

## Briefing for Scrutiny Lead Member

Directorate Portfolio	<b>Communities, Localities and Culture</b>
Scrutiny Lead	<b>Cllr John Pierce</b>

*This briefing note is intended to provide the Scrutiny lead member with an overview of their portfolio. It will be used to inform the Overview and Scrutiny Committee's work programme for the municipal year 2014/15. The issues highlighted in the note will be further discussed in a meeting between the Scrutiny Lead Member and Corporate Director.*

### **Section One: Overview of areas covered within the portfolio**

#### **Culture, Learning & Leisure**

##### **→ Arts, Parks and Events**

- Management of the borough's event programme
- Management and strategic development of Council Parks
- Management and development of Brady Street Arts Centre and Kobi Nazrul Centre
- Development of commercial activity in parks
- Delivery of youth arts programme
- Delivery of youth led Film Festival
- Victoria Park & Mile End Park Community ranger service
- Play space management in parks and open spaces

##### **→ Community Languages**

- Out of school community language classes for children aged 5 to 16
- Support for Primary Modern Foreign Languages
- Early GCSE provision in community languages for children aged 11 to 14
- First Language Assessment Service for newly arrived and under achieving children
- Community cohesion and citizenship education programme in partnership with mosques and madrasas for young people aged 11 to 18
- Preventing Violent Extremism (PVE) Mentoring Programme to provide support for vulnerable young people who are at risk of radicalisation or already been radicalised

##### **→ Idea Stores & Libraries**

- Strategic development of the Idea Store service.
- Operations (Idea Stores, libraries and learning centres)
- Idea Store Learning, delivering a programme of accredited and informal learning courses
- Management and development of Local History Library & Archives
- Development of children's libraries
- Secures and strengthen the ESOL offer in Tower Hamlets

##### **→ Sports and Physical Activities**

- Works to increase the quality of leisure provision and customer experience of the borough's leisure centres and sporting facilities
- Management, monitoring and review of the leisure management contract
- Support work arising from the 2012 Olympic Games Legacy
- Responsible for the capital development projects of sports and leisure centres
- Encourage all members of the community to adopt active and healthy lifestyles
- Provide more affordable sporting activities where price is a barrier
- Deliver a broad range of sports competitions and community sports events
- Publicise events, coaching courses and competitions

#### **Safer Communities**

### → **Drug & Alcohol Action Team / Drug Intervention Programme**

- Work with the community to identify key local issues around drug and alcohol misuse
- Co-ordinate the approach to problems associated with drug and alcohol misuse
- Commission a range of different treatment interventions
- Focus on strategy and service delivery in relation to adult substance misusers
- Works closely with the team responsible for young people's substance misuse
- Tackle issues around drug supply and crime and disorder related to drug and alcohol use
- Provide interventions through schools and children's services that help children and young people deal with drug and alcohol issues.
- The work of both the DAAT and the DIP is steered by the Drug and Alcohol Action Team Partnership Board

### → **Community Safety, Domestic Violence (DV) and Hate Crime (HC)**

- Co-ordinates partnership activity around crime and anti-social behaviour
- Manages production of the Community Safety Plan
- Facilitate multi-agency forums and panels, and coordinates partnership activity around domestic violence and hate crime
- DV advice & support
- Survivors support group
- Sanctuary Project
- Partnership Taskforce Teams
- Deliver the Violence against Women and Girls Plan
- Develop joint working with Police and other partners
- Commission specialist 'victim-focused' support services such as the IDVA & Violent Crime Support Service

### → **Youth Service**

- Provide programmes for young people between 13 and 19 and up to 25 year olds with SEN
- Rapid Response Team works to reduce conflict on the streets
- Provides targeted case management support
- Ensures sufficient positive activities are on offer for 'at risk', NEET and vulnerable young people
- Manages the grant registration scheme to ensure safe places for positive activities for young people
- Supports the universal youth provision with curriculum development
- Support young people to work together to influence key stakeholders
- Deliver a borough wide Youth Volunteering Strategy
- Facilitate young people commissioning process through "Youth Opportunities Fund" scheme.
- Co-ordination and delivery of peer education training to cover smoking prevention (ASSIST), Teenage pregnancy (SRE) and Obesity (Healthy Living) in schools and youth centres
- Deliver a range of outdoor adventure activity
- Management and development of detached, outreach and mobile youth work
- Deliver the Detached Youth Work Strategy Forum to focus on sharing best practice with all detached and outreach providers.

### → **Environmental Health and Environmental Protection**

#### Public Health

- Drainage
- Pest control
- Incontinence and contract laundry
- Animal warden service and stray dog pound

#### Housing standards

- Housing Standards Enforcement
- Licensing Houses in Multiple Occupation
- Overcrowding

- Immigration certificates
- Gypsies and travellers
- Council owned mobile home site management

#### Pollution

- Licensing consultation
- Planning consultation
- Noise and odour control, nuisances from dust and fumes
- Air quality
- Water quality
- Contaminated land
- Light pollution
- Environmental impact of major projects
- Mortuary and parish funerals

#### Business Continuity

- Emergency preparedness
- Civil protection
- Emergency response
- Business continuity

#### → **Consumer and Business Regulation**

- Promote and maintain a fair trading environment in the borough
- Trading Standards and consumer protection enforcement
- Business Advice and Education
- Trading Standards outreach
- Tobacco Control
- Underage sales
- Licensing enforcement
- Community cohesion via events
- Administering and enforcement of a number of delegated licences including premises and persons that sell alcohol and premises that hold regulated entertainment.
- Food hygiene enforcement and advice
- Health and Safety enforcement, massage and special treatment licensing, animal health regulation, infectious disease control
- Public Health Programs: Healthy Food Choices awards, tobacco control and smoke free enforcement and advice, promoting smoking in partnership with and funded by Public Health under the Tobacco Control Strategy.
- Corporate Health and Safety

#### → **Enforcement, Intervention and Markets**

- Addresses anti-social behaviour
- Supports law-enforcement through the THEOs
- Ensures street traders are appropriately licensed
- Tower Hamlets Enforcement Officers (THEOs) deal with
  - Youth related Anti-Social Behavior
  - Street Drinking & associated ASB
  - Dog fouling
  - Littering, Graffiti and Fly posting
  - Illegal street trading
  - Street markets
- ASB Team investigate reports, identify perpetrators and offer appropriate interventions to prevent further anti-social behaviour, including taking action against those who breach orders.
- CCTV Team Operates the borough's CCTV
  - Manage the day to day running of the 24hr CCTV Room
  - Liaise with Police and other agencies for crime reduction
  - Undertake all project work and planning for new installations
- Responsible for regulating the Borough's 27 street markets

- Delivers the Markets Strategy actions
- Responsible for the enforcement of all illegal trading

## Public Realm

### → Transport & Highways

- Delivers the statutory duties of the Council as Highway, Traffic, Local Flood and Street-works Authority
- Manages and operates over 100 vehicles providing transport through an agreed SLA with Education, Social Care and Wellbeing as well as other Council departments
- Maintains 226 km of public highway within the Borough,
- Works with Transport for London on a further 24 km
- Responsible for 10,000+ street lighting columns, street furniture, highway gullies and structures such as bridges, retaining walls and pipe subways.
- Oversees utility companies with licences to work within the borough.
- Vehicle workshop undertakes servicing and repair to all the Council's vehicles
- Operates a daily emptying service for the Underground Refuse System principally used by Poplar HARCA and Tower Hamlets Community Housing.
- Delivers the Council's Capital Programme improvement programme for Parks and Highways
- Encourages cycling through provision of routes, training, encouragement and enforcement and development of the Cycling Strategy;
- Responsible for the Road Safety Plan
- Travel awareness and travel planning to encourage use of sustainable transport
- Winter Maintenance procedure and management

### → Clean and Green

- Management of the contract with Veolia
- Streetcare officers report defects and issue FPNs for a range of offences
- Keeps public places clean and operational
- Waste collection and disposal
- Provides and develops recycling and street cleansing
- Inspection of highways and parks play equipment
- Provides grounds maintenance services in the parks and open spaces
- Provides tree care services.

### → Waste Management

- Develops strategic approach to ensure that waste prevention is embedded in all Council services
- Implements comprehensive re-use, recycling and composting programmes
- Handles municipal wastes such as those arising from commercial businesses, parks and gardens, schools, universities, hospitals, charities, places of religious worship, hostels, homes, markets, events, street cleansing and gully emptying operations.

### → Parking

- Responsible for creating and maintaining a safe and efficient traffic flow through the borough
- Defines the parking infrastructure within the borough in terms of bays, signs & lines, payment options for parking and ICT.
- Conducts parking and traffic enforcement
- Issues PCNs
- Deals with abandoned vehicles.

## Strategy & Resources

The Strategy and Resource (S&R) division contributes to all of the Community Plan themes through its strategic planning, programme development and support activities across the Directorate, and through its engagement with cross-cutting Council programmes.

- CLC specific equalities programme
- Financial planning, management and CLC contribution to the medium term financial plan (MTFP)
- Business process re-engineering
- Policy and strategy development
- Special project delivery and corporate project support
- Business support
- Delivery of the localisation agenda
- Partnership Executive support and development programme
- Performance management and reporting
- Coordination of the service planning process
- Change Management and CLC transformation
- Centralised provision of administrative support services
- FOI's/Member Enquiries/Corporate Complaints
- Data quality management

## **Section Two: Key national legislative and policy developments**

- Legislative developments around CCTV use for issuing parking tickets
- EU developments to policy around recycling and sustainable waste management and landfill
- Requirement to collect different recyclates (paper, metal, glass and plastic) on the basis of TEEP testing (technically, environmentally and economically practicable)
- Census Analysis – business modelling and impact of population growth on future demand e.g. around waste management
- Managing the transition from Section 106 to the Community Infrastructure Levy
- New national ASB legislation from October 2014
- Relationship between MOPAC and London boroughs / Police Borough Commanders
- Guidance to be issued by Surveillance Commission on use/decommissioning of cameras unless there is a pressing need

## **Section Three: Key local challenges and opportunities**

### **Ongoing MTFP Efficiency and Cost Reduction Planning**

CLC has contributed the greatest amount of all directorates to date to the Council's budget reduction and efficiency targets and Service Managers are briefed to continue to develop service strategies that can address the continuing unprecedented budget pressures on local government over the next four years and probably beyond.

### **Strategy & Resources / Cross CLC**

- Further developing localised service deployment, delivery, accountability and joint tasking.
- Support for MTFP and delivery of efficiencies
- Continuing to support and develop the Partnership Executive
- Reviewing impact of census data on service business modelling assumptions
- Further improving our procurement and contract management arrangements to improve local employment.

### **Safer Communities**

- Managing the impacts of the night-time economy: Early Morning Alcohol Restriction Orders (EMROs) and late night levies
- Deployment of Mobile Police station
- Re-procurement of all contracts for the Drug and Alcohol Action Team

- Delivery of action plan for Youth & Community Services arising from OSC review
- Thames Tideway Tunnel – management of environmental impacts
- Pilot on registration of private landlords
- Crossrail – management of environmental impacts

### **Public Realm**

- Project 2017: re-procurement of main waste collection, cleansing and waste disposal contracts
- Ongoing development of FiFiLi and associated smarter working technology for frontline officers
- Development of anti-defacement strategy
- Parking policy review
- Assessment of Cycle Superhighways
- Delivery of Depot Review changes and consolidation/identification of additional sites
- Cycling Road Events including Tour de France stage

### **Culture, Learning & Leisure**

- Events in Parks programme development
- Delivery of parks improvement programme including Bartlett Park and King Edward Memorial Park
- Idea Stores Strategy – next steps review
- Sports Statement refresh
- Poplar Baths leisure client role
- Developing and growing the Local Community Ward Forums (LCWFs) and continuing to provide support for Community Champion Coordinators

## Section Four: Progress against key performance indicators

2013/14 Strategic Measures	Target (and stretch target)	End of Year Outturn* and RAG Status	Direction of travel from previous year	Commentary
<b>Level of street and environmental cleanliness - litter (%)</b>	Lower target: 3% Stretch target: 1%	1.9% AMBER	Performance has remained consistent	The final outturn has remained consistent across 12/13 and 13/14. The stretch target has not been met due to increased residential densities and positive economic growth in areas such as street markets, placing additional strains on the Council's cleansing requirements. However with the introduction of new communication channels such as FiFiLi and QR technology we aim to provide a more rapid response to clearing rubbish and more effective usage of resources such as more sweeping where needed in order to improve litter levels in 2014/15.
<b>Level of street and environmental cleanliness - detritus (%)</b>	Lower target: 4% Stretch target: 2%	2.4% AMBER	Performance is improving	The final outturn for 13/14 shows a positive continual downward trend from last year's outturn of 3.6%. Significant improvement has been achieved following the implementation of the Mayor's accelerated delivery programme which helped improve results, as well as better contract management between LBTH and Veolia. The stretch target has just been missed due to poor weather conditions that we have had this year especially when the survey for Tranche 3 was carried out. Moving forward we plan to improve the level of detritus via a stronger contract management focus on detritus and tackling hot spot areas.
<b>Improved street and environmental cleanliness - graffiti (%)</b>	Lower target: 8% Stretch target: 6%	6.2% AMBER	Performance is improving	The final outturn for 13/14 shows a positive continual downward trend from last year's outturn of 8.8%. This was achieved in part via the extra funding provided by the Mayor's programme which resulted in more resources being provided for graffiti removal. Furthermore, there was more effective enforcement carried out by Streetcare Officers on graffiti which has led to a decrease in defacement. The stretch target was only marginally missed, and continuous improvement is anticipated in 2014/15 with the adoption of a cohesive anti-defacement policy.
<b>Improved street and environmental</b>	Lower target: 2% Stretch target: 1%	2%	Performance is improving	The final outturn for 13/14 shows a positive continual downward trend from last year's outturn of 2.2%. This was

<b>cleanliness - fly-posting (%)</b>		AMBER		achieved in part via the extra funding provided by the Mayor's programme which resulted in more resources being provided for fly posting removal. Furthermore, there was more effective enforcement carried out by Streetcare Officers on fly posting which has led to a decrease in defacement. The stretch target was only marginally missed, and continuous improvement is anticipated in 2014/15 with the adoption of a cohesive anti-defacement policy.
<b>Percentage of household waste sent for reuse, recycling and composting</b>	Lower target: 27.63% Stretch target: 29%	29% (provisional)  GREEN	Performance is improving	Current provisional figures suggest that the Council will meet the 29% stretch target. Final figures will be available on September 15 <sup>th</sup> following the completion of the validation process.
<b>Rate of personal robbery crimes 1,000 population</b>	Lower target: 4.89 Stretch target: 4.7	4.47 per 1,000 population  GREEN	Performance is improving	Police commentary on end of year outturn will be available shortly
<b>Rate of residential burglary crimes per 1,000 households</b>	Lower target: 12.63 Stretch target: 12.35	13.77 per 1,000 households  RED	Performance has remained consistent	Police commentary on end of year outturn will be available shortly
<b>Rate of motor vehicle crimes per 1,000 population</b>	Lower target: 9.77 Stretch target: 9.35	10.85 per 1,000 population  RED	Performance has remained consistent	Police commentary on end of year outturn will be available shortly
<b>Rate of (non-DV) violence with injury crimes per 1,000 population</b>	Lower target: 5.46 Stretch target: 5.34	AWAITING DATA		End of year outturn and Police commentary on outturn will be available shortly
<b>DV violence with injury crimes per 1,000 population</b>	Lower target: 2.52 Stretch target: 2.52	AWAITING DATA		End of year outturn and Police commentary on outturn will be available shortly
<b>Computer Aided Despatch (CAD) calls for ASB per 1,000 population</b>	Lower target: 71.26 Stretch target: 67.51	76.85 per 1,000 population  RED	Performance is deteriorating	Police commentary on end of year outturn will be available shortly
<b>% of residents 16 to 19 year olds who are not in education, employment or training (NEET)</b>	Lower target: 4.75% Stretch target:	4.56%  AMBER	Performance is improving	The final outturn shows an improvement from an outturn of 4.9% in 2012/13. A change in currency rules now mean that NEET is looked at by young people's residency and includes



	4.5%			<p>year groups 12, 13 &amp; 14 and not just the 16-18 age group. This now means that an average 2500 additional young people need to be tracked and monitored per year. The target has been achieved and the stretched target narrowly missed following a concerted effort by all partners in Tower Hamlets with clear strategic leadership and engagement from the NEET reduction strategic group, leaders in the local authority, schools, the college, community partners, work based learning providers and EBP. The partnership work will continue into 2014-15 delivery with clear co-ordination by the NEET reduction strategic group. There is a positive outlook to putting effective solutions in place for obstacles identified during 2013-14.</p>
--	------	--	--	--

\*2013/14 year end performance data will be going to Overview and Scrutiny Committee on 22<sup>nd</sup> July 2014

## Section Five: Customer perception and satisfaction

The table below details residents and service users' perception of, and satisfaction with, services. The information is taken from the Annual Residents Survey. The latest available data is for 2012/13. 2013/14 data will be available in August 2014, as fieldwork for the survey was delayed due to the election.

Annual Residents Survey Measure	2012/13	2011/12	2010/11	Comparison with London 2012/13
% satisfied with refuse collection (all residents)	65	67	68	-1
% satisfied with recycling facilities (all residents)	64	63	68	-5 Significantly below London
% satisfied with recycling facilities (service users)	71	68	72	-1
% satisfied with street cleaning (all residents)	59	59	60	+6 Significantly above London
% satisfied with parks and open spaces (all residents)	60	60	60	-7 Significantly below London
% satisfied with parks and open spaces (service users)	66	65	63	-7 Significantly below London
% satisfied with libraries/Idea stores (all residents)	62	58	58	+1
% satisfied with libraries (service users)	81	77	76	+6 Significantly above London
% satisfied with leisure and sports facilities (all residents)	49	44	47	+4
% satisfied with leisure and sports facilities (service users)	66	61	61	+7 Significantly above London
% satisfied with parking services (all residents)	25	26	30	-3
% satisfied with parking services (service users)	29	30	34	-6 Significantly below London

## Section Six: Cabinet Forward Plan items

<b>Reports: 2<sup>nd</sup> Quarter 2014-15 [July - September 2014]</b>	<b>Division &amp; Service Area</b>
Early Morning Restriction Orders [Pre-Consultation]	Safer Communities
Community Safety Plan: Annual Review Year 1 of 3 Year Plan	Safer Communities
DAAT Commissioning Intentions	Safer Communities
Police Resources for Analytical Data	Safer Communities
Bethnal Green Museum Gardens Shelter & Toilet Block	Culture, Learning & Leisure
<b>Reports: 3<sup>rd</sup> Quarter 2014-15 [October - December 2014]</b>	<b>Division &amp; Service Area</b>
Parking Review of Products, Fees & Charges	Public Realm
Food Law Report	Safer Communities
Substance Misuse Strategy	Safer Communities
Youth Services Business Plan	Safer Communities
Sustainable Drainage Systems	Public Realm
<b>Reports: 4<sup>th</sup> Quarter 2013-14 [January - March 2014]</b>	<b>Division &amp; Service Area</b>
Defacement Policy	Public Realm
Community Champions Framework	Culture, Learning & Leisure
Local Community Ward Forums & Community Programme Update	Culture, Learning & Leisure