure that it includes representation from a wide range of stakeholders including housing (RSLs and Tower Hamlets Homes), the Police, Social Services, Transport, and, most importantly, local third sector organisations serving adults at risk and</p>	<p>Housing, police, adult and children’s social care are currently represented on the Board.</p> <p>There is currently third sector representation on the Board and part of the Board’s workplan for the coming year is to ensure this is representative of third sector organisations generally.</p>	<p>Independent Chair-Safeguarding Adults Board</p>	<p>The Safeguarding Adults Board already has representation from the Police, Social Services, and Registered Social Landlords.</p> <p>The Board continues to make every effort to ensure that third sector organisations are more representative of a wide range of organisations are better represented as a whole rather than individual interests.</p> <p>The London Fire Brigade and the Ambulance Service now attend the Safeguarding Adults Board meetings.</p>

<p>service users themselves.</p>			<p>Transport is not specifically represented in the Board although Children's services who run transport are represented at the Board.</p> <p>Work is currently underway to ensure that service users/adults at risk are invited to future Board meetings. The Safeguarding Adults Board is scheduled to meet in early summer to discuss and finalise its work programme, and the issue of how to involve service users at the Board meetings will be considered as an agenda item.</p>
<p>R4 That the Safeguarding Adults Board ensures robust and transparent quality assurance procedures are in place across all agencies which are standardised and streamlined across the agencies where possible.</p>	<p>There is a quality assurance framework already in place within AHWB. Work is underway to look at how this might be considered alongside NHS partners.</p>	<p>Chair of Quality and Performance Sub-group</p>	<p>The Safeguarding Adults Board continues to consider where synergies can be found in the Council's and the NHS's quality assurance frameworks. This is a standing agenda item and an ongoing challenge.</p> <p>Adequate monitoring of safeguarding issues takes place through the commissioning of services process.</p> <p>The Safeguarding Quality and Performance Subgroup examines performance successes and areas for improvement.</p> <p>The Sub-group works more closely with key partners; namely Barts' & the London NHS Trust, and the East London Mental Health Foundation Trust in respect to serious incidents and safeguarding procedures.</p>

<p>R5 That the Adult Health and Wellbeing Directorate produce an analysis of best practice methods used by NHS East London and others to adopt a new policy to ensure inclusion of service users at the earliest possible stage and throughout the process, when implementing the personalisation agenda and any other strategies which may affect adults at risk, including the elderly, disabled and those with learning difficulties or mental health problems.</p>	<p>Work to engage with a range of service users has been a core part of the Transforming Adult Social Care programme. Service users have been involved in developing a DVD about personalisation and there have been a number of events to support this, including:</p> <ul style="list-style-type: none"> - 40 customer forums including for the groups identified - Five resident roadshows - Feedback on safeguarding such as financial abuse used to inform communications, planning and Safeguarding training 	<p>Safeguarding Adults Co-ordinator</p>	<p>During any development or amendment of a strategy or policy, officers are encouraged to refer to the Staff Toolkit for Customer engagement. This is available from :</p> <p>http://towernet/Intranet/business_areas/adults_health_and_wellbeing/quality_and_performance_team/quality_and_involvement.aspx</p> <p>This toolkit was written in Dec 2010 and provides a practical guide to customer engagement in adult social care services in the development or amendment of a policy.</p> <p>Adults Health and Wellbeing Directorate 2010 – 2013 Service User and Carer Involvement Strategy, written in April 2010, provides a plan for how we will involve service users and carers in social care. A copy of this strategy can be found on the intranet via the same link as above.</p> <p>The Transforming Adult Social Care (TASC) Customer Engagement Plan (dated 30 Jun2010) is available to staff.</p> <p>This is different from the toolkit in that the plan lays out what the Adults Health and Wellbeing Directorate will do to ensure that all customers (people with support needs, carers and Tower Hamlets residents) are able to influence the development and implementation of the transforming adults</p>
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			<p>social care programme.</p> <p>Additionally, the scope of this plan covers people with support needs who receive or have received services where the AHWB Directorate has lead commissioning responsibilities, all adult carers, and other Tower Hamlets residents.</p> <p>The Strategy and Development Policy Toolkit (Dec 2011). It outlines the approach to strategy development that the Strategy, Policy and Performance Function advocate and work to (where possible). The toolkit is benchmarked against Government guidelines and provides five stages to policy development. This toolkit is available from Adult's SPP function.</p> <p>Following on from the last update outlined in the previous column, this update is still relevant.</p> <p>Work is underway specifically looking at making sure that service users keep safe and that this is properly considered as part of support planning. A project is underway to engage service users in quality assessing their experience of support planning and safeguarding.</p>
<p>R6 That the Adults Health and Wellbeing</p>	<p>AHWB currently work to the 2010 – 2013 Service User and Carer Involvement</p>	<p>Safeguarding</p>	<p>An initial analysis was recently undertaken to examine the annual return for safeguarding referrals by breakdown of in</p>

<p>Directorate undertake a thorough and robust mapping analysis of the gaps which may existing the current service, particularly for people who are not in touch with statutory services and therefore may not be identified as at risk and referred to safeguarding procedures. The gap analysis should cover:</p> <p>Engaging with hard to reach communities, in particular BME groups, people with mental health needs and/or physical or learning disabilities.</p> <p>A strategy which outlines how they will be engaged and how their needs will be met in the future.</p>	<p>Strategy. One of the key aims of this is to target and involve hard to reach groups, our mechanisms and aims to engage hard to reach groups are therefore built into our Service User and Carer Involvement Strategy. In engaging with users we have reviewed our list of customer forums, undertaken outreach work with identified groups, carried out surveys with housebound people, surveys have been sent out in different languages and we work closely with THINK.</p> <p>An initial analysis will be undertaken within AHWB but the very nature of the work may mean there is a need for additional financial commitment in any attempt to engage those not presently engaged with the Council as a whole</p>	<p>Adults Co-ordinator</p>	<p>terms of equalities strands such as age, ethnicity, mental health needs, physical and learning disability. The performance data was compared to the Directorate's demographics and the borough demographics. Initial findings suggest that there may be an over-representation of safeguarding referrals in some groups and further analysis is being carried out to understand this.</p>
<p>R7 That the Adults Health and Wellbeing Directorate introduce extra training for frontline staff in the Council and partner agencies that work with adults at risk including:</p>	<p>Adults at risk are rarely removed from vulnerable situations. All decisions taken in these circumstances are taken with the full involvement and consent of</p>	<p>Training Sub - Group</p>	<p>90% of all the recommendations/objectives as per the workplan based on the 3year tower hamlets training strategy have been successfully completed.</p>

<ul style="list-style-type: none"> • Training all staff that work with adults at risk to empower and build the confidence of individuals rather than to take them out of situations which expose their vulnerability. This training should be embedded into existing Council training and refresher programmes and the cross-agency training plan overseen by the Safeguarding Adults Board. • Ensuring all staff working with adults at risk in care settings, residential accommodation or in their homes have been trained to empower service users to disclose abuse <ul style="list-style-type: none"> • Provide a report in six months to the Overview and Scrutiny Committee of what options have been explored and how these have been taken forward, including an explanation of why any are rejected. • 	<p>the adult at risk. Where an adult at risk is unable to give consent the Mental Capacity Act is used and decisions taken in line with Best Interests guidelines.</p> <p>Training around empowering service users is already part of training programmes but will be made more explicit. The training programme continues to develop.</p> <p>This will be provided</p>	<p>Service Head Adult Social Care</p>	<p>Outstanding areas relate to personalisation and involvement of local higher education establishments, this is work in progress.</p> <p>The one day multi agency (level 3) safeguarding adults training course for senior managers commissioned by TH workforce development is one example of progress made to better learning.</p>
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EMPOWERING SMALL AND MEDIUM-SIZED ENTERPRISES			
Recommendation	Response / Comments	Responsibility	Update: April 2012
<p>Recommendation 1 That the Employment and Enterprise Team of the Council use the Local Economic Assessment and other sources of information to collate and publish a clear picture of the small and medium-sized business sector in Tower Hamlets, its interdependences with big business and other sectors, and its diversity. This should form part of the Enterprise Strategy</p>	<p>This has been done already through the Local Economic Assessment and will be taken forward through the development of the Enterprise Strategy. It is important that this information is continually updated and disseminated. The Enterprise Team will be sending out quarterly updates to those interested in order to create a shared understanding of the business sector within the borough.</p>	<p>Huw Morgan-Thomas</p>	<p>Complete Clear information on business sectors and their interdependancies. The Enterprise Strategy is in final draft form, has been approved by the Cabinet and will be considered for approval by full Council in April 2012. Information from the LEA and from other sources has been used in the analysis of the Tower Hamlets enterprise economy contained in the strategy. Regular updates will be disseminated as Enterprise Strategy implementation activity.</p>
<p>Recommendation 2 That the Employment and Enterprise Team consider the rate of business death, its impact, and how to encourage support and advice services that can support businesses to continue in the current difficult economic climate.</p>	<p>This is an important part of the Enterprise Strategy, particularly given that the range of business support services in the borough has changed. For example, Business Link is now just an information service. The Enterprise Team are planning to co-ordinate with other local business support services to establish a coherent offer to local</p>	<p>Huw Morgan-Thomas</p>	<p>COMPLETE Employment & Enterprise team have considered business death rate during analysis of preparing the Enterprise Strategy, tasks in the proposed action plan (subject to full Council approval in April) provide for: the development of an effective network of business support agencies: and improved access to advice on debt, equity and new forms of finance.</p>

	businesses.		
<p>Recommendation 3</p> <p>That the Employment and Enterprise Team consider how we can broker relationships that benefit SMEs, taking advantage of Canary Wharf and our proximity to the city. The Council should negotiate on areas including supply chain, professional advice, provision of business mentors and access to lending for local businesses. The banks, professional services firms and others based in east London will benefit themselves if they contribute further to the building of strong local communities</p>	<p>This will again be part of the Enterprise Strategy, which has taken on board the recommendations of the O&S Committee in its development. The Enterprise team already do a lot of work in relation to supply chains and improving procurement opportunities for local businesses, so that they can supply the Council and other large businesses. The Enterprise team work closely with the procurement team to achieve this.</p> <p>The provision of professional advice and mentoring is also part of the Enterprise Strategy, with bigger businesses acting as a resource for smaller, local firms. The Enterprise Team are working to establish pro bono relationships between bigger and smaller companies, for example around the provision of free legal advice.</p>	Huw Morgan-Thomas	<p>COMPLETE</p> <p>The Employment & Enterprise team have considered how the council can maximise economic benefit through supply chain. Tasks in the proposed action plan (subject to full Council approval) provide for improvement of local supply arrangements for the Council and other large organisations in the borough and the development of mentoring services for the benefit of smaller businesses.</p>
<p>Recommendation 4</p> <p>That the Citizen Engagement Strategy clearly identifies the business community as a key stakeholder, and addresses how to engage and consult</p>	<p>The Citizen Engagement Strategy identifies the business community, and particularly SMEs, as key stakeholders. The strategy</p>	Michael Keating	<p>In Progress</p> <p>Cabinet at its meeting on 8th February agreed a new Partnership Structure which includes the establishment of a Employment and Skills Board.</p>

<p>businesses effectively, especially when a change of a policy and/or programme is introduced.</p>	<p>does not though set out how different stakeholders will be engaged. This will be taken forward by the action plan which is still in development.</p>		<p>As part of the development of this Board it will be important to ensure the voice of different stakeholders are represented and this will include the business community.</p>
<p>Recommendation 5 That the Employment and Enterprise Team facilitate setting up a business forum in Tower Hamlets, to discuss borough-wide business issues, including business space, co-ordinating business support, feedback on planning and licensing, change of Council and partners' policies and programmes, such as planned road works and waste management, or regeneration proposals.</p>	<p>A forum along these lines will be established as part of the Enterprise Strategy. It is likely to be called an 'Enterprise Challenge Forum'. Initially it will be used to get the views of local businesses in relation to the Strategy, but also have an advisory role.</p> <p>The Enterprise Team will also gather the views of local businesses through surveys, by engaging with other local business fora, and through general business networking events.</p>	<p>Huw Morgan-Thomas</p>	<p>In Progress</p> <p>Subject to full Council approval of the Enterprise Strategy and the action plan, a business forum event will be organised by March 2013, and consideration given to other types of business representation.</p>
<p>Recommendation 6 That the Employment and Enterprise Team review and identify areas of business information support including:</p> <ul style="list-style-type: none"> • Ensuring information is widely available through the Council website and other media; • Coordinating business advice services in the borough and ensuring that it is adequately signposted, and; • Establishing a business advice section at all Idea Stores to support 	<p>The Enterprise Team will ensure that information is widely available through the Council website and other media, and will co-ordinate business advice services in through borough, ensuring they are adequately signposted. These activities are currently in the Enterprise Strategy. The establishment of a business advice section</p>	<p>Huw Morgan-Thomas</p>	<p>In Progress</p> <p>Subject to full Council approval of the Enterprise Strategy and the action plan, there will be a revision of the information available to local businesses on the Council website, and discussions will take place on how information can be made available in other formats (including those relating to Ideas Stores)</p>

<p>businesses in the borough.</p>	<p>in each Ideas Store is not currently in the Enterprise Strategy, but the Enterprise Team will liaise with Idea Store colleagues to support this.</p>		
<p>Recommendation 7 That the Employment and Enterprise Team work in partnership with the Parking Services to review how parking restrictions affect local businesses, especially in Town Centres to support the borough's economic development, especially in areas where local businesses benefit from trade that comes from outside the borough.</p>	<p>Joint work with Parking Services is not currently part of the Enterprise Strategy, but the Enterprise Team will take this forward. In particular they will consider how local businesses could better engage with Parking Services. This will be added to the Enterprise Strategy Action Plan.</p>	<p>Huw Morgan-Thomas</p>	<p>In progress</p> <p>Tasks in the proposed action plan (subject to full Council approval) provide for: implementation of the Town Centre Spatial Strategy by encouraging initiatives which will develop the local enterprise economy; and making sure that enterprise considerations are at the heart of town centre regeneration. Parking issues will be taken into account in these tasks as a matter of much-expressed business concern.</p>
<p>Recommendation 8 That the Planning and Building Control Service of the Council closely work with developers at all stages of development, including the pre-application stage, for the effective use of space and review vacant premises in housing developments and develop planning guidance to encourage the development of spaces that can be used by light industry or other local businesses, and secure appropriate space for SMEs from new development.</p>	<p>The recommendations of the O&S Review are being taken into account in preparing the Development Management Policies relating to Employment. There will be a particular focus on providing space appropriate for SME provision. The policies will also seek to ensure that existing businesses are not adversely affected through redevelopment proposals, which was an issue raised during our initial consultation on the new planning documents.</p>	<p>Michael Bell Strategic Planning Manager Planning & Building Control Service</p>	<p>COMPLETE</p> <p>3 Development Management Policies (within the Development Management DPD) have been formulated to safeguard and encourage the development of space for light industry and business. The Development Management DPD went to December cabinet and is due to go to Full Council in May</p>

Officers already seek to ensure the provision of appropriate space for SMEs during the pre-application stage, using the adopted Core Strategy. The additional Development Management policies will provide more detail and will strengthen the ability of Officers to secure this type of space.

Officers have been working with colleagues in the Employment & Enterprise Team in the preparation of the draft Planning Obligations Supplementary Planning Document (SDP) which was approved by Cabinet in July 2011 for public consultation. This includes a target for 20% of the total value of contracts, which procure goods and services during the construction phase of the development, to be achieved using firms located within the Borough. It also re-enforces the Council's intention to secure the provision of flexible workspace within commercial developments, to mitigate the loss of such space through the

development process and to support new and existing SMEs within the Borough. The draft SPD is now being used by Planning Officers in pre-application negotiations with developers.

Officers are aware of the opportunities arising from vacant properties across the Borough where there may be existing restrictions on the range of uses imposed through the planning permission e.g. a vacant unit may be restricted to retail use and can not be utilised by a local business. In some circumstances the units may not be of the required specification for a business or there may be amenity issues with residential uses that can not be overcome. However, with the Core Strategy focussing retail and community uses within town centres, there may be increased opportunities to enable change of use of some of these units to provide flexible workspace for SMEs.

<p>Recommendation 9 That the Mayor continue to lobby the central government and work with private companies to further develop the borough's infrastructure, including super-fast broadband and transport.</p>			<p>COMPLETE</p> <p>The Borough has already benefited from the announced accelerated delivery of super-fast broadband in the development of Tech City, and the Mayor will continue to lobby for further infrastructure improvements. The Mayor has also strategically lobbied the Government for additional funding regarding the transport infrastructure in the borough. The Mayor has taken a particular interest in the cycling infrastructure in the borough, especially improvements to the Bow Roundabout, and we have had confirmation from Transport for London that additional investment will be made into the borough. This was enforced by the announcement in the National Government's 2012 Budget of £15m for cycling infrastructure in London. The Mayor and officers, through the Enterprise Strategy, will continue to lobby to ensure that the Borough continues to maximise the benefits from the Olympic Legacy and investment from central government into London.</p>
<p>Recommendation 10 That the Asset Management Team review its letting policy and consider letting Council properties, including currently unused ones, to small businesses on a short-term basis.</p>	<p>This absolutely makes sense as it brings the property back into use pending longer term proposals for the same. The only caveat should be that we are happy to consider but each case will be looked at based on merit and appropriateness of undertaking such a short term letting. Furthermore, any such letting should be on an 'easy in easy out' basis subject to appropriate</p>	<p>Toks Osibogun Head of Valuation & Estates, Asset Management.</p>	<p>In Progress</p> <p>Some initial work has been undertaken to review the Shops policy. Some consultation has also taken place. As part of the further work, the needs of Small businesses will be considered.</p>

	commercial terms being agreed		
<p>Recommendation 11 That the Planning and Building Control Service, through the Local Development Framework Core Strategy, explore possibilities of establishing micro-scale business parks in the borough.</p>	<p>The adopted Core Strategy identifies a number of designations to protect and promote employment space suitable for SMEs, in particular:</p> <ul style="list-style-type: none"> - Local Office Locations (small scale and flexible office space) - Local Industrial Locations (light industrial units and flexible workspace) - Town Centres (small scale and flexible office space) <p>The new Development Plan Documents currently being prepared will define the extent and detailed boundaries of these areas and provide detailed policies to protect and promote employment floorspace within these designations.</p> <p>It is not possible to introduce a new designation at this stage now the Core Strategy has been adopted. Officers are confident however that</p>	<p>Michael Bell Strategic Planning Manager</p> <p>Planning & Building Control Service</p>	<p>COMPLETE</p> <p>A policy (SP02) is present in the adopted Core Strategy and DM DPD encouraging opportunities for SMEs and micro businesses. The Development Management DPD went to December cabinet and is due to go to Full Council in May</p>

	<p>the framework of the Strategy, and subsequent Development Plan Documents, will provide a basis for a range of employment units to meet the needs of local SMEs.</p> <p>Officers will monitor this and it may be something that can be introduced when the Core Strategy is reviewed over the coming years.</p> <p>There may also be opportunities arising from the establishment of the London Mayoral Development Corporation (MDC) which will include existing employment land in Fish Island and Bromley-by-Bow. The MDC is due to come into being from April 2012 and will have land assembly, planning powers and potentially the ability to attract inward investment to facilitate the provision of innovative new forms of employment provision as part of the wider Olympic Legacy Proposals.</p>		
<p>Recommendation 12 That the Procurement and Corporate Programmes Service investigate how</p>	<p>This work is currently underway, as part of an overall programme of</p>	<p>Procurement Service</p>	<p>In Progress The Employment & Enterprise team shall be</p>

<p>we better utilise R2P to develop our understanding of SMEs in the borough to implement the objectives in the corporate procurement strategy.</p>	<p>measures to support local SMEs. Opportunities that will be explored include a prompt payment target of 10 days for SMEs.</p>		<p>working with procurement team toward a much stronger "economic benefit through procurement" strategy to inform contactors of expectations.</p>
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Developing Efficient Customer Services			
Recommendation	Response / Comments	Responsibility	Update June 2012
R1 That the Council continue to offer customers online services and promote web use to access the Council services.	Parking permit renewals available on-line Customer web portal in development – allowing single sign-in access to range of appropriate services	John Chilton Claire Symonds	Approximately one third of permit renewals now carried out on line. Parking visits to One Stop Shops down from 5000 to 3500 monthly. Business case still in development. Increased take up of sign-in services on line, eg Council Tax.
R2 That the Council continue to encourage customers, including those who do not currently use the internet, to use efficient means of accessing services.	One Stop Shop meet & greet floorwalking service to continue to encourage and assist with web use Joint One Stop Shop/Idea Store at Watney Market will present opportunities for encouraging greater web and PC use	Claire Symonds Claire Symonds/Judith St John	Work continuing on increasing web take up Work on ISWM has commenced on site for early 2013 opening
R3 That the Council continue to find solutions to customers' problems in cooperation with relevant	Customer Access to continue to measure customer satisfaction and	Claire Symonds	New touchscreens now in place in One Stop Shops to improve take up of satisfaction surveys. Ongoing surveys now

<p>stakeholders and publicise the Council's role to manage customers' expectations.</p>	<p>to encourage feedback on services</p> <p>Customer Access to continue to work closely with back office service teams to develop services</p>	<p>Claire Symonds</p>	<p>in place for telephone, face-to-face and web access channels.</p> <p>Customer Access working actively with THH, Parking Services and Public Realm on service improvements.</p>
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