

Committee	Date	Classification	Report No.	Agenda Item No.
Overview and Scrutiny Committee	4 March 2008	Unrestricted		
Report of: Assistant Chief Executive Originating Officer(s): Afazul Hoque, Acting Scrutiny Policy Manager Hannah Bailey, Scrutiny & Equalities Support Officer		Title: Overview and Scrutiny Recommendation Tracking Report: Update Ward(s) affected: All		

1. Summary

- 1.1 This report provides a progress report on Overview and Scrutiny Committee's recommendations.

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

Recommendation Tracking Report – March 2007

Name and telephone number of and address where open to inspection

Kweku Quagraine
020 7364 4877

3 Report

- 3.1 As part of its regular work programme, Overview and Scrutiny Committee (OSC) receives a regular, 6-monthly, recommendation tracking report to monitor progress in implementing past recommendations. This covers all its recommendations since 2003/04, including those from the Committee and Working Group reviews.
- 3.2 In considering the monitoring and tracking of scrutiny recommendations it was suggested that it may be useful for Members to consider revisiting a review to look at progress, its impact and the potential lessons for future reviews.
- 3.3 In November 2007, it was reported that the Scrutiny Lead Member for Learning Achievement and Leisure would revisit the Scrutiny Review on the Youth Services Plan. The Challenge Session took place on 11th December 2007. The report on this session is attached as a separate item on this agenda for Members' consideration. To summarise, Members found the information presented useful, and there was acknowledgment that good progress had been made in some of the areas. However, a number of additional issues were raised from their direct experience as Ward Councillors in the community, demonstrating the changing nature of youth service provision and the challenges it brings. Following the session, Members identified areas for further action and made a number of additional recommendations for the directorate to take forward to bolster the work of the review.
- 3.4 Similarly, a Health Scrutiny Challenge Session with the PCT on the Access to GP and Dentistry Services review was recently held at the Barkantine Centre. Productive discussions were held with the PCT and a number of local GPs about the implementation of the recommendations to date and the effectiveness of initiatives to cut waiting times and improve customer experience. The results of this session will be reported to the next Health Scrutiny Panel in March.
- 3.5 The tracking report shows that overall services are implementing many of the recommendations made by Overview and Scrutiny. This takes a number of forms from being mainstreamed into ongoing service development through to specific initiatives.
- 3.6 Appendix 1 provides an update of the tracking system. It is organised by the broad themes from the Strategic Plan with the additional area of health for the Health Scrutiny Panel. Where there are changes since the last update, they are highlighted like [this](#).
- 3.7 As noted in the report of 6 November 2007 meeting, many of the updates will not change significantly from one tracking report to the next given the nature of the recommendations. For each recommendation there is an indication of whether monitoring should continue and, if so, when a detailed update will be sought.
- 3.8 Appendix 1 shows those recommendations that are either outstanding or ongoing. Appendices 2, 5, 7, 9 and 13 show recent review and Challenge Session recommendations which have been recently agreed by Cabinet and are still in the early stages of implementation. For this reason, only the action plan has been attached. A full progress report on the reviews and Challenge Session will be given in November 2008. A number of the reviews are now monitored on an annual basis and were last considered at the March 2007 meeting. Reviews completed before June 2004 only provide an update as these were produced under the previous scrutiny arrangements.
- 3.9 As with other corporate monitoring reports, a traffic light system is used to indicate progress. Red highlights an area where there has been no progress or there is

significant delay in implementing the recommendations. Yellow indicates that the recommendation is in the planning stage or that, although there is some progress, this is less than satisfactory. Green shows that the recommendation has been achieved or progress in its implementation is satisfactory.

- 3.10 The report shows that in terms of the 13 issues monitored, 7 are at green with 6 currently at yellow, due to these reviews being in the early stages of implementation. Furthermore, in undertaking the tracking at this stage we are able to identify that with many of the recent reviews the Cabinet has responded positively to all the recommendations by agreeing to implement the recommendations from the scrutiny review.

4 Concurrent Report of the Assistant Chief Executive (Legal)

- 4.1 Under Section 21 of the Local Government Act 2000, the Council has a duty to deliver an effective and robust Overview and Scrutiny function. Monitoring the progress and impact of recommendations made by Overview and Scrutiny ensures that this duty is discharged effectively.

5 Comments of the Chief Financial Officer

- 5.1 There are no direct financial implications arising from this report.

6 Equal Opportunity Implications

- 6.1 Equal opportunities are central to the work of the Overview and Scrutiny Committee. A number of reports and reviews have specific equalities themes including the access to GP and dentistry services review, which sought to respond to local health inequalities through the issue of local residents' access to services.

7 Anti Poverty Implications

- 7.1 Anti-poverty is central to some aspects of the work of the Overview and Scrutiny Committee, particularly within the theme of Creating and Sharing Prosperity, such as that on the Fair Shares review, looking into how the local community has benefited from high levels of economic development within the Borough. This theme is also reflected in the Graduate Unemployment review, which is still in the early stages of implementation at present.

8 Sustainable Action for a Greener Environment

- 8.1 The Committee has considered sustainable action for a greener environment through the Improving Recycling review action plan. A full update on progress made in implementing the recommendations will be reported to Members in November 2008.

9 Risk Management

- 9.1 There are no direct risk management implications arising from this report. Monitoring of the implementation of the Committee's recommendations is important to make sure that the Council responds to the suggestions and findings of Overview and Scrutiny's work.

- Appendix 1 Overview and Scrutiny Recommendation Tracking Update
- Appendix 2 Improving Recycling (Action Plan)
- Appendix 3 Domestic Violence
- Appendix 4 Urban Junk or Urban Funk – Street De-clutter – (To be tabled at the meeting)
- Appendix 5 Determination of Major Planning Applications (Action Plan)
- Appendix 6 Fair Shares Review
- Appendix 7 Graduate Unemployment (Action Plan)
- Appendix 8 School Exclusions
- Appendix 9 Tower Hamlets Hostel Strategy (Action Plan)
- Appendix 10 Leaseholders – A Study of Customer Care
- Appendix 11 The role of Ward Councillors in the Tower Hamlets Partnership
- Appendix 12 Access to Services
- Appendix 13 Access to GP and Dentistry Services (Action Plan)
- Appendix 14 Delivering Choosing Health: A Case Study of Obesity

Overview and Scrutiny Recommendation Tracking Update

Living Safely

Issue Improving Recycling	Recommendation Date 7 November 2007	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This review examined the issue of recycling to investigate the measures the Council has introduced and may introduce in the future and feed into the introduction of a new integrated waste contract in 2008. The final report made 11 recommendations for implementation.	Response / Progress The report was submitted to Cabinet in December 2007. All 11 of the recommendations were accepted. An action sheet detailing the recommendations is attached as appendix 2 for Members' information. A full update will be reported in November 2008.	

Issue Review – Domestic Violence	Recommendation Date 4 April 2006	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This review considered domestic violence in Tower Hamlets and the multi-agency response to the issue. The report made 12 recommendations for action.	Response / Progress An update on implementation of the recommendations was provided in March 2007. All the recommendations have now been implemented and a full update is attached at appendix 3.	

Issue Urban Junk or Urban Funk – Street De-clutter	Recommendation Date 7 June 2005	Green
Monitoring Status – No further monitoring		
Recommendation This review considered the issue of street de-clutter in the borough and how it could be reduced. The Working Group made 16 recommendations to Cabinet.	Response / Progress An update on implementation of the recommendations was provided in March 2007. A further update on the current status of the recommendations will be tabled at the meeting as a late item.	

Creating and Sharing Prosperity

Issue The Determination of Major Planning Applications	Recommendation Date 8 th January 2008	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This recent Challenge Session examined how the Council determines major planning applications, with a particular focus on new arrangements to increase public consultation around the pre-application planning process. The session resulted in 7 recommendations.	Response / Progress An action plan showing the 7 agreed recommendations is attached at appendix 5 for Members' information. A full update on the progress made in implementing the recommendations will be given in November 2008.	

Issue Fair Shares Review	Recommendation Date 10 May 2005	Green
Monitoring Status – No further monitoring		
Recommendation This review considered how local communities benefited from the borough's high levels of economic development and regeneration. The Working Group made 10 recommendations to Cabinet.	Response / Progress An update report showing progress on the implementation of the recommendations was submitted to the March 2007 meeting. A further update is attached at appendix 6 for Members' information. As all the recommendations have been implemented it is proposed that there be no further monitoring of these recommendations.	

Learning Achievement and Leisure

Issue Graduate Unemployment	Recommendation Date 5 December 2007	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This recent review examined the issue of the transition from education to employment amongst young people in the borough. Seven resulting recommendations were presented to Cabinet.	Response / Progress The report was submitted to Cabinet in December 2007. All 7 of the recommendations were accepted. An action sheet detailing the recommendations is attached as appendix 7 for Members' information. A full update will be reported in November 2008	

Issue School Exclusions	Recommendation Date 4 April 2006	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This review looked at school exclusions within the borough to increase understanding of the issues, the support available and action being taken to deal with them. It made 10 recommendations to Cabinet.	Response / Progress An update report showing progress on the implementation of the recommendations was submitted to the March 2007 meeting. A number of the recommendations were due for completion after the last update and these are shown in the latest update, attached as appendix 8 . The majority of recommendations have now been implemented.	

Living Well

Issue Tower Hamlets Hostel Strategy	Recommendation Date 7 November 2007	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This review was conducted in order to review the draft Tower Hamlets Hostels and Move-On Strategy. Twelve recommendations in total were presented to Cabinet arising out of the review.	Response / Progress The report was submitted to Cabinet in November 2007. All 12 of the recommendations were accepted. An action sheet detailing the recommendations is attached as appendix 9 for Members' information. A full update will be reported in November 2008	

Excellent Public Services

Issue Leaseholders – A Study of Customer Care	Recommendation Date 3 October 2007	Yellow
Monitoring Status – Maintain annual monitoring		
Recommendation This recent review was designed as a case study of the customer care received by people using Council services. In total 19 recommendations were made as a result, with 15 of these specifically for the leaseholder.	Response / Progress The report was submitted to Cabinet in October 2007. All 19 of the recommendations were accepted. An action sheet detailing the recommendations was submitted in November 2007 for Members' information. The information attached as appendix 10 gives the latest update on progress made implementing the recommendations.	

Issue The role of Ward Councillors in the Tower Hamlets Partnership	Recommendation Date 7 February 2006	Green
Monitoring Status – No further monitoring		
Recommendation This review was conducted in 2005/06 and considered the role of councillors in the Partnership. It resulted in a report with 11 recommendations for action.	Response / Progress A full update on implementation of the recommendations has been provided at appendix 11. As all the recommendations have now been implemented it is proposed that these recommendations are no longer subject to monitoring.	

Issue Review - Access to Services	Recommendation Date 1 April 2004	Green
Monitoring Status – No further monitoring		
Recommendation This major review conducted by the Excellent Public Services Scrutiny Panel in 2003/04 resulted in a report with 13 recommendations for action.	Response / Progress A full update on implementation of the recommendations as of March 2008 is attached as appendix 12. It is now proposed to Members that there be no further monitoring of these recommendations.	

Health

Issue Access to GP and Dentistry Services	Recommendation Date 5 December 2007	Yellow
Monitoring Status – Maintain six-monthly monitoring with update in November 2008		
Recommendation This review was conducted by the Health Scrutiny Panel and examined what level of access residents in the borough have to GP and dentistry services. Consequently 11 recommendations were made to the PCT.	Response / Progress The report was submitted to Cabinet in December 2007. All 11 of the recommendations were accepted. An action sheet detailing the recommendations is attached as appendix 13 for Members' information. A full update will be reported in November 2008. A Challenge Session held on 19 th February 2008 examined the implementation of the recommendations to date. The outcome of this will be reported to Overview and Scrutiny Committee in due course.	

Issue Delivering Choosing Health: A Case Study of Obesity	Recommendation Date 26 September 2006	Green
Monitoring Status – Maintain annual monitoring		
Recommendation This review considered the Government's Delivering Choosing Health initiative through a case study of services and initiatives aimed at tackling obesity. It made 12 recommendations to the Council and Tower Hamlets PCT.	Response / Progress An initial update was submitted to the Health Scrutiny Panel in April 2007. The latest update from March 2008 charting the progress made in implementing the recommendations is attached at appendix 14 for Members' information.	

Appendix 2

Response to Scrutiny Working Group Report on Improving Recycling

Recommendation	Response / Comments	Responsibility	Date
<p>R1 The review commends the work being undertaken with the private sector to reduce the amount of waste entering the municipal waste stream. Increasing recycling of market waste must be a priority, including food waste.</p>	<p>Waste recycling of the same materials covered by the household co-mingled re-cycling service has been available since April 2007 to all trade waste customers. The Veolia sales force promote recycling on every visit. Trade recycling costs the same as residual waste but there is an advantage to smaller customers as there is no minimum quantity for a recycling sacks contract. Commence full co-mingled recycling collection pilot Whitechapel Market</p> <p>Evaluate pilot and produce roll out strategy for other markets</p>	<p>John Palmer, Service Head, Street Management</p>	<p>Oct 2007 Jan 2008</p>
<p>R2 The Group welcomes the planned work to increase recycling within hospitals, and other institutions, and suggests that the Tower Hamlets Partnership is a good channel to deliver these changes through. All efforts should be made to ensure that the necessary funding is secured for the expansion of the service to take place. The Group would also</p>	<p>Evaluate food waste collection in markets post tender of food waste lot in integrated re-cycling procurement</p> <p>Engage temporary outreach staff to implement the programme of bringing recycling to hospitals, charities and other institutions eligible for free of charge recycling.</p> <p>Engage Tower Hamlets Partnership to assist with the programme.</p> <p>Negotiate and provide service to Mild May, Mile End and the Dental Hospitals</p> <p>Contact and offer service to 35 new organisations a month</p>	<p>Fiona Heyland, Head of Waste Management</p>	<p>April 2008 August 2007 Completed Completed Completed On-going</p>

Recommendation	Response / Comments	Responsibility	Date
<p>suggest that all Council buildings, including the Idea Stores and leisure centres are doing their best to minimise waste.</p>	<p>Complete roll out of co-mingled recycling service to remaining administrative buildings and Idea Stores</p> <p>Install co-mingled recycling in all Leisure Centres York Hall, Mile End Leisure Centre, Mile End Stadium, St George's Pool, Tiller Leisure Centre, Whitechapel, John Orwell.</p> <p>Langdon Park</p> <p>Implement waste minimisation plan developed by London Remade Anchorage House and Mulberry Place</p>		<p>Dec 2007</p> <p>August 2007 Completed</p> <p>Dec 2007</p> <p>Oct 2007</p>
<p>R3 Whilst the group understands the importance of recycling plastic in order to achieve targets, there is concern about the pollution of China with these recycled plastics and the wider issue of excessive packaging. The review group would therefore support the Local Government Association's calls for tougher laws and serious fines for excessive packaging. At a local level, the group would like to raise the awareness of this issue locally,</p>	<p>Include requirement in the specification for the new integrated re-cycling contract requiring contractors bidding for the Materials Re-cycling Facility (MRF) element of the contract to make efforts to use domestic markets wherever possible.</p> <p>Incorporate criteria in tender evaluation</p> <p>Support London Councils proposals for a ban or levy on 'throw out' shopping bags for inclusion in the proposed 10th London Local Authorities Bill</p> <p>Respond to consultation</p>	<p>Fiona Heyland, Head of Waste Management</p>	<p>Sep 2007</p> <p>Sep 2007</p> <p>Oct 2007</p>

Recommendation	Response / Comments	Responsibility	Date
<p>including the merits of buying products in alternative containers and recycling their plastic bags. It is suggested that this should be pursued through the Tower Hamlets Partnership.</p>	<p>Bill deposited</p> <p>Tesco, Waitrose, ASDA, Sainsbury and Sommerfield have all signed up to Governments Voluntary Code of Practice on Carrier Bags in Feb 07 and are running a variety of schemes in the borough.</p> <p>Include packaging and e.g. 'Bag for Life' schemes as an issue in campaigns and activities</p>		Nov 2007
<p>R4 A key concern for the review is the current state of the bring sites. More work needs to be done to make sure that these sites are well managed and are a more attractive part of the local landscape. Improvements would need to include making the sites more attractive, that they are emptied more frequently and that they are in the best location. Improvements should also be made to the signage of the bring sites.</p>	<p>Complete upgrade of all 54 on street bring sites to co-mingled 1280 litre containers. Ensure recycling message is displayed clearly on bins.</p> <p>Increase street cleaning around sites</p> <p>Increase frequency all sites are emptied to twice weekly</p> <p>Facilitate new public recycling point at Virginia Quay (opposite Budgens) via Section 106 agreement with Barratt Homes</p> <p>Install new textile recycling banks in partnership with SCOPE at Kelsey Street/Chester Street, Old Bethnal Green</p>	<p>Fiona Heyland, Head of Waste Management</p> <p>Kevin Crook, Waste Policy and Development Manager</p>	<p>Sept 2007 Complete</p> <p>Sept 2007 Complete</p> <p>Oct 2007</p> <p>Nov 2007</p> <p>Aug 2007</p>

Recommendation	Response / Comments	Responsibility	Date
	<p>Road/Canrobert Street and Cephas</p> <p>Assess all additional sites and pass information to SCOPE</p> <p>Install new media recycling banks in partnership with SCOPE at Northumberland Wharf, ASDA on the Isle of Dogs, Sainsbury's Whitechapel and Tesco's Bromley by Bow</p> <p>Commuter re-cycling scheme at Bethnal Green and Tower Hill Tube stations</p>		<p>Complete</p> <p>Dec 2007</p> <p>June 2007 Complete</p> <p>Oct 2007</p>
<p>R5 Whilst the review commends the service offered at Northumberland Wharf reuse and recycle centre, it also notes that it is only accessible by car, which excludes the majority of Tower Hamlets residents. The group would therefore like to see the introduction of smaller collection points across the borough to compliment some of the services offered at Northumberland Wharf.</p>	<p>Despite feasibility studies there is no site in Tower Hamlets which has been identified as suitable for licensing for the transfer of waste. The implications of a "mini-tip" anywhere other than Northumberland Wharf are: traffic movements, both domestic and lorries, potential noise, dust dirt and odours and cost.</p> <p>Include options for additional facilities in strategic review of waste disposal options</p> <p>Review arrangements for collection and disposal of bulky waste</p>	<p>Fiona Heyland Head of Waste Management</p> <p>John Palmer Service Head Street Management Terry Damiano Service Head Housing</p>	<p>Jan 2008</p> <p>Jan 2008</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R6 An area of grave concern for the group is the lack of appropriate recycling facilities and access to facilities in new housing developments. The group understands that planning is able to penalise developers via a breach of condition notice. It therefore recommends that there should be a more joined up approach, between the recycling team and planning to monitor new developments and enforce action. The working group expresses concern that the Council does not have the resources to check new housing developments for breach of contract (including for recycling facilities) and sign them off as compliant, especially with the large number of developments under construction. Additional resources need to be considered to make sure that enforcement is given greater priority. This is vital in safeguarding the quality of the borough's environment.</p>	<p>Review and implement process for joint working and enforcement.</p> <p>Conditions are attached to planning permissions requiring the provision and approval of appropriate waste and recycling facilities prior to the occupation or completion of the development. At both the pre-application and formal application stages Waste Management officers give guidance on the plans for waste and recycling facilities proposed This includes access for collection vehicles, capacity of containers and maintenance of the bins and stores.</p> <p>Once either a certificate of occupation or a final completion certificate arrives at the Council a Waste Management officer visits the premises to ensure that accessible bins for recycling and residual rubbish are in place, of adequate capacity and kept clean and tidy. If facilities are found to be in breach of the planning conditions the Recycling Officer immediately refers the case to a Planning Officer for appropriate enforcement action.</p>	<p>Management Owen Whalley, Service Head, Major Project Development /John Palmer, Service Head, Street Management</p>	<p>August 2007 Complete</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R7 This review recognises the decision for the new contract to cease door to door collections in high rise accommodation, based on the increased value for money of the near entry approach, and suggests the following provisos:</p> <ul style="list-style-type: none"> i a wide range of consultation is undertaken to ensure that the majority of high rise residents are supportive of adopting the near entry approach. ii If the consultation is positive and the near entry approach is adopted that effective communication is undertaken to explain why it has been introduced and the benefits of the changes iii That this change must not make it harder for people living in high rise accommodation to recycle, with particular emphasis on how the recycling is moved from the home to the communal facility. 	<p>Detailed inventory and assessment of recycling facilities high rise stock including assessment of compliance with London Fire Brigade guidance in respect of Regulatory Reform (Fire Safety) Order in October 2006 (funded by ROTATE and conducted by SNU and London Remade)</p> <p>One third of stock (c.700 blocks)</p> <p>Complete Phase 1 consultation and conversion</p> <p>Complete Phase 2 inventory, consultation and conversion</p>	<p>Fiona Heyland, Head of Waste Management</p>	<p>Sep 2007 Complete</p> <p>March 2008</p> <p>March 2009</p>
<p>R8 The review group would expect the</p>	<p>Include separate food waste 'lot' for street based properties in</p>	<p>Fiona Heyland,</p>	<p>Sept 2007</p>

Recommendation	Response / Comments	Responsibility	Date
<p>new contractor to use the results of recent waste analysis to help develop a service based on the recycling needs particular to Tower Hamlets. The Review would therefore welcome the re-investigation of the option to introduce food waste recycling. Whilst the group is aware that the majority of London Authorities providing this service only do so for street level properties, the review would welcome an innovative approach as to how food waste recycling could be rolled out to all properties.</p>	<p>tender for integrated recycling contract to assess affordability Evaluate potential for high rise food waste service with recycling contractor</p>	<p>Head of Waste Management</p>	<p>Oct 2008</p>
<p>R9 The review would encourage the contract proposal to make reference to the recent national policy guidance on recycling and regional London-wide changes that might be introduced. Based on the evidence of this review, the group would welcome any changes that would stream line the approach to recycling and develop a more co-ordinated approach to waste</p>	<p>Although there have been proposals for a single waste authority by the GLA this has not progressed. The government is considering legislation to allow waste authorities to enter into voluntary consortia and this will be considered as part of the strategic review of waste disposal options. In the meantime officers will continue to work closely with other London boroughs to share best practise and resources wherever possible.</p>	<p>Fiona Heyland, Head of Waste Management</p>	<p>ongoing</p>

Recommendation	Response / Comments	Responsibility	Date
<p>minimisation across the capital, including the proposed London Single Waste Authority.</p> <p>R10 The group would support increasing publicity around recycling, particularly around what happens to the recycling when it is picked up. The group commends the new pamphlet explaining recycling in a range of community languages but would propose that other methods of communication are also utilised using a range of media. The Recycling team should have a presence at the boroughs wide range of festivals and community events to provide information and recycling facilities to residents. A regular page or column in East End Life, highlighting some of the more innovative approaches to recycling should also be considered. An estate recycling road show may be another option.</p>	<p>Tender for comprehensive “door stepping” awareness raising campaign of all properties in the borough, canvassers to include Sylheti and Somali speakers. (WRAP funded) Contractor appointed</p> <p>Phase 1 Door stepping 21,234 low rise properties completed</p> <p>Revisit non contact properties completed</p> <p>Re run participation survey (baseline March 2007) and evaluate</p> <p>Phase 2 High Rise properties completed Evaluation</p> <p>Recycling facilities to be available at all major events in the Borough. (9 major festivals serviced in summer period)</p> <p>Continuing programme of publicity including Ease End Life, EID and Christmas campaigns</p> <p>Muslim Women’s Environmental Collective established in partnership with the LSP programme includes:</p>	<p>Kevin Crook, Waste Policy and Development Manager</p>	<p>May 2007 - Completed</p> <p>Aug 2007 Completed</p> <p>Sep 2007</p> <p>Oct 2007</p> <p>Feb 2008</p> <p>Mach 2008</p> <p>On-going</p> <p>On-going</p>

Recommendation	Response / Comments	Responsibility	Date
	<p>Befriending scheme targeting 80 families and monitoring behaviour change regarding recycling and sustainable living.</p> <p>Community outreach activities involving community radio and an address to 400 women on the purpose of the collective and sustainable living.</p> <p>The Waste Education Project has a series of films and publications encouraging recycling and waste minimisation widely available.</p> <p>Waste Education pack distributed to all schools</p> <p>All major RSLs include recycling booklet in new tenant packs</p>	<p>Robin Beattie Strategy & Programmes Manager</p> <p>RSLs</p>	<p>Jan 2008</p> <p>Oct 2007</p> <p>Sept Completed</p> <p>On-going</p>
<p>R11 Schemes such as the community composting should be rolled out to all residents living in high rise accommodation, as well as schools. The Council should look at further ways to incentivise residents to recycle.</p>	<p>Roll out community composting : Scheme is very labour intensive and not suitable for all high-rise blocks. It requires enthusiastic co-ordinators living at each block where a scheme is introduced. Schemes have already been implemented at: Mullet Gardens, Evelyn House, Cinnabar Wharf and Spelman Street, (Spitalfields HA)</p> <p>Matilda House</p>	<p>Kevin Crook, Waste Policy and Development Manager</p>	<p>June 2007 Completed</p>

Recommendation	Response / Comments	Responsibility	Date
	<p>Jubilee Crescent</p> <p>Develop financial incentive scheme for consideration by Members. (Subject to outcome of central government consultation and necessary legislation).</p>		<p>Sept 2007 Completed</p>

Appendix 3

Response to Scrutiny Working Group Report on Domestic Violence

Recommendation	Comments	Date	Update: February 2008
<p>R1 The Council considers further opportunities for improving the ability of victims to report domestic violence. For example through the use of the Council's internet, I-kiosks and one stop shops.</p>	<p>The Domestic Violence (DV) Team continues to promote domestic violence services in partnership with the Domestic Violence Forum. This includes provision of information in community languages at a range of outlets and events. 25 outreach stalls have been held at community venues across the borough with approx. 2,000 information packs distributed to members of the public. Advertisements have been included in the Schools Menu Guide which is distributed to all parents every term, and the Council's Domestic Violence web-pages have been updated. We have continued to promote awareness of DV issues and services through the local media, with regular news items in East End Life in particular.</p> <p>Work is also underway with mainstream service providers so that staff are able to address DV proactively with their service users if they have concerns. 2 projects are underway to develop these approaches:</p> <ul style="list-style-type: none"> • NCH Barika Project: is currently working with 9 schools, and pupil referral units providing staff training, parents' workshops and information sessions and workshops for pupils. 	<p>March 2007</p>	<p>This programme of work has continued with new domestic violence awareness materials launched in November 2007 and a complete revision of the Council's website information on domestic violence. The DV Team is working with advertising agency AMV BBDO to produce a short cinema advertisement raising awareness of the seriousness of domestic violence, and has recently taken campaign materials on to the street with a valentine's day campaign reported in East End Life.</p>
			<p>Outreach stalls at community events and festivals continues, with the DV team having a presence at 20 events so far this year – reaching over 2,000 members of the public.</p>
			<p>The Warrior Women holistic personal safety programme has been successful in engaging women from migrant, refugees and homeless communities, as well as working with young women and women in refugees.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R2 The Council should regularly assess that the balance of services provided matches the profile of victims of domestic violence. This will ensure those of different gender, ethnicity and age are given the help they need.</p>	<ul style="list-style-type: none"> • THPCT has secured NRF funding to develop policy and practice on DV. Training for Health Visitors has been prioritised to equip them with the skills to identify and assess the needs of families with young children where DV is occurring. <p>An LAA target has been adopted to measure performance on improved access to services: LAAs 103 “Reduction in the average amount of time victims experience domestic violence before seeking help from a specialist service”, 2004-05 baseline 4.6 years. The outturn on this indicator in April to December 2006 was 3.2 years, a far greater improvement than anticipated.</p>	<p>March 2007</p>	<p>The profile of victims coming to the attention of the DV Team from 1/04/07 18/02/08 was:</p> <p>Number of cases: 580</p> <p>Gender: 548 female victims (94%) 32 male victims (6%)</p> <p>Ethnicity: Asian 287 (49%)</p>

Recommendation	Comments	Date	Update: February 2008
	<p>gender.</p> <p>The profile of victims coming to the attention of the DV Team from April-December 2006 was as follows:</p> <p>Number of victims: 399</p> <p>Gender: Male: 29 (7%) Female: 370 (93%)</p> <p>Tower Hamlets Victim Support Scheme has secured funding for a part-time LGBT worker who primarily provides support to victims of homophobic crime. This worker has also been trained to support victims of same-sex DV and is able to support male victims of DV.</p> <p>Age: 18-25: 104 (26%) 26-40: 173 (43%) 41-60: 76 (20%) 60+: 8 (2%) Unknown: 34 (8%)</p> <p>Disabled: Yes: 25 (6%) No: 374 (94%)</p> <p>Language support needed: Yes: 88 (22%) No: 311 (78%)</p>		<p>White 193 (33%) Black 52 (9%) Other 23 (4%) Not given (3%) Somali 5 (1%)</p> <p>Disability: Yes 39 (7%) No 541 (93%)</p> <p>Age range: u19 (28) – 65+ (11) largest age group 26-34 yrs (219) (37%) Language support needed: Yes: 126 (22%) No: 454 (78%)</p> <p>The number of cases coming to the DV team's attention has increased, but the profile of service users remains quite consistent, with a small number of male victims seeking help, a slight increase in the numbers of disabled victims, and a significant proportion of victims requiring language support. This suggests that the Council's work to reach migrant women, in particular, is proving successful.</p>

Recommendation	Comments	Date	Update: February 2008
R3 The Council's Corporate Policy on Domestic Violence be revised and updated to reflect changes nationally, across London and locally to domestic violence.	<p>Unfortunately data on ethnicity is not available at present because of a database problem – this is being resolved with the database developers.</p> <p>A preliminary paper review of the policy has been completed, but progress on this work has been delayed due to departmental restructure and relocation. It is proposed that a Members' working group focused on Domestic Violence be established to progress this recommendation, with a revised milestone to re-launch the policy by November 2007.</p>	December 2006	This has proved difficult to progress due to the rapid pace of change in domestic violence policy nationally and in London, combined with key staff changes in the DV Team. For example, new All London procedures on safeguarding children at risk due to DV were due to be published in November 2007, but the consultation period was extended and a new publication date has not been set so far. All new information and training materials have been updated in line with the current government definition of DV. In May 2007 the DV Forum launched new multi-agency guidance on responding to victims of DV who have no recourse to public funds (subject to immigration control). This adds to the wide range of local policy and practice guidance on DV issues which includes guidelines for schools on responding to DV (cited as an example of best practice by the Local Government

Recommendation	Comments	Date	Update: February 2008 Association) and guidelines for Housing Staff.
R4 The Council's Corporate Policy be developed in consultation with the Domestic Violence Forum and the Living Safely Community Plan Action Group.	As above R3	December 2006	See above
R5 The Council's definition of domestic violence reflects the national definition of domestic violence.	As above R3 The national definition has been incorporated into the new DV web pages and all new public information materials.	December 2006	See above
R6 The Council consider further how it can improve and monitor the consistency of the response given to domestic violence victims. This should also be discussed through the Violent Crime Action Group.	The Violent Crime Action Group has discussed the issue and key partners have provided information on how they manage DV cases to ensure consistent standards, however, as practice is continually evolving and new services are developing, victims who have used services over a period of time may notice changes. It is proposed to address the issue of consistency in Council services as part of the Corporate DV policy review (see R3, R4,R5).	September 2006	Systematic approaches to customer feedback have now been embedded within the Sanctuary project, with service users invited to give structured feedback 3 months after the work has been completed. The DV team is piloting a spot check process, making follow up calls to a small sample of victims whose cases have been referred via the DV1 process. This is providing useful information on service users

Recommendation	Comments	Date	Update: February 2008
<p>R7 A scheme, modelled on the Safety Net Scheme in Camden, be developed. This should involve and consult service users in its development.</p>	<p>The Living Safely CPAG rejected a proposal to set up such a scheme in 2004. Without support at this level it is not possible to progress this recommendation.</p>		<p>experience of DV services. Feedback is forwarded to relevant agencies as appropriate.</p> <p>The Council's Co-ordinated Community Response to DV model has been adopted by the Home Office for roll out nationally. Rather than focussing on co-location of services, this model seeks to establish a co-ordinated response across different agencies including universal, mainstream, specialist and targeted services. The development of "one stop shop" approach will be costly and it is important to assess the cost benefits of such an approach.</p>
<p>R8 The Council recognises that peer support is important in recovery from domestic violence and secures sustainable funding for the Warrior Women project.</p>	<p>6 courses have been completed so far this year, with a further 6 to be completed by end March 2007.</p> <p>This programme received a Mayor of London's Domestic Violence Award in November 2006.</p> <p>Funding has been secured to continue the programme in 2007-2008 with a target to deliver 15 courses, including at least 3 courses for young women (16-18).</p>	<p>March 2007</p>	<p>11 courses have been completed so far this year, with 145 women participating</p> <p>A further 4 courses will be completed by March 2008.</p> <p>Funding for the project ends in March 2008.</p> <p>Funding to continue the project is being sought through the Living Safely CPAG</p> <p>The possibility of developing formal accreditation for the training, and extending to programme to address</p>

Recommendation	Comments	Date	Update: February 2008
<p>R9 The Council recognises that supporting women to choose to stay in their own home safely is immensely valued by those recovering from domestic violence and secures sustainable funding for the Sanctuary project.</p>	<p>Funding has been secured for the Sanctuary Project through the Homelessness Prevention Fund for 2006-2007 and 2007-2008.</p> <p>32 cases were accepted on to the Sanctuary project to end January 2007, with a target of 40 to end March 2007.</p> <p>The services offered by the Sanctuary project have been enhanced with the provision of care alarms, mobile phones and one-to-one safety planning sessions.</p>	<p>March 2007</p>	<p>issues of financial exclusion and access to education, employment and training is also being explored.</p> <p>The Sanctuary project has continued with a total of 89 households now receiving this support since the scheme started in 2005. Feedback from service users has been overwhelmingly positive, with only 1 service user subsequently having to move home because of DV, and 94% saying they feel safer as a result of the project.</p>
<p>R10 When victims of domestic violence are re-housed outside of Tower Hamlets, the Council should ensure that receive information about the domestic violence services they can access.</p>	<p>NRF funding for floating support to support victims of DV placed in temporary accommodation by the LBTH Homelessness Service has been secured for 2006-2008.</p> <p>The project is being delivered by Tower Hamlets Women's Aid. Service provision includes completion of a risk and needs assessment and a support plan, with weekly home visits to support victims to build safe, independent lives for</p>	<p>March 2007</p>	<p>The pilot project delivered by THWA came to an early end because of funding issues within THWA. However, the pilot was able to demonstrate the need for such a service, and the Supporting People Commissioning bod is considering how to address this with the commissioning of Floating Support services.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R11 The Council develops an Action Plan to deal with the perpetrators of domestic violence. This should recognise the need to improve the way perpetrators are dealt with by the police and criminal justice system and outline action to rehabilitate perpetrators to ensure re-offending does not occur.</p>	<p>themselves and their children. The service has capacity to work with 40 households a year.</p> <p>A report "Getting away with it?" Domestic Violence Perpetrators in Tower Hamlets" was presented to the Living Safely CPAG in November 2006. This report made several recommendations. The agreed priorities for action are</p> <ol style="list-style-type: none"> 1. To provide specialist training in working with DV perpetrators to key staff (funding has been secured to train 32 key professionals in 2007-2008) 2. To work towards establishing a specialist DV Court at Thames Magistrates Court. This is a more challenging area of work as it requires a high level of partnership co-ordination between the key criminal justice agencies (Police, Crown Prosecution Service, Thames Court and Probation) there are issues of capacity in all agencies to progress this. <p>In addition to the above, the terms of reference of the multi-agency DV Safety Planning Panel have been revised so that the panel now deals with identified prolific and persistent DV perpetrators – the membership of the Panel has been expanded to include offender focussed services including the Drugs Intervention Programme and Community safety Operations who can offer interventions</p>	<p>December 2006</p>	<p>Training on working with DV perpetrators has been commissioned and is being delivered to 25 participants, including social workers, counsellors, psychologists and drugs workers from a range of local agencies. Funding is now being sought through the LSCPAG to commission a perpetrator programme that works to national standards of good practice, to provide access to perpetrator services for men on a voluntary basis (that is, those not convicted through the courts who have access to Probation programmes).</p>

Recommendation	Comments	Date	Update: February 2008
<p>R12 Information be developed across services and provided to domestic violence victims about the services that are available to them and the standards of service they should expect.</p>	<p>focussed on the offender.</p> <p>A consultation session has been held with the borough Domestic Violence Forum to review the Forum's agreed good practice guidelines, with a view to using this as the basis for a DV services "customer promise" that would be promoted to the public. It is proposed to include these standards within the DV services directory (due to be updated in April 2007).</p> <p>It is further proposed that the revised corporate policy would also include standards that Council services will adhere to in DV cases.</p>	<p>December 2006</p>	<p>A new DV information directory is due to be published which includes updated best practice standards, and has new material on risk assessment in DV cases.</p> <p>The new "spot check" system in place to follow up on DV1 forms provides opportunity to quickly identify if best practice standards are being maintained across council departments and in partner agencies.</p>

Appendix 5

Action Plan - Response to Scrutiny Challenge Session on Determination of Major Planning Applications

Recommendation	Response / Comments	Responsibility	Date
<p>R1 That Development and Renewal seek to improve resident involvement through holding sessions that help support and give guidance about proposed developments. This would give residents the confidence to exercise and extend involvement to its fullest potential.</p>	<p>Planning process training sessions to be offered through the LAP network to local residents.</p>	<p>Jerry Bell</p>	<p>During 2008/9</p>
<p>R2 Public meetings on Pre-Planning Applications should be held during daytime at weekends to maximise community participation.</p>	<p>Community Forum Customer Feedback forms to include a question on preferred times for holding public meetings. Future Community Forum meetings to be arranged in accordance with customer's wishes.</p>	<p>Stephen Irvine</p>	<p>View taken over next 6 months</p>
<p>R3 An external facilitator should be asked to chair public meetings to ensure its smooth running and avoid accusations of bias.</p>	<p>Applicants to be requested to provide and finance an independent facilitator from list provided by officers. It must be noted that applicants cannot be compelled to do this and in the absence of an independent facilitator these meetings will be chaired by officers.</p>	<p>Officer leading on pre-application to initiate in each case</p>	<p>On-going – reviewed December 2008</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R4 Lists of current and forthcoming Major Planning Applications to be circulated to all Councillors.</p>	<p>Many early discussions on developments do not result in an application. Generally these discussions are also commercially sensitive and have to be treated confidentially. Once a Community Forum is proposed, pre-application developments can be circulated to members in the form of a period list. Current applications can be included in this list.</p>	<p>Stephen Irvine</p>	<p>From April 2008</p>
<p>R5 That documents should be prepared to guide local residents confronted with the complexity of planning applications and legislation, with advice and practical support to enable them to support or object to applications that affect them. This would include guidance in simple language on what is a material planning consideration, how to comment on planning applications, how the council determines applications etc. Members' suggestions on what type of guidance might assist constituents could be considered.</p>	<p>A suite of such documents is being prepared and will be published on the web site in the next few months. When published, members will be informed via the Members' Bulletin and requested to advise on what other material may help their constituents.</p>	<p>Michael Kiely</p>	<p>Advice notes published on web April 2008</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R6 Research into other Local Authorities should take place to see best practice when consulting with residents. This might help develop and improve the delivery of service.</p>	<p>The Service Head Development Decisions, as Chair of the Association of London borough Planning Officers, will undertake an audit of other London Boroughs' practice and explore further any examples of best practise.</p>	<p>Michael Kiely</p>	<p>Audit by April 2009</p>
<p>R7 Support with any training needs that may help Members become involved more.</p>	<p>The current programme of compulsory "core" training in planning and probity each May will continue, and be supplemented with 3-monthly courses on other planning issues. Section 106 and Development Finance has already taken place and a session on the LDF process is planned for April. Future ideas for sessions are Urban Design and Secure by Design.</p>	<p>Michael Kiely</p>	<p>On-going – reviewed April 2009</p>

Progress on Fair Shares Recommendations

Recommendation	Response	Date	Update: February 2008
<p>R1. The Regeneration Strategy should be explicit in how it intends to target specific groups of people who require support to enable them to gain access to employment.</p>	<p>The Regeneration Strategy is necessarily written at a broad level. It does contain however, a commitment to increase access to employment for target groups: young people, ethnic minority communities, women, disabled people and people aged over 50.</p> <p>The Regeneration Strategy submitted to Cabinet in June 2005 included an action plan for each of the priorities. This detailed the activity to achieve this including setting up community hubs to draw people into employment in a structured way and a joint team between Skillsmatch, Tower Hamlets College and the Council to target long term unemployed people. It also proposes to evaluate existing and new projects so that practice is improved continually.</p>	<p>Achieved</p>	
<p>R2. Any future amendments to the strategy should also be consulted upon widely through the Creating and Sharing Prosperity CPAG.</p>	<p>It is intended that the Regeneration Strategy is updated every three years with the Creating and Sharing Prosperity CPAG. In addition, the CPAG will take a lead role in the maintenance and implementation of the</p>	<p>Mar 06</p>	<p>The Employment Task Group (sub group of the CPAG) have had ongoing discussion in response to the high number of Government papers and reviews that are affecting the employment, skills and</p>

Recommendation	Response	Date	Update: February 2008
<p>R3. Further consideration is given to the title of the strategy.</p>	<p>Strategy on an annual basis. This is an essential part of the process to maintain the relevance and coherence of the Strategy. This is particularly important given that London is now hosting the 2012 Olympics.</p> <p>The Strategy is called "Creating and Sharing Prosperity in Tower Hamlets." This reflects the two important aspects of economic development to both create and then share opportunities and prosperity. It also connects directly the Regeneration Strategy to the Vision for the borough agreed in the Community Plan and particularly, the Community Plan theme Creating and Sharing prosperity.</p> <p>It is also important to stress that in promoting the Strategy - locally, regionally, nationally and internationally – the Council will use key messages that directly connect to target audiences. Further information on this is outlined in the Action Plan under Priority Four: Develop Marketing.</p>	<p>Achieved</p>	<p>worklessness agenda. The Task Group have a regular report on each C&SP CPAG agenda. The Leitch review, Freud paper, and all green and white papers on Welfare Reform have been taken into account in the decisions to update the Regeneration Strategy.</p>
<p>R4. Overview and Scrutiny Committee should closely</p>	<p>Overview and Scrutiny Committee considers the Tower Hamlets Index every two months.</p>	<p>Every two</p>	<p>Refer to improvement in payments performance as set out in bi-monthly</p>

Recommendation	Response	Date	Update: February 2008
<p>monitor BVPI 8 – undisputed invoices paid within 30 days - as part of its work programme for 2005/2006.</p>	<p>This includes BVPI 8. The Committee is aware of the recommendation made by the Fair Shares Scrutiny Working Group.</p> <p>In addition the Director of Resources, Martin Smith will be informed of the concerns of the scrutiny working group in the performance of the Council in making payments promptly.</p>	<p>months</p>	<p>indicators monitoring</p>
<p>R5. Further consideration is required on the linkages with some of the other key strategic policies of the Council.</p>	<p>The Community Plan is the overarching Strategy that guides the activity of all agencies in the borough. For the Council's contribution to the regeneration and economic renewal of the borough – brought together under the Creating and Sharing Prosperity theme – the Regeneration Strategy is the guiding strategy.</p> <p>It is recognised that the Regeneration Strategy will have implications for other key strategies such as the Third Sector Strategy, Asset-Base Management and the Employment Consortium. This will be considered as part of the implementation of the Action Plan and the further updates of the Strategy.</p> <p>As highlighted earlier it is also proposed that the CPAG consider regularly the progress on</p>	<p>Ongoing</p>	<p>Following Government guidance and the Council's approach to 'place shaping' there has been a great deal of work in bringing together the spatial strategies of the Council with the Community Plan priorities. This work has been taken forward through the refresh of the Community plan and the work to set the 35 LAA priorities.</p> <p>As the Council is now a major player in the City Strategy initiative with the other 4 Olympic host boroughs the priorities and opportunities of this approach will be incorporated into key strategic policies affecting the workless agenda including parental engagement strategy, children and young person plan, and the Olympic delivery plan.</p> <p>In view of the emphasis on tackling</p>

Recommendation	Response	Date	Update: February 2008
	<p>implementing the Regeneration Strategy. This will provide a further opportunity to explore the key links between the Council's – and other partner's – strategic policies.</p>		<p>worklessness through family engagement the refresh of the Regeneration Strategy is leading to review of the document to create an employment, skills and enterprise strategy, incorporating the guidance to link economic development more strongly to spatial strategies.</p>
<p>R6. Consideration is given to develop an approved list of local artists with the Cultural Industries Development Agency that could be used for Planning Contributions.</p>	<p>The potential of providing a directory of local artists will be explored as part of the rollout of the "Develop the Economy" priority in the Regeneration Strategy Action Plan. Agencies - such as the Cultural Industries Development Agency – will be consulted as part of this.</p>	<p>Mar 06</p>	<p>Refer to previous comments</p>
<p>R7. Further efforts are made to develop networks of voluntary sector groups where both formal and informal sharing of ideas can be made.</p>	<p>Stronger and more productive networks for the Third Sector are being developed through the recently established Community Empowerment Network.</p>	<p>Ongoing</p>	<p>Tower Hamlets Partnership issue. Deputy Chair of CPAG is from CEN</p>
<p>R8. Further research be carried out to examine in detail the low employment in the borough among Bangladeshi women and economically</p>	<p>The Regeneration Strategy Action Plan promotes a range of initiatives designed to maximise input and achieve a structural shift in the pattern of employment.</p>	<p>Mar 06</p>	<p>Some work has been undertaken to identify datasets available to inform our priorities. In some areas the information is held by Jobcentre plus and not available for interrogation.</p>

Recommendation	Response	Date	Update: February 2008
<p>active residents holding little or no qualifications.</p>	<p>As a result, the Action Plan focuses on these groups in Years 4-6. This will include research to identify the barriers and other access issues facing these groups before specific initiatives or projects are developed.</p> <p>The Strategy and Action Plan also identifies that evaluation and review are critical to producing a Strategy that is evidence-based. As the Strategy and Action Plan progresses, this will ensure that the lessons and information from previous activity inform new initiatives and projects.</p>		<p>Through the City Strategy pilot the 5 boroughs are exploring better ways to share the essential research and analysis of databases which require high level DWP agreement.</p>
<p>R9. The Scrutiny Lead for Creating and Sharing Prosperity should examine the employment sector strategies in conjunction the Development and Renewal Directorate when formulating the Overview and Scrutiny work programme for 2005/2006.</p>	<p>The information and issues were used to inform the work programme for 2005/06. This includes work to assess the impact of the Skillsmatch project on employment opportunities for local people.</p>	<p>Achieved</p>	
<p>R10. Overview and Scrutiny and councillors broadly should be kept regularly informed of progress being made in</p>	<p>As part of the implementation of the Regeneration Strategy, a progress report produced via the Creating and Sharing Prosperity CPAG will be made available</p>	<p>Ongoing</p>	<p>The progress on the refresh of the Regeneration Strategy and its formation into a more strategic approach to worklessness will be reported on and</p>

Recommendation	Response	Date	Update: February 2008
<p>realising the Regeneration Strategy.</p>	<p>each year. This may be undertaken as part of the annual updating of the overall Community Plan.</p> <p>An Overview and Scrutiny Challenge Session to monitor the impact of the Regeneration Strategy is planned for later in the Municipal Year.</p> <p>During 2005/06, the Lead Member and Director will attend Overview and Scrutiny Committee. This provides an opportunity for members to request an update on progress.</p> <p>These different opportunities will ensure that Overview and Scrutiny and councillors more widely are advised of progress in implementing the Regeneration Strategy.</p>		<p>consulted on through the C&SP CPAG.</p> <p>The progress on the City Strategy pilot will also be reported to the CPAG and used to inform future policies.</p> <p>Both sources will ensure that allocation of Working Neighbourhood Fund and other external funding available for workless initiatives is informed by the C&SP CPAG.</p>

Appendix 7

Response to Scrutiny Working Group Report on Graduate Unemployment

The Working Group recommendations focus on areas requiring consideration and action by the Council and other organisations working to support local graduates into appropriate employment and training. It is important to stress that improving the opportunities for local graduates to develop their employment skills and enter appropriate level roles is not the responsibility of one agency, it's something that many different organisations can help contribute to. That's why we're directing our report and recommendations to the Tower Hamlet Partnership's Community Plan Action Groups (CPAGs).

Recommendation	Response / Comments	Responsibility	Date
<p>R1 The Employment Task Group commissions research to establish the extent and nature of graduate unemployment and underemployment in the borough to provide a baseline to inform future action.</p>	<p>There is no funding currently available to resource this research. Approach to be made to Metropolitan University representative on Creating and Sharing Prosperity CPAG (Jenny Sommerville) to determine if there are any resources or funding routes available to universities for this type of research.</p>	<p>Sue Hinds – Employment and Enterprise Manager D&R LBTH</p>	<p>Nov 07</p>
<p>R2 The Council expands in-house graduate training to maximise opportunities for graduates to gain skills, experience and professional qualifications in a public sector workplace setting, regardless of their ethnic background.</p>	<p>The council has recently agreed a revised and enhanced graduate training scheme which has been recruited to for 07/08. The council is adopting a more cohesive approach to training and work experience generally and including graduates and is working closely with the PCT on this. It is also intended to develop a competency and qualification framework that will be used in recruitment and training which will, amongst other things, identify graduates who have not entered the workforce via a particular scheme, and develop their skills and knowledge. Progress on the scheme will be reported to C&SP CPAG every 6 months.</p>	<p>Deb Clarke – Joint Director of Human Resources LBTH and Tower Hamlets Primary Care Trust</p>	<p>Oct 07</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R3 A Task Group is established to champion employment opportunities for local graduates, and to coordinate initiatives to achieve this. This should include Council officers, employers, universities and graduates.</p>	<p>The Employment and Employability Task Group will take on this role. A small task group will be formed to include Tower Hamlets College, LBTH, ELBA and Connexions. ELBA have facilitated the successful CAT scheme and local graduates from that programme will be included as well as local employers identified through ELBA. Task group will report to the wider Employment and Employability task group and from there to C&SP CPAG</p>	<p>Sally Roberts - ELBA</p>	<p>Task Group established Sept 07</p>
<p>R4 The Task Group explores:</p> <ul style="list-style-type: none"> • using Skillsmatch to develop volunteering or secondment opportunities for graduates to gain experience of working in local companies and organisations • developing a mentoring scheme for local graduates. 	<p>These tasks will be explored by the Task Group and progress and outcomes reported back to the C&SP CPAG.</p>	<p>Sheila Bentham – Chair of Employment and Employability Task Group</p>	<p>Quarterly reports to CPAG</p>
<p>R5 The Task Group explores:</p> <ul style="list-style-type: none"> • how to identify the key employment skills shortages now and in the future based on the likely development of the local labour market projected in the Tower Hamlets Regeneration Strategy • the best means of improving 	<p>The evidence base of the refresh of the Regeneration Strategy will identify skills shortages and potential areas of employment as well as the recent Learning and Skills Council research. However the advice to graduates provided locally is based on current job vacancies, the career aspirations of graduates and the work experience essential to gain access to appropriate career pathways.</p> <p>This information will be co-ordinated and made available to all local agencies working with graduates</p>	<p>Sheila Bentham – Chair of Employment and Employability Task Group</p>	<p>Evidence base available January 08</p> <p>Advice information available in leaflet form</p>

Recommendation	Response / Comments	Responsibility	Date
<p>the range and relevance of careers advice to the local labour market.</p>			by March 08.
<p>R6 The Task Group support and monitor the proposed East London Business Alliance (ELBA) and Queen Mary University Graduate Network pilot to increase the opportunities for local graduates to meet local employers and to consider how this can be extended across the borough.</p>	<p>To be considered by Task Group following presentation by ELBA and QM University</p>	<p>Sally Roberts - ELBA</p>	<p>Feb 08</p>
<p>R7 The Task Group develop further the links between schools and employers by coordinating and facilitating careers workshops / advice sessions between all agencies.</p>	<p>Timetable of activity to be determined</p>	<p>Sheila Bentham – Chair of Employment and Employability Task Group</p>	<p>Feb 08</p>

Note: All activity and progress against action plan will be monitored and minuted by the Task Group and reported back to CPAG in quarterly reports.

Appendix 8

Response to the Scrutiny Working Group Report on School Exclusions

Recommendation	Comments	Date	Update: February 2008
<p>R1 As part of continuing to monitor the reasons for exclusion, The Council should commission a specific piece of work looking at how different schools interpret verbal abuse to adults and pupils. The LEA, in consultation with the Schools Forum (or appropriate body) should draw up guidance for schools.</p>	<p>Annual reports to secondary schools on exclusions are produced which include the reasons for exclusions and highlight differences in approach between schools. Where the practice of one school significantly varies from other schools this is discussed with the Head, SLT and governors by the social inclusion lead, head of behaviour support and the school development advisor. For example this has been an issue in one school, which following discussion with the school SLT, is now reviewing its short term exclusion policy and considering the option of an internal alternative to exclusion.</p> <p>Training in conflict resolution has been promoted with schools to demonstrate how people within the school environment can model appropriate behaviour by employing the language of choice, rights and responsibilities. A conference led by young people on Conflict Resolution was held in the Autumn term.</p> <p>The secondary school statistics for 2005/06 were analysed at the end of the year: the number of fixed term exclusions increased slightly but because of an increase in the school population the rate of fixed term exclusion per thousand actually decreased slightly.</p>	<p>March 2007</p>	<p>This action was superseded as a result of a significant increase in weapons related exclusion in the figures for 05/06. In 04/05 there were 5 weapons related exclusions. In 05/06 there were 25. Given the severity of the risk that this figure seemed to imply, this was deemed to be the priority issue for tackling with regard to reasons for exclusion.</p> <p>A targeted intervention was agreed which included the police working in partnership with us and commissioning a DVD based on the work of a local youth theatre group. The pupils worked with a writer to produce a film about bullying, phone theft and the potential consequences of carrying knives for protection. This was circulated to schools with teaching notes and police officers also worked in classrooms on the issue.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R2 All schools should be encouraged to develop the active involvement of parents and local communities in behaviour management. The LEA should develop a framework with case</p>	<p>There were small decreases in exclusions for physical and verbal abuse to both other pupils and to adults. Exclusions for bullying, racist offences, sexual misconduct and drug related offences remained rare and either reduced or remained at a similar level to the previous year. However, exclusions for weapons related offences went up significantly. Because of the concern about the increase in weapons related offences, which was also apparent in the permanent exclusions, the priority for remedial action has moved away from verbal abuse.</p>		<p>INCOs were also advised to undertake direct work with late and midterm admissions and to be more overt in their tackling of the weapons issue as part of their induction process, particularly for students resident in other boroughs as there was a clear correlation between this group and the rise in weapons related exclusions. Some schools also explored the use of weapon detection “wands”. Knife arches were used at Tower Hamlets college.</p> <p>In 06/07 weapons related exclusions dropped to 5. Overall permanent exclusions dropped from 62 to 51.</p>
<p>R2 All schools should be encouraged to develop the active involvement of parents and local communities in behaviour management. The LEA should develop a framework with case</p>	<p>Parental engagement is at the heart of our Local Area Agreement. Parental and local communities’ involvement is vital in behaviour management of young people within and outside school. The Council supports all schools in developing active involvement of parents and the local community in reviewing behaviour policies, in line with the DfES guidance on</p>	<p>March 2007</p>	<p>The Education and Inspection Act 2006 which came into force in April 2007 requires governors to consult on a statement of principles about behaviour, with parents and, for the first time as a legal requirement, with pupils, as well as other stakeholders</p>

Recommendation	Comments	Date	Update: February 2008
<p>studies that demonstrates the tools, techniques and advantages of this approach.</p>	<p>behaviour policy development. The Authority has developed a Family Support and Parental Engagement Strategy with 24 projects aimed at improving parental engagement including</p> <ul style="list-style-type: none"> ➤ an annual parents conference, ➤ a DfES Early Intervention Pathfinder project which significantly expands access to parenting courses using the Race Equality Unit's "Strengthening Families, Strengthening Communities" programme, focussing particularly on families with children at risk of anti-social behaviour. ➤ A Family Intensive Support Programme and Home Office Respect Agenda Family Intervention Project targeted on the most challenging and needy families. <p>A pilot Safety Zone has been established around St Paul's Way Community School which is engaging local services and agencies in collaboration with the police and the school to reduce poor behaviour.</p>		<p>such as the local community and other schools in their partnership. Head teachers must then base the school behaviour policy on these principles.</p> <p>There is new and very clear statutory guidance for governors on how they should engage parents in this process. The principles must be understood and agreed by those consulted. It is based on a "rights and responsibilities" approach to the management of behaviour. Training for Governors on this change to procedures and on how parents should be fully consulted and engaged in the process is underway.</p>
<p>R3.1 It is essential to have robust and timely information to identify trends and respond effectively.</p>	<p>The Council is keen to ensure exclusions are kept to a minimum. Therefore identification of trends will enable the local authority to take action before exclusion measures are taken. In addition, support can be directed to both the school and vulnerable group pupils at an early stage. The Behaviour</p>	<p>March 2007</p>	<p>Exclusions are reported to the LA and both LA level and individual secondary school reports are produced to identify trends and respond effectively: see example re: weapons</p>

Recommendation	Comments	Date	Update: February 2008
<p>R3.2 The Council should explore the potential of THIS Child to support this and evaluate whether additional resources are required to support timely exchange of information and holistic evaluation of outcomes for children and young people.</p>	<p>Strategy Group will consider termly reports from the borough exclusion database.</p> <p>Fixed term exclusions from primary and special schools dropped in 2005/2006 and there were no permanent exclusions from these schools.</p> <p>The number of fixed term exclusions from secondary school increased slightly but because of an increase in the school population the rate of fixed term exclusion per thousand decreased slightly.</p> <p>There was a significant increase in permanent exclusions.</p> <p>Weekly reports are now circulated by the police to schools and key authority officers summarising anti-social activity and crime in and around schools for awareness raising and early warning.</p> <p>In line with the National Every Child Matters agenda, the Common Assessment Framework (CAF) is in the process of being rolled out across the borough to all the children's workforce within the partnership. To date 600 practitioners have been trained in assessing children's additional needs in partnership with them and their parents. The target date for implementation is July 2007. Initial work on "team around the child" integrated working protocols and training on the role of the Lead Professional is underway following DfES Guidance in January 2007</p>		<p>related exclusion above.</p> <p>Tower Hamlets participated in a DCSF eCAF pilot (locally known as THIS Child). The DCSF has recently made a decision to roll out a national eCAF system in which the LA will be required to participate. This is however unlikely to come on stream for two years at a minimum and taking advice from DCSF we have decided to proceed with our local eCAF scheme in the interim as this length of delay is untenable. The local scheme will need to dovetail with the national development and we are in a strong position to contribute to this process. Training with two lead professional teams on THIS Child will start in the Autumn with a view to rolling out more broadly from April 2008.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R4 The LEA should take the opportunity of the Schools White Paper proposals on discipline, exclusion and alternative education to revisit the arrangements and facilitate debate between schools to participate in behaviour management, accepting pupils that have previously been excluded and encourage mutually supportive solutions.</p>	<p>and national training events in February 2007.</p> <p>THIS Child online (a secure web based system) will be used to share information and provide a means of supporting collaborative work across agencies with children that are vulnerable or at risk. It will go live in April 2007.</p> <p>The local version of the CAF form includes a scoring for each element of the assessment which will enable holistic monitoring of outcomes for children.</p> <p>The Steer Report on Learning Behaviour has been disseminated to secondary schools and the Behaviour and Attendance Co-ordinators meetings support discussion and sharing of good practice.</p> <p>There is a requirement for secondary schools to form partnerships to take joint responsibility for promoting good behaviour and for the education of all pupils in their area, including "hard to place" pupils. This work is being taken forward through the secondary heads consultative and must be in place by Sept 2007. It includes a requirement for setting up full time alternative provision for excluded pupils from the 6th day of any exclusion. (Currently the requirement is for provision to be made only</p>	<p>March 2007</p>	<p>As a result in changes arising from the Education and Inspection Act 2006, from September 2007 secondary schools have to be in partnerships to improve behaviour and attendance. This includes having a shared vision and taking collective responsibility for pupils in their area, arrangements for managed moves and "hard to place" pupils and the provision of alternative education from the 6th day of exclusion.</p>

Recommendation	Comments	Date	Update: February 2008
	after 15 days of exclusion.)		<p>Locally secondary heads have decided to be in one collective Partnership (with the PRU and LA) and have signed an initial COMPACT outlining their responsibilities, which includes purchasing alternative provision from the 6th day of any exclusion from the PRU.</p> <p>They intend to review further the arrangements for "hard to place" and managed moves and revise the COMPACT later in the Autumn term to try to agree a more mutually supportive approach to the placement of pupils.</p> <p>The partnership is likely to be extended to the 14-19 HUB and involve training and FE providers. They are working on a shared statement of principles to support school governing bodies and other institutions in devising their own principles and policies to support behaviour.</p>
R5 The Council recognises the success of the BIP	The lessons learnt are being used to roll out good	March 2007	Areas of rollout of strategies piloted through BIP to date

Recommendation	Comments	Date	Update: February 2008
<p>and examines how key effective elements can be rolled out to all schools and mainstreamed when the programme comes to an end in 2008.</p>	<p>practice from BIP across other schools in addition to the continued development of the Social Inclusion Panel (the multi-agency element of BIP) and early intervention strategies. The development of School Partnerships will build on some of the BIP good practice in this borough.</p>		<p>include:</p> <ul style="list-style-type: none"> • Common Assessment Framework to assess the needs of children holistically. • The role of the Team Around the Child and Lead Professional to support vulnerable children • Movement of the requirement for alternative provision from the 16th day to the 6th day of any exclusion. • Training and development for Behaviour and Attendance co-ordinators in schools. • National training programmes to support behaviour improvement. <p>Funding is being sought through the ECM element of the council grant post March 2008 (end of BIP):</p> <ul style="list-style-type: none"> • Anti-Bullying advice,

Recommendation	Comments	Date	Update: February 2008
<p>R6 As a priority, the Council should invest further in the roll out of the Transition Worker project to target the most vulnerable children in the borough and use the good practice lessons from the project to inform general practice at transition.</p>	<p>The Transition Worker DVD for schools and other agencies on good practice to support schools improve transition for vulnerable pupils was launched in the Autumn term and this work was also promoted nationally through a workshop as part of the borough's Early Intervention Beacon Council day in January.</p> <p>At present the Transition Worker Project is funded through BIP and once the evaluation of BIP is completed the roll out of this project will be looked into. Good practice activities are being promoted with Learning Mentors in schools.</p>	<p>March 2007</p>	<p>monitoring, guidance and training</p> <ul style="list-style-type: none"> • Truancy patrols • SIP / CAF / eCAF management and administration • Leadership for the roll out of national training in behaviour management Transition Workers
<p>R7 The Council should ensure that the</p>	<p>The role of Lead Professional is part of the development of the Common Assessment</p>	<p>March 2007</p>	<p>See above – proposals agreed for one Transition Worker to be allocated to each paired LAP area, subject to confirmation of funding</p> <p>Wide consultation on a protocol to support the work of multi-</p>

Recommendation	Comments	Date	Update: February 2008
<p>development of the role of Lead Professional builds on existing good practice such as the transition worker project and monitor closely the impact for the most vulnerable children in the borough.</p>	<p>Framework. (see above) The Council is a pilot authority for the DfES Budget Holding Lead Professional pilot and this has enabled us to appoint a project manager (from April 2007) to lead the development and consultation on protocols across the children's workforce on "team around the child" integrated work and Lead Professionals. This will build on the guidance issued by DfES in January 2007.</p>		<p>agency Teams Around the Children and the role of the Lead Professional was completed in August 2007. The protocol has now been agreed and distributed.</p> <p>Multi-agency training on the protocol and effective practice, including the monitoring of outcomes, starts in October 2007. This training on integrated working is for practitioners and their managers.</p> <p>Outcomes of the work of multi-agency teams are tracked through the CAF review form which requires a re-score of the initial assessment to assess impact. Project to devise evaluation tool and evaluate outcomes of interventions of early CAFs starting January 2008.</p>
<p>R8 The good practice in behaviour management</p>	<p>Best practise information is disseminated through the schools newsletter "BEHAVE!".</p>	<p>March 2007</p>	<p>The re-appointment of a Behaviour and Attendance</p>

Recommendation	Comments	Date	Update: February 2008
<p>is shared across other schools. In particular, the LEA should consider how the leadership teams in schools that are managing school behaviour effectively can assist, advise or mentor other schools within the borough.</p>	<p>There are termly meetings of behaviour / attendance co-ordinators. Inclusion conferences are held once a term where information and good practice will be shared.</p> <p>Termly reviews of schools identify those schools where exclusions and behaviour are of concern and targets appropriate support to them, including the offer of mentoring or other support from best practice schools in the borough.</p> <p>Borough training is provided for governors on their role in monitoring exclusions and behaviour improvement</p> <p>Training is provided for clerks to discipline committees and independent appeal panels to share good practice.</p>		<p>Consultant in the borough has enabled local Behaviour and Attendance Co-ordinator meetings to be re-established on a regular basis from July 2007. These are a forum for the sharing of good practice and are supported in turn by the National and Regional B&A meetings which enable us to access and share good practice with a wider group of B&A leaders both at school and strategic level.</p>
<p>R9 The Council encourages schools to invest in conflict resolution programmes as a part of their strategies for behaviour management.</p>	<p>A conference for young people involved as conflict resolution peer mediators was delivered in Autumn 2006 to share good practice. A similar conference for schools was held in summer 2005.</p> <p>Schools are generally encouraged to invest in conflict resolution solutions. Schools attached police officers have been trained in conflict resolution methods and regularly employ</p>	<p>March 2007</p>	<p>A number of schools run such schemes from their delegated budget and school attached police officers are trained in the use of conflict resolution and reparative justice.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R10 As part of its response to Government consultation and through its participation in the Behaviour Improvement Programme pilot, the Council should stress that exclusions can have a part to play in effective behaviour management strategies within schools.</p>	<p>these to resolve or diffuse issues in schools.</p> <p>The Council acknowledges that exclusion can have a part to play in behaviour management, and that children must feel safe and able to learn in school. In this context schools are encouraged to have a wide range of sanctions in place with exclusion as a last resort. Monitoring of exclusions by the Local Authority includes ensuring all the necessary support had been given to both the school and pupil prior to the exclusion, and all alternatives to exclusion have been explored. Schools are encouraged to develop internal alternative provision in schools, managed moves to another school and the use of the PRU to provide a period of respite and rehabilitation.</p> <p>The increase in permanent exclusions in 2005/2006 largely reflected a growing concern in schools about the carrying of weapons, especially in the light of recent events reported in the national press. Schools felt there was a need to send out a clear message about this issue. There is a current focus on preventative action to reduce weapons related exclusions involving joint work with the police. A joint video on this issue was produced and launched in the summer 2006 for use in schools.</p> <p>Keeping exclusions to an appropriate minimum is</p>	<p>March 2007</p>	<p>A programme of training with governors is underway to ensure they understand their role in monitoring and ensuring that the management of behaviour and use of exclusions is appropriate. In particular that governor discipline committees ensure they take appropriate action to uphold or overturn exclusion in the light of a judicial reviews that stated:</p> <p>'A discipline committee is a statutory committee, not a token committee. It is not there to rubber stamp the head teacher's decision. Unless it acts as an independent review body, unless it acts fairly and unless it appears to act fairly, it serves no purpose whatsoever'</p>

Recommendation	Comments	Date	Update: February 2008
	<p>key priority for the Council. Furthermore, it is essential that exclusion does not mean pupils should be without education and the white paper requires schools to make arrangements through School Partnerships to continue to provide education support while pupils are excluded and to collaborate to provide alternative provision after the 6th day of any exclusion. Negotiations to ensure this provision is in place by Sept 2007 are in process. The Partnerships also have to agree arrangements for securing education for "hard to Place" pupils taking collective responsibility for the education of all pupils in their partnership.</p>		

Appendix 9

Response to Scrutiny Working Group Report on the Hostels Strategy

Recommendation	Response / Comments	Responsibility	Date
<p>R1 That the Supporting People Team work with all the hostels to explore the potential for further infrastructure improvement. Specifically the Council should work with Look Ahead Housing Association to develop proposals for improving the Aldgate hostel with the minimum possible loss of bed spaces and consequent funding.</p>	<p><i>Key stages and milestones:</i></p> <ol style="list-style-type: none"> Dialogue and meeting to take place with Look Ahead linked to the Housing Corporation bidding round 08 – 2011. Publicise aim to continue to improve infrastructure to hostels sector more widely. Discuss options and prioritise bids (if not possible to submit all of them to the Housing Corporation), through SPCB. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), with Look Ahead Housing (Mark Phillippo)</p>	<p><i>(The numbers in this column below refer to the stages/ milestones in the response/ comments column in each row).</i></p> <ol style="list-style-type: none"> July (completed) August November
<p>R2 That the Providence Road Housing Association (PRHA) Hackney Road service should be opened up to achieve direct local access by LBTH based agencies. In partnership with PRHA the Council's Cabinet should make representations to DCLG to this effect.</p>	<p><i>Key stages and milestones:</i></p> <ol style="list-style-type: none"> Meet with PRHA and LBTH Homelessness, to confirm how to present and approach the CLG. Draft letter and agree with the parties above outlining request. Submit letter to November Cabinet <p>Draft letter attached.</p>	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), with LBTH Homelessness and Housing Advice (David Baker, Homeless Strategy Manager).</p>	<ol style="list-style-type: none"> August September October
<p>R3 That research should be</p>	<p>Key stages and milestones:</p>	<p>SPTM (Paul)</p>	<ol style="list-style-type: none"> Sept

Recommendation	Response / Comments	Responsibility	Date
<p>undertaken to understand the perception and cultural issues affecting BME residents around accessing hostels leading to an Action Plan being developed to improve BME access.</p>	<ol style="list-style-type: none"> 1. Revisit the information in Hostel and Move on strategy and update data to gain accurate picture of current position. 2. Consult with key partners, particularly BME groups and draw on work completed for Homelessness Strategy review of levels of homelessness in the borough 3. Draw up an action plan, with targets for different BME groups, for the Hostels sector in LBTH, drawing on good practice elsewhere. 	<p>Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 2. October 3. November
<p>R4 That the HOST team works in partnership with local agencies to deliver a more joined up services, centred on delivering a personalised service tailored to individual clients.</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Hold a stakeholder event to consult widely on the HOST model 2. Continue to proactively ask for feedback from all partners as HOST is implemented. Carry out a formal review 3 months after HOST up and running. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), together with LBTH Homelessness and Housing Advice (David Baker, Homeless Strategy Manager).</p>	<ol style="list-style-type: none"> 1. July (completed) 2. February 2008 (based on Nov 07 HOST start up).
<p>R5 That the Council should publicly back the Foyer Federation's campaign to persuade the Department of Work & Pensions to waive the 16-hour rule for residents of foyers.</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Draw up a letter to the DWP, for amendment and approval at November Cabinet, backing the campaign – draft attached for comment. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 1. September.

Recommendation	Response / Comments	Responsibility	Date
<p>R6 That the Council should support Citizens Advice and Shelter's campaign to scrap the Single Room Rent Restriction and Shared Room rate of LHA.</p>	<p>Key stages and milestones: 1. Draw up a letter to the DWP, for amendment and approval at November Cabinet, backing the campaign - draft attached for comment.</p>	<p>SPTM (Paul Wishart/ Carrie Kilpatrick),</p>	<p>1. September</p>
<p>R7 That the Supporting People Team develops in partnership with service providers a strategic response to work with clients to reduce evictions and abandonments. That the response ensures that referral and assessment work is undertaken, support needs are accurately identified and assessed, there is some choice for clients in terms of hostels allocated and that hostel staff have detailed plans to support clients.</p>	<p>Key stages and milestones: 1. Collate and analyse the current data for all hostel services linked to evictions and abandonments. 2. Benchmark with other areas in and outside of London. 3. Set targets with individual services 4. Review progress against targets and address any poor performance 5. Though contract monitoring and visits to individual services ensure that referral, assessment and support plans and processes are all in place in a hostels quality report, pulling together a summary of all the feedback from service users and service visits. 6. Include choice in the design and operation of HOST so that people have some influence of the supported housing they are offered.</p>	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), together with LBTH Homelessness and Housing Advice (David Baker, Homeless Strategy Manager).</p>	<p>1. September 2. October 3. November 4. January and April 08 5. January 08. 6. September 07</p>
<p>R8 That the Supporting People Team work with hostel providers to explore the potential for further expansion of second stage accommodation.</p>	<p>Key stages and milestones: 1. Include this specific objective in the work with providers in Recommendation 1 above, including taking forward the redevelopment of Daniel Gilbert House (PRHA).</p>	<p>SPTM (Paul Wishart/ Carrie Kilpatrick)</p>	<p>As Recommended in 1 above.</p>

Recommendation	Response / Comments	Responsibility	Date
<p>R9 That the Supporting People Team work with service providers to ensure clients are not forced to move into private rented sector and are adequately prepared to live in private rented accommodation, including providing help with Rent Deposits, Housing Benefit / Local Housing Allowance, and if necessary, Discretionary Housing Payments to cover benefit shortfalls.</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Set up a dedicated short term project through appointing a project worker, to work through the detailed procedures and safe guards that need to be in place for successful moves into the PRS. 2. Draw detailed policies, based on feedback from service users, providers and other rent deposit schemes. Focus on detailing scenarios of how the move would work and all the ongoing short and long term financial implications, including links with HB. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick), together with LBTH Homelessness and Housing Advice (David Baker, Homeless Strategy Manager).</p>	<ol style="list-style-type: none"> 1. August (completed). 2. January 08.
<p>R10 That the Supporting People Team explore the potential for specific floating support service be made available to clients moved from hostels to private tenancies.</p>	<p>Key stages and milestones</p> <ol style="list-style-type: none"> 1. Propose the extension of support to the PRS by existing Floating Support providers to ensure support available to people moving from hostels to the PRS 2. Establish formal links between hostel providers and rent deposit services. 3. Feed this recommendation into the strategic review of Floating Support services (due for completion in November). 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 1. July (Completed) 2. July (Completed) 3 August (Completed).
<p>R11 That the Living Well CPAG reviews the decision to withdraw the HHELP service from</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Collate feedback from Hostel providers on the previous HHELP service and detail any key issues to feed into current service development. 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 1. October 2. November 3. January.

Recommendation	Response / Comments	Responsibility	Date
<p>hostels and specifically examines the effectiveness of its proposed replacement service in reaching hostel residents. Furthermore the Living Well CPAG considers how the Supporting People Programme can be incorporated into the wider partnership so that they are consulted and involved about important changes to service delivery and development.</p>	<ol style="list-style-type: none"> 2. Discuss issues with the ELMHCT. 3. Based on the above, produce a final report for Living Well CPAG that maps out a way forward and explores any proposals to develop services in partnership. 		
<p>R12 That the Council should examine the possibility of increasing its support for the Drug Action Team to ensure it has the capacity to provide satellite services in local hostels.</p>	<p>Key stages and milestones:</p> <ol style="list-style-type: none"> 1. Together with the DAT, review the range of DAT funded services that currently work with local hostels. 2. Together with the DAT and local hostels, identify any local good practice and any gaps in the current range of services, including any different ways of working in either Hostels or DAT services to meet any gaps or operational issues. 3. Draw the feedback and analysis from the steps above, into a final report, with a set of key proposals for consideration by the DAT and SPCB. 4. Discuss the effectiveness of a small drugs and hostel half day conference, endorsed and chaired jointly by the DAT and SP (will arrange practicalities), involving hostels and key stakeholders to help work through the 	<p>SPTM (Paul Wishart/ Carrie Kilpatrick).</p>	<ol style="list-style-type: none"> 1. October 2. November 3. January 08 4. September 07

Recommendation	Response / Comments	Responsibility	Date
	above.		

Abbreviations:

- SP = Supporting People
- SPTM = Supporting People Team Manager
- CLG = Communities and Local Government (pay SP Grant to local authorities and determine the regulations under which SP operates, as well as monitoring the programme).
- SPCB = Supporting People Commissioning Body (SPCB), the partnership group which oversees and has formal responsibility for the SP programme in LBTH. It is chaired by John Goldup.
- PRHA = Providence Row Housing Association.
- PRS = Private Rented Sector
- ELMHCT = East London Mental Health Care Trust

Response to Scrutiny Working Group Report on Leaseholders and Customer Care

Recommendation	Response / Comments	Date	Update: February 2008
<p>R1 Housing should explore the potential merit of establishing a new borough-wide leaseholder's forum. The Working Group would suggest that any new forum should see a balanced range of representation including: Council officers, Councillors, Leaseholder Representative Bodies. Functions of this forum might include; interalia,</p> <ul style="list-style-type: none"> • User test service charges • User test all future communications • Measure performance against an agreed set of performance indicators. • Review all communications with leaseholders in an effort to reduce the number of complaints and minimise the number of leaseholders withholding payment. This would include more detailed 	<p>The housing service will investigate the potential merit of establishing a new borough-wide leaseholders forum. In doing this the service will look at the role of existing mechanisms for consulting with tenants and leaseholders and look at those issues which are common to both tenants and leaseholders eg performance standards and monitoring, and those which are specific to leaseholders eg service charges, leaseholder communications etc.</p> <p>Existing mechanisms which will be considered in the review include the role of the leaseholders sub-group of the Borough-wide Compact Group as well as the Resident Involvement Register where recent workshops have been held with tenants and leaseholders on resident involvement and estate management, including standards.</p> <p>The review will also take into account the proposed establishment of Tower Hamlets Homes and the arrangements for</p>		<p>Three working groups of tenants and leaseholders have been established to look at: Repairs and Investment; Resident Involvement and Service Improvement. The group addressing resident involvement is considering involvement methods and future structures for resident involvement including any arrangements for separate leaseholder structures.</p> <p>Two leaseholders have been appointed to the Board of THH to give a direct input into decision making when THH goes live.</p> <p>A series of focus groups have been put in place with leaseholders to initially look at service standards, service charge information and communications.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>explanation of service charges including the differences and reasons for estimated and actual bills and why leaseholders in the same block may be paying different levels of charge</p>	<p>leaseholder and Councillor board members as well as the current review of the Tenant Compact.</p> <p>It is proposed that a specific leaseholder workshop of the resident involvement register is held to discuss current arrangements for leaseholder consultation and develop proposals for consideration.</p> <p>The issues to be discussed will include service charges, communications and performance indicators, however it will also be important to ensure that those issues that equally affect both tenants and leaseholders are also addressed.</p>		<p>A resident group has also been established to look at the caretaking service and future proposals. THLA have also been invited to participate in this group.</p> <p>A further resident group is looking at access to services.</p> <p>A newsletter to leaseholders currently being developed for consultation with leaseholders and an editorial panel of leaseholders is planned.</p> <p>The home ownership team has recently been restructured and a post of Consultation and Participation Officer has been created and recruitment is currently being carried out. This post will be responsible for developing a communication strategy, leaseholder profile, reviewing</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>R2 Housing should deliver greater transparency on the deliberations and decisions of Due Regard Panels (for Major Works) including giving leaseholder representatives an opportunity to present their case against works to the panel, providing feedback to local leaseholders on the outcomes and reasons for its decisions.</p>	<p>The Due Regard Panels are an innovative area of leaseholder engagement in major works schemes, creating a forum where leaseholders views or concerns on any major works proposal can be considered.</p> <p>This area of work can be developed further and the proposals made will be addressed as part of this process.</p> <p>Increased transparency will be provided by setting out further information regarding the due regard panels, incorporating</p>	<p>September 2007</p>	<p>information provided to leaseholders, setting up themed focus groups, providing performance information and carry out satisfaction surveys.</p> <p>Arrangements are being put in place to ensure feedback from the current focus groups is provided in 'Reporting Back' a newsletter issued to those on the Resident Involvement Register.</p>
			<p>Information regarding how due regard is made in relation to comments received by leaseholders has now been incorporated in the major works pack issued to residents when major works are proposed.</p> <p>The resident Repair and Investment Panel is further developing resident involvement in major works</p>

Recommendation	Response / Comments	Date	Update: February 2008
	<p>circumstances in which they will be held, arrangements for making representations and feedback mechanisms to leaseholders.</p>		<p>including the function of the due regard panels.</p> <p>Where leaseholder representation exists observation and speaking rights to a Panel meeting will normally be facilitated.</p>
<p>R3 Housing should implement a key lessee system, seeking maximum estate coverage, similar to the one delivered by City West Homes.</p>	<p>The housing service is keen to explore further ways of engaging leaseholders in all aspects of the service.</p> <p>We will explore this potential initiative further with City West Homes in order to gain a better understanding of how the key lessee system operates, the resources needed to service and support this, and its effectiveness.</p> <p>The housing service will also explore the extent to which this initiative can be linked to current leaseholder involvement through the Resident Involvement Register.</p> <p>It is intended to develop recommendations for action by November 2007.</p>	<p>November 2007</p>	<p>This initiative has been explored further with City West Homes and a report produced which has been considered by the working group put in place to oversee the implementation of the recommendations of Overview and Scrutiny Committee.</p> <p>Proposals to put in place a key lessee system are currently being developed with leaseholder representatives on the Getting Involved Register being asked to participate. As in the Westminster system participants will be provided</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>R4 The key elements of service provision at a local level, such as cleaning, need to be subject to greater independent quality review and that the involvement of leaseholders in estate inspections needs to be enhanced. The Working Group believes the key lessee</p>			<p>with preliminary information on block repairs in order to raise any queries before general issue.</p> <p>The resident involvement group in January agreed to set up separate working group of residents including tenants, to agree scope of a key lessee role and to discuss models of how the proposal could be implemented, extending the Westminster model. Examples given, included attending estate inspections. Further meetings to progress, proposals are planned.</p>
	<p>The current process of estate inspections is currently being reviewed to increase effectiveness and improve resident involvement. This includes looking at who attends estate inspections, what is looked at as part of estate inspections, what services are involved and how feedback is provided. This recommendation will be incorporated as part of this work.</p>	<p>November 2007</p>	<p>An ongoing resident working group has been established to look at caretaking and estate services.</p> <p>Leaseholder involvement in estate inspections is being specifically addressed as part of this process.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>system would support this.</p>	<p>Resident Involvement in Estate Inspections is now monitored through the LHO performance returns.</p> <p>The resident involvement register workshop recently considered this area and made a number of proposals for enhancing estate inspections which will also be incorporated.</p> <p>The estate inspection process is being reviewed as part of the Housing Management Improvement Project, this is intended to improve the gathering and recording of information, such as caretaking/cleaning standards; horticulture; communal repairs. Estate inspection reports will be recorded using mobile technology enabling repairs to be issued on site.</p> <p>A relaunch of the estate inspections is planned for later in the year. This recommendation will be incorporated in this relaunch.</p>		<p>Proposals have been discussed with residents and work is ongoing to develop a resident inspection group to monitor the level of estate standards including cleaning, communal repairs, bulk rubbish etc. Scope of the work and the pilot of inspection programmes, is scheduled for discussion at the March 2008 Resident Involvement Group.</p> <p>The estate Inspections process is under review as part of the housing improvement plan. Inspection schedules and a new procedure are scheduled for consultation at the March 2008 Resident Involvement Group.</p> <p>Consultation on methods of feedback/reporting are also programmed for March.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>R5 Housing should conduct a review of its leaseholder communications, and guidance pack with a view to increasing accessibility and penetration of leaseholders.</p>	<p>The housing service is proposing to issue a regular leaseholders newsletter similar to the arrangements currently in place for tenants.</p> <p>It is proposed that the leaseholder workshop drawn from the resident involvement register be asked to consider current and proposed communications, to prioritise the areas for review and take an active role in this process.</p>	<p>Commence review November 2007</p>	<p>Estate Inspections will also be discussed as part of the Key Lessee proposals (R3).</p> <p>A specific focus group has been established to look at existing communications.</p> <p>The leaseholders guide is to be updated, reprinted and reissued to leaseholders.</p> <p>A leaseholders newsletter is currently being developed together with an editorial panel.</p> <p>A detailed leaseholder Communication Plan has been scoped and will be developed in conjunction with the focus group.</p>
<p>R6 Housing must publish the “apportionment of time” data that informed the Housemark benchmarking exercise. Housing should undertake, in partnership with leaseholders, a review programme focused</p>	<p>The apportionment of time data that informed the housemark benchmarking exercise has been placed in the public domain. The apportionment of time data will be regularly and routinely collected from relevant services and the housing service will look at the best way of</p>	<p>Commence November 2007</p>	<p>The time apportionment exercise is being reviewed and updated for 07/08 to inform the Housemark definition of management costs as it relates to leasehold properties.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>on improving service charge transparency and data provision.</p>	<p>routinely reporting on this. The leaseholder workshop will incorporate work on identifying the key areas where service charge data provision can be improved and a programme of work developed to achieve this.</p>		<p>Further work is currently being carried out with THLA in respect of apportionment of caretaking costs.</p> <p>The time apportionment system used by Westminster has been identified for further analysis.</p> <p>The leaseholder focus group on service charges is identifying areas of service charge information to be targeted in terms of content, how much explanation or background information should be made available, in what format, as well as how easy it is to understand.</p>
<p>R7 Housing should send all leaseholders – and tenants – the caretaking schedule for their block, details of the annual horticultural maintenance programme, and clarify which other blocks are</p>	<p>Many leaseholders will already have a copy of the current caretaking schedule for their block, however we will further extend this to be accessible to all residents and cover further areas including horticulture and map site areas.</p>	<p>January 2008 September 2008</p>	<p>Notice boards are currently being erected on all estates to provide details of caretaking schedules and estate inspections.</p> <p>The caretaking review has</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>included in the estate cleaning service charge. The Working Group would also encourage Housing to consider including full details of the works covered by the block maintenance charge in the 'Actual'.</p>	<p>We will therefore develop information that can be made available at all offices and on the Tower Hamlets/Tower Hamlets Homes website and provide further information on these issues in the proposed leaseholder newsletter.</p> <p>We will also improve the detail of the information provided regarding block maintenance charges including use of the Council's website and explore the potential to include this information with the actual bills.</p>		<p>now been completed and restructuring proposals are to be progressed including revised work schedules; and agreed standards of cleaning. These new arrangements will be accompanied by further information on schedules on the website and in the leaseholders newsletter and in the block notice boards.</p> <p>Arrangements are being put in place to ensure that maintenance works to blocks which make up the actual charge are posted on the website to enable leaseholders to easily see the make up of charges. In the interim hard copies will be provided when queries are received.</p>
<p>R8 The Working Group welcome the steps being taken to improve staff training and Leaseholder open days.</p>	<p>The housing service is continuing its programme of leaseholder open days and are looking to develop this to provide leaseholder surgeries linked to the</p>	<p>Annual review 31.03.08</p>	<p>The staff training programme for 2008/09 includes customer care and ongoing training for staff on</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>These actions should be maintained and embedded further to improve leaseholder engagement.</p>	<p>production of estimated and actual bills.</p> <p>A schedule of Open Days for 2008/09 will be developed.</p> <p>Staff training programmes on leasehold issues now form a core part of the housing training plan.</p>		<p>Changes in the home ownership structures are aimed at enhancing customer access arrangements.</p> <p>A programme of leaseholder open days and surgeries for 2008/09 is being developed to promote services to leaseholders attended by staff within Home Ownership, Finance as well as Technical Services and management staff to ensure that most queries can be dealt with. Those leaseholders attending the open days will be encouraged to join the GIR. These events will be publicised through EEL, Housing Matters, block notice boards and letters.</p>
<p>R9 Housing should ensure that it implements and embeds fully all aspects of the Council's Customer Promise, in both</p>	<p>Specific training has been carried out in recent months on the Council's core values and this work will continue.</p>	<p>Annual review 31.03.08</p>	<p>Customer promise standards are incorporated within staff customer care training.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>process and culture.</p> <p>R10 There is clear evidence that a significant number of leaseholders lack confidence in the current Alternative Dispute Resolution (ADR) scheme's independence and fairness. The Working Group believe that 3 options should be considered by Housing and Cabinet, following consultation with leaseholders and their representatives:</p>	<p>A specific customer care element of the cross service leaseholder training has been put in place providing training for all front line staff including caretakers, housing officers and technical staff. A further training and staff development programme is being developed.</p> <p>Monitoring systems are in place to monitor the extent to which each area of service meets the requirements of the Customer Promise and this needs to be extended to ensure all services can be monitored in all areas of the promise. The move to consolidated service locations will assist in this process.</p>		<p>The newly created Quality and Improvement team in Home Ownership will be responsible for driving performance in customer care.</p> <p>Staff have been provided with frequently asked questions for addressing billing enquiries, to ensure speed and consistency of response.</p> <p>Further cross service training is being put in place.</p>
	<p>The three options put forward will be evaluated and consultation carried out.</p> <p>We will also use the Leaseholder Workshop to explore how to make information on the scheme clearer, provide a more streamlined process and use the corporate complaints procedure for stage 1 and 2 complaints with the potential for the ADR independent mechanisms to replace the stage 3 process.</p>	<p>Commence November 2007</p>	<p>A review of the ADR process has commenced involving THLA.</p> <p>Consultation to date suggests there is a strong desire to retain a Dispute Resolution Scheme but that some revisions are needed. THLA are seeking that any revised scheme is managed at arms length from the Council.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>i. Relaunch the current ADR scheme. There would need to be clear communication to leaseholders that the system had changed and what the improvements were intended to achieve. This would include: clearer information about the new transparent ADR process including;</p> <ul style="list-style-type: none"> - That the ADR is one option and clearly set out the different options, and when each one is most appropriate. - Clearer guidelines around the specifics of the process, including the rights and responsibilities of both parties. <p>ii. Disband the ADR process and make all complaints go through the corporate complaints procedure. If this option was taken it would be necessary for an option of arbitration/ mediation to take place between stage two and three of the complaints procedure.</p> <p>iii. Develop a new ADR scheme</p>	<p>Information from other Local Authorities does however suggest that the principles of the current scheme are good practice in that it:</p> <ul style="list-style-type: none"> - is available for any dispute affecting service charges - offers a three stage resolution process - provides a range of independent routes for resolution administered by the Chartered Institute of Arbitrators. <p>It Any revised scheme or replacement proposals will be accompanied by clear information on how the scheme works and the roles of all parties.</p>		<p>Consultation will also be carried out with:-</p> <ul style="list-style-type: none"> - Leaseholders through the Getting Involved Register. - RSL Forum - DCLG - Law Commission <p>A project Plan to undertake the review was agreed with the THLA in January 2008.</p> <p>Further consultation meetings are being arranged with members of the Overview and Scrutiny Sub Group regarding the overall project plan and timescale for completing the review in February 2008.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>reflecting current industry best practice</p> <p>R11 The current relationship between the ADR scheme, the use of a Leaseholder Valuation Tribunal and Corporate Complaints Process is not clear. As a matter of urgency, Housing should, in consultation with key leaseholder groups, provide clear guidance to staff and leaseholders on the role of each process.</p>	<p>It is agreed that further clarity should be provided on the current routes, and further development of this will be linked to recommendation 10.</p> <p>Clear guidance for staff and leaseholders will be produced.</p>	November 2007	<p>The review of the ADR scheme will address concerns about routes to problem resolution.</p> <p>Any revised proposals will seek to simplify the process and provide clear guidance.</p> <p>The customer services team within home ownership will actively assist residents in resolving complaints, through the most appropriate channels.</p>
<p>R12 The Working Group would encourage Housing to adopt a model which includes:</p> <ul style="list-style-type: none"> • officers within the central team being given geographical patches to provide a more cohesive service • Specific Leaseholder Officers within the Local Housing Office, proportionate to the number of leaseholder 	<p>The housing service will explore the recommendation of Overview and Scrutiny.</p> <p>The first stage of the Local Housing Office reconfiguration to provide four customer access centres concentrates on consolidating existing services. A further phase of work is planned following the reconfiguration to look at what other services could be provided from the customer access centres and this element</p>	April 2008	<p>The reorganisation of Home Ownership services has enabled patch based teams to be developed for both Customer Services and Revenues teams. These patches have been aligned to the proposed Local Service Centres. This will enable named officers to be responsible for given</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>properties</p> <ul style="list-style-type: none"> • More leaseholder services to be provided at the Local Housing Office. 	<p>of the recommendation will be considered as part of this second stage assessment.</p> <p>The proposed future structures for the home ownership service are currently being reassessed and a customer services team with a geographical focus is being proposed as part of this process.</p> <p>The potential to provide more information to leaseholders and answer a broader range of queries on leaseholder issues accessing centrally maintained databases will be developed as part of the move to customer access centres and particularly the proposed co-location with one stop shops enabling a broad range of enquiries to be answered at the first point of access.</p>		<p>geographical areas linked to housing management services to improve liaison and co-ordination.</p>
<p>R13 Housing should review the current contract with Citizens Advice Bureau (CAB) so that it provides a service that deals specifically with managing the financial issues faced by leaseholders.</p>	<p>The current contract with the Citizens Advice Bureau does provide leaseholders with access to specific workers to address the financial issues faced by leaseholders.</p> <p>This contract is due for renewal next year and therefore a re-tendering process will be carried out with a reviewed specification to ensure an effective, value for money service is provided.</p>	<p>April 2008</p>	<p>An initial meeting has been held with the CAB on current service provision.</p> <p>An initial review of CAB performance has been undertaken setting out achievements to date.</p> <p>The contract is currently</p>

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<p>R14 Housing should meet with Tower Hamlets Community Credit Union to explore developing specific support for leaseholders so that they can access affordable loans.</p>	<p>Arrangements will be made to meet with Tower Hamlets Community Credit Union to explore the options that the credit union can offer in respect of providing assistance to leaseholders.</p> <p>The housing service will also explore whether standard information on advice agencies can be incorporated with all relevant correspondence to leaseholders.</p>	<p>November 2007</p>	<p>being reviewed in line with Audit Commission guidelines and best practice SLAs from other boroughs.</p> <p>A sample survey is being undertaken with leaseholders who use the CAB service to ascertain cost benefits for leaseholders and the Council.</p>
<p>R15 Housing should provide clear guidance to leaseholders on the law surrounding statute barred debt.</p>	<p>It is anticipated that issues around statute barred debt should be a relatively short term issue as old disputes are resolved.</p> <p>The extent to which any debt may be statute barred is dependent on the date the debt was incurred, the terms of the</p>	<p>April 2008</p>	<p>Research is currently being undertaken into the Credit Union in Tower Hamlets and other boroughs for best practice.</p> <p>Detailed information to individuals on their individual debt is provided by the specialist revenues team.</p> <p>General information will be provided through the</p>

Recommendation	Response / Comments	Date	Update: February 2008
	<p>debt, as well as the dates on which residents were alerted and reminded of the debt.</p> <p>The housing service will review the information it provides to leaseholders in respect of arrears to address the issue raised in this recommendation.</p>		<p>proposed leaseholders newsletters.</p>
<p>R16 Communication underpins how the Council deals with local residents. In improving the responsiveness of services, the Council needs to invest further so that communication is clear, accessible and appropriate to services. This is particularly important in explaining the reasons for the way that services are delivered, particularly where individual charges are being raised.</p>	<p>Communications team will review with Housing their current communications channels and materials to ensure that future work is properly targeted, accessible, clear and concise.</p>	<p>By early Autumn 2007</p>	<p>The restructure of the home ownership team enables clearer communication and access.</p> <p>The current focus groups are aimed at identifying key issues for leaseholders and how they can be best addressed and communicated.</p> <p>The review of publications including the leaseholders guide and the establishment of a readers panel is aimed at improving communications.</p>
<p>R17 The Council needs to explore further how it can get closer to customers. For front-line high</p>	<p>The Council's current proposals for access to front line services will integrate the provision of housing services with other</p>	<p>April 2008</p>	<p>The proposals for Local Service Centres, the revised caretaking proposals and the</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>volume services such as housing, it would seem beneficial to have a strong connection between service providers and localities. This seems to provide the greatest potential to build a strong customer relationship based around both ownership and accountability.</p>	<p>front line services accessed through One Stop Shops as well as expand the range of services accessed through the Council's call centre. By 01.04.08 It is recognised that there can be benefits from having a strong connection between service providers and localities and the Council is therefore looking at what services can be located in the local centres proposed including caretaking and ASB. In addition where physical location is not proposed the Council is looking at whether central teams can be patch based to give geographical alignment.</p>		<p>revised structures for the Home Ownership service are all aimed at strengthening links with residents.</p>
<p>R18 The Corporate Complaints Process is a crucial part of the Council's delivery of the customer promise. The Council should ensure that its relationship with any other statutory or non-statutory processes that directorates may use is clear to both staff and residents.</p>	<p>Leaflets on the various complaints processes are promoted. The leaflet and publicity on Corporate Complaints, available to customers and staff, clearly states this procedure does not replace any formal appeal process or other statutory complaint processes. This leaflet and accompanying publicity will be reviewed by the end of the year with an opportunity to check and improve clarity. The Corporate Complaints team passes on any complaint that has to be dealt with by any other process to the appropriate person/team. Regular training for staff on</p>	<p>February 2008</p>	<p>Any revised arrangements or linkages between the complaints process and the dispute resolution process will be addressed through the current review of the dispute resolution process.</p> <p>The corporate complaints leaflet is currently being reviewed and dispute resolution will be incorporated within the leaflet as a current exemption.</p>

Recommendation	Response / Comments	Date	Update: February 2008
<p>R19 The Customer Promise is a vital statement of the Council's culture and delivery of Excellent Public Services. The Council should develop clearer mechanisms for ensuring both the spirit and content of the Customer Promise are being delivered in Directorates.</p>	<p>complaints is held, in which the different statutory procedures are described. Each Directorate has a designated complaints officer who advises staff on complaint matters and can identify appropriate procedures to be used. The effectiveness/reach of this training and the information on the Council's website will be reviewed</p>	<p>April 2008</p>	<p>The Customer Promise is to be reviewed in April 2008 with indicators which better reflect customer experience, eg % calls answered, first contact resolution, satisfaction.</p> <p>Automated customer satisfaction surveys for Contact Centre introduced in Jan 08, One Stop Shops to follow in Feb 08.</p> <p>External mystery shopping of phone calls, using recorded calls, in place.</p>

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	<p>services delivered through the Customer Access division, allowing these services to benefit from the quality control processes already in place and being continually developed within the division.</p>		<p>Contact centre is fully engaged with Varney transformational process.</p>

Appendix 11
Response to Scrutiny Working Group report on the Role of Ward Councillors in the Tower Hamlets Partnership

Recommendation	Comments	Date	Update: February 2008
<p>R1 A job description for 'councillors as community leaders' should be formulated with the involvement of both councillors and the wider Partnership. This would include the community leadership councillors provide through different partnership forums, cabinet, overview and scrutiny and casework.</p>	<p>A role description has been developed and agreed with the Member Training and Development Group. It covers Member responsibilities, activities and sets out the different duties in their role as community leaders, on Cabinet, on Overview and Scrutiny and on external bodies.</p> <p>It will be provided to all councillors in the new Council and is being used as the framework for the Members Induction programme following the May elections.</p> <p>The Job Description includes that Councillors will:</p> <ul style="list-style-type: none"> • Attend LAP and LAP Steering Group and other Partnership meetings to which they are invited • Lead and mediate between issues of concern within their LAP • Encourage and develop relationships to make people in the partnership valued, trusted and included, recognising people from different backgrounds. Empowering others to take responsibility. 	<p>February 2007</p>	<p>Implemented for Induction programme following May 2006 elections. Since then the enactment of the Local Government and Public Involvement in Health Act 2007, and government consultation or (i) the Councillor Call for Action and (ii) Petitions provide the opportunity for an enhanced role both for ward Members and the LAPs. Councillor Job Descriptions to be revised in the light of this once statutory guidance has been published (indicative timescale April 2008 onwards).</p>

Recommendation	Comments	Date	Update: February 2008
<p>R2 The role of councillors should be recognised in the Tower Hamlets Partnership Charter.</p>	<p>The Tower Hamlets Partnership Charter is agreed for all partners and is seen to apply to all regardless of the agency or sector they represent. To include specific elements of the Charter for councillors may suggest special privilege and this runs counter to a fundamental principle of partnership working generally and the Tower Hamlets Partnership specifically.</p> <p>Importantly, the principles contained in the Charter echo those set out in the role description for councillors for partnership working.</p>	<p>February 2007</p>	<p>Implemented</p>
<p>Developing the capacity, skills, expertise and knowledge of ward councillors</p>			
<p>R3 Learning and development should include greater emphasis on the skills of councillors to engage with their local wards. This would include developing an understanding of accountability, community leadership, public and stakeholder engagement and service improvement.</p>	<p>This was achieved through LAP induction events in June/July 2006. The purpose of the ward based induction was to provide Members with:</p> <ul style="list-style-type: none"> • An opportunity to meet with key ward representatives from the Safer Neighbourhood Team, PCT, and voluntary sector, plus Area Directors, Partnership Support Officers and LAP Steering Group Members • An overview of the LAP including priorities and key issues for local residents • Key facts and data about the ward • Information about LAP action plans; and • An understanding of Members' role in the 	<p>February 2007</p>	<p>The Member Learning and Development Programme continues to address these issues and deliver training opportunities in response to needs identified in the Members L&D Working Group and individual Councillors. The Learning and Development Programme remains under review in response to the developing requirements of ward councillors. There is a programme of Councillors attending IDEa leadership academy courses and Capital</p>

Recommendation	Comments	Date	Update: February 2008
<p>R4 Support to councillors should include a greater emphasis on how to develop their role at LAP level as community leaders – beyond administrative support.</p>	<p>LAP</p> <p>The new organisational structure in Members Services and the review of member's enquiries should improve support to ward councillors. This needs further discussion and exploration with councillors however, particularly with the proposed new powers for ward members proposed in the Local Government White Paper.</p>	<p>February 2007</p>	<p>Ambition funding has been secured for development activity for both executive and backbenched councillors.</p> <p>The new Members' Support structure is now in place and the Members' Enquiries Business process improvement action plan is being implemented. Support services for Councillors are however subject to further review following the enactment of the Local Government and Public Involvement in Health Act 2007 and associated development of the ward councillor role and the Councillor Call for Action.</p>
<p>R5 Ward performance data should be provided regularly to Councillors in an accessible format to enable them to formulate evidence-based judgments.</p>	<p>THIS Borough has now been implemented and is accessible to all. Ward-based performance information and data is available through the system. We are currently setting a date within the Members' Learning and Development programme for training around this system.</p> <p>Presentations of ward based information were developed for each LAP Steering Group to inform Local Area Action planning. These are available via the THIS Borough system. The ward data</p>	<p>February 2007</p>	

Recommendation	Comments	Date	Update: February 2008
Improving linkages between the Partnership and ward councillors			
<p>R6 The five scrutiny leads should have a standing invitation to the relevant Community Plan Action Groups and be encouraged to attend and participate.</p>	<p>CPAG papers are circulated to the relevant Scrutiny Leads to inform their work. The CPAG meetings are open meetings and the Scrutiny Policy Team incorporates the CPAGs into the activities of the Scrutiny Leads.</p>	February 2007	<p>This has been implemented and Scrutiny Leads are active in engaging the CPAGs in their work. The Scrutiny Lead for Learning Achievement and Leisure has engaged the CPAG on his review this year.</p>
<p>R7 The accountability arrangements for Area Directors should be clarified to enhance the working arrangements of LAP steering groups.</p>	<p>The Local Management Team, which the Area Directors form a part, is accountable to the Excellent Public Services Community Plan Action Group, with management reporting currently through Chief Executive Directorate of the Council.</p> <p>Following the Partnership Review, we need to further promote the links between the different parts of the Partnership. As part of this, we will clarify the role of the Area Directors and how they can act as a bridge between the LAPs and the wider partnership structures.</p> <p>We have been awaiting the publication of the Local Government white paper to consider how best to link area based working with the wider</p>	October 2006	<p><i>Partially implemented</i></p> <p>Area Directors have developed stronger working relationships with local Councillors across all LAPs and supported their increased community leadership role.</p> <p>This increased role, and the development of relationships between the different strands of the THP will be addressed through the governance restructure and relevant legislative requirements (Local</p>

Recommendation	Comments	Date	Update: February 2008
	Partnership within the latest policy framework. This will now be considered as part of the Council's and Partnership response to the white paper and its implementation.		Government and Public Involvement in Health Act 2007, April 2008
R8 The Partnership Support Team should play a key part in the Member induction programme.	The Partnership Support Team was part of the Corporate team that planned and delivered the Member Induction programme. This included LAP induction sessions and information on the partnership role of being a councillor.	February 2007	This element will also be built in the planning process for the Induction programme of Members following the 2010 Council elections.
R9 A major role of the Partnership Support Team should be to enhance the skills and capacity of LAPs, including councillors. This would develop their ability to make the links between their work as ward councillors with the work of the wider Partnership.	<p>The Partnership Support Team is continuing to support and provide development opportunities for the LAPs (including councillors). The new role description places considerable emphasis on the councillors duties to not only attend Partnership events but to act as an advocate for the Partnership within their wards and other work.</p> <p>The Partnership Support Team organises four development sessions a year. These are informed by both the Partnership awaydays and discussions with LAPs. For example training on advocacy and questioning has been provided.</p> <p>It is important to deepen all councillors understanding of both the Partnership and the different agencies and organisations that</p>	February 2007	<p>The new governance arrangements of the THP will enable the partnership support team to adopt redefined roles which will address the strengthening of links between policy and community leadership</p> <p>Members have been involved in shaping the governance structures.</p>

Recommendation	Comments	Date	Update: February 2008
	<p>contribute within it, so that they can maximise their contribution to the Partnership and act as advocates for the Partnership within their ward and other work.</p> <p>The formation of the Communities and Localities Directorate will help to increase the responsiveness of services with place, as outlined in the Local Government White Paper, and will strengthen the links between the Local Area Agreement and the wider Partnership.</p>		
Developing the involvement of ward councillors in the Partnership through Overview and Scrutiny			
R10 A LAP based scrutiny project should be piloted which could include how 'choice and personalisation' of public services is being delivered in a local area.	The Local Government White Paper has changed the context for this recommendation. There are significant new powers for Scrutiny including the Community Call for Action. This is being explored, including a planned session with Scrutiny members, to consider how best this can be implemented.	February 2007	As part of this year's Scrutiny Work programme the Scrutiny Lead for Living Well is undertaking a review on tackling anti-social behaviour focusing on specific ward based data as well as piloting the 'Councillor Call for Action' model. This could be used as model to roll out ward based scrutiny projects.
R11 The monitoring of the Local Area Agreement through LAP-based performance indicators by the Overview and Scrutiny Committee should be developed.	A progress report on the Local Area Agreement was considered by Overview and Scrutiny Committee in December 2006. This will be developed further as part of the consideration of first year's performance.	February 2007	The Health Scrutiny Panel has monitored the health outcomes from the Local Area Agreement for last year. Work is underway to further develop the role of OSC

Recommendation	Comments	Date	Update: February 2008
			monitoring targets in Local Area Agreements in line with the new national indicators.

Excellent Public Services Scrutiny Panel: Access to Services

Recommendation	Comments	Date	Update: February 2008
<p>R1. The Excellent Public Services Scrutiny Panel should continue to monitor progress on delivering the e-government strategy with particular emphasis on increasing access to services. (Note: Work of EPS now subsumed into Overview and Scrutiny Committee with EPS Scrutiny Lead holding monitoring role).</p>	<p>No response required</p>	<p>February 2007</p>	
<p>R2. IT solutions to promote the reduction of double keying of information should be prioritised.</p>	<p>This has been improved through the Customer Access programme including the workflow tools and CRM system.</p>	<p>February 2007</p>	<p>Customer Access IT systems have removed the need for double-entering of data or service requests.</p>
<p>R3. The development of the Council's Language and Translation Policy and Third Sector Strategy should include consideration of how they might help improve access generally (as well as specifically to a</p>	<p>The Third Sector Strategy (TSS) is currently being updated to ensure Tower Hamlets remain at the forefront in this area of work. One of the strategy's 5 key aims has been developed as follows: 'Promote equity, equality, diversity and fair access for</p>	<p>February 2007</p>	<p>The contract with Newham Language Shop remains in place and in use.</p>

Recommendation	Comments	Date	Update: February 2008
<p>Customer Access Policy).</p> <p>R4. A Telephone number policy should be developed to improve access to services and information for residents.</p>	<p>Black and Minority Ethnic organisations, those representing disabled people, women and other socially excluded groups; and for the people they represent.'</p> <p>The Council established alternative arrangements for Interpretation and Translation following performance issues under the previous contract. The service is now provided by Newham Language Shop and this arrangement is working satisfactory. Interpretation is available by phone and language cards will be distributed to all frontline service points to assist in language identification.</p>	<p>February 2007</p>	<p>The Hot Line policy remains successful in promoting ease of access via easily-memorable single service numbers. New Hot Line services for Tower Hamlets Homes ALMO and the Primary Care Trust are currently in development for implementation in spring 2008.</p>

Recommendation	Comments	Date	Update: February 2008
R5. Both the One Stop Shops and Call Centres service should have the same single corporate and political lead.	<p>The Hotlines and freephone numbers currently deal with just over 100,000 calls each month. Continued expansion into additional services is planned.</p> <p>The creation of the Customer Access division in October 2005 brought the One Stop Shops, CCC, Housing Repairs Help Centre and Social Care Team together, along with a number of other customer facing teams. Subsequently the Social Services Complaints Team, Care Alarm service and Facilities Management teams have been brought into Customer Access to create a single service, within the remit of the Head of Customer Access and the Deputy Leader, to manage all aspects of the public's contacts with the Council, including the physical environment.</p>	February 2007	Integration of services complete.
R6. Options for home visits and surgeries could be more fully explored, although the resource implications for such developments would have to be tested for value for money.	<p>There are significant resource implications regarding the use of home visits as a way of providing information though benefit may be obtained by briefing staff who do visit as part of their day to day role on broad council issues.</p>	February 2007	Service departments would be exploring this.
R7. Any future One Stop Shops	The development of a multi agency	February	The principle of joint location for future

Recommendation	Comments	Date	Update: February 2008
<p>should be cognisant of the shop environment and market research might be conducted to inform location, typology, décor, etc., on a similar basis as that carried out with the Idea Stores.</p>	<p>approach to One Stop Shops continues to progress, with agreement in principle that work on location, physical design and service development needs to be in close association with both the Idea Stores and Local Housing Offices. Initial contact has also been made with the PCT regarding some degree of co-location, and this strand will continue with other appropriate external organisations. Final decisions on location will be made in conjunction with the Council's Accommodation Strategy.</p>	<p>2007</p>	<p>One Stop Shops and Idea Stores is now established and will be implemented in future developments, including the proposed Rushmead/Bethnal Green site development.</p>
<p>R8. The Council strengthens the use of policy development, research and best practice from outside Tower Hamlets in developing Customer Access services locally.</p>	<p>The Customer Access division continues to take a leading role in the national Call Centre Benchmark Group which focuses on both performance and best practice through quarterly KPI benchmarking and discussion/presentation forums. Current initiatives being examined through the Group include customer satisfaction measurement and call recording and quality monitoring. The division is also actively represented on the Customer Services for London Group which holds regular best</p>	<p>February 2007</p>	<p>Customer Access staff remain active in running both the LA Contact Centre Benchmark Group and the Customer Services for London Group, and have been involved with the Cabinet Office in the development and implementation of the Varney Report and associated Performance Management Framework for contact centres.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R9. The Council prioritises customer needs in developing improved access to services by ensuring effective staff training and well co-ordinated links between all Council services. This would include a range of practical steps (including the implementation of a corporate script, enabling staff to obtain the Institute of Customer Services training, dissemination of relevant contact numbers within the organisation) and more strategic issues (including improved long-term links between services).</p>	<p>practice seminars and is currently working on new initiatives for out-of-hours service provision.</p> <p>Putting customers first is the cornerstone of the Customer Access Strategy and the Strategic Plan for the coming year includes improved measurement of customer satisfaction and of service delivery. The division continues to train staff towards more generic working across multiple services, as well as continuing to promote the Institute of Customer Services awards. Information systems continue to be reviewed and renewed, and the forthcoming development of the Corporate intranet will continue this work. Regular liaison between Customer Access and back office service providers is in place and will continue to be developed to ensure improved services at the point of delivery.</p>	<p>February 2007</p>	<p>Work on all these strands continues to be developed. Regular satisfaction surveys for both telephone and face-to-face customers were implemented in January 2008, generic working is now the standard for front-line staff and a growing number of staff are now accredited by the Institute of Customer Services. The new intranet was successfully launched in 2007 and the new external-facing Council web site, with enhanced service access, will follow in 2008. Regular service feedback and liaison with back office providers continues as a key element in service improvement.</p>
<p>R10. The Council ensures that targets set for improved access to services are both realistic and challenging. These should balance the need for the</p>	<p>The Council's Customer Promise is now well established and creates a firm performance framework for the Customer Access division and the Council's Hotlines. Performance within</p>	<p>February 2007</p>	<p>The Customer Promise will be reviewed and relaunched for April 2008 to ensure alignment with latest thinking on customer access targets promoted by the Varney Report and Performance</p>

Recommendation	Comments	Date	Update: February 2008
<p>Council to meet both national and local targets as well as delivering improved access, which is clearly apparent to the wider community.</p>	<p>Customer Access is monitored against the Customer Promise standards and reported through the Council's BVPI monitoring framework. Performance is also benchmarked quarterly against a wide range of public sector contact centres nationally. At the same time, development work is planned to fine tune the performance indicators and to extend these to other areas of the customer experience including quality of contact and customer satisfaction.</p>		<p>Management Framework and the latest National Indicators.</p>
<p>R11. The Panel welcomes proposals for a Customer Access Policy. The following must however be considered within its formulation to ensure effectiveness:</p> <ul style="list-style-type: none"> • The recognition of the growing shift in the Council's role from 'service deliverer' to 'enabler' and the potential for innovation practice that this creates • The growth of the 24/7 economy and the extent to which Council services could or should follow suit • The needs of the whole 	<p>The Customer Access Strategy is currently at the internal consultation stage. The Strategy focuses on three key strands governing the customer's access to and experience of the Council's services;</p> <p>Choice - the customer chooses how and when to access services through a range of access channels, ie face to face, telephone, internet and including self-service options.</p> <p>Quality – the same high-quality, 'first time fix' services delivered through all access channels and at all available times.</p> <p>Efficiency to ensure the Council is</p>	<p>February 2007</p>	<p>The Strategy, with its key drivers of <i>Choice/Quality/Efficiency</i>, was subsequently agreed by Members and formed the basis of the Action Plan currently being implemented. This work will continue into 2008/09 with a refreshed Action Plan for the coming year. Customer Access continues to work closely in partnership with external service providers to ensure seamless service delivery to residents. A major review of 24/7 service is planned for 2008/09 to ensure efficiency and high levels of service are maintained and improved. Further closer integration with housing and parking services is planned</p>

Recommendation	Comments	Date	Update: February 2008
<p>community, i.e. multilingual services, disability needs etc.</p> <ul style="list-style-type: none"> • Balancing the existing high demand for Housing information with information and access to other services • Determining where the responsibility for One-Stop Shops should be located, especially if they become multi-agency access points • Ensuring improvements in customer satisfaction ratings • Monitoring staff skills and training needs and developing appropriately 	<p>working in line with the efficiency agendas set out in the Gershon and Varney Reports, eliminating unnecessary calls through improved self-back office performance, improved service and improved service signposting.</p> <p>The Council's enabling role is embedded into the strategy to reflect the fact that many services are now provided by external partners rather than directly by the Council itself.</p>		<p>for 2008 which will continue to build on the principles set out in the Strategy. Customer satisfaction is now monitored systematically for both telephone and face-to-face contact, enabling trends and improvements to be identified.</p>
<p>R12. The Council should lead discussion via the Local Strategic Partnership and the Excellent Public Services CPAG to ensure the development of improved customer access is multi-agency and maximises service improvement to the whole community</p>	<p>As referred to above, the drive towards a multi-agency approach to Customer Access, particularly in delivering face-to-face services, is continuing and is integral to the future decisions on the proposed location of One Stop Shops.</p>	<p>February 2007</p>	<p>Customer Access now works closely with TH PCT to present joint access to services. A joint information and service kiosk has been established at Barkantine Health Centre, and a PCT health Hot Line is currently being jointly developed for the Tower Hamlets Contact Centre.</p>
<p>R13. The Scrutiny Lead for Excellent</p>	<p>This will be considered further as part</p>	<p>February</p>	<p>Monitoring of the Strategy and Action</p>

Recommendation	Comments	Date	Update: February 2008
Public Services should be used as a key link with all Members to ensure effective monitoring of the development of the Customer Access Policy.	of the Scrutiny Work Programme for 2007/08. The current review looking at Leaseholders as a Customer Care Case Study will assist with this. This is scheduled to report in April 2007.	2007	Plan should continue through 2008/09.

Appendix 13

Response to Scrutiny Working Group Report on Access to GP / Dentistry Services

Recommendation	Comments	Lead	Date
<p>Recommendation 1 That the PCT supports GP practices in developing a mechanism to share models of good practice especially so that GPs that are performing poorly work with GPs that are performing well.</p>	<p>The PCT recognises that there is a wide variability of GPAQ scores across Practices. Some Practices which have scored below average, have already contacted other practices which have received higher ratings and which have similar practice and population characteristics. They have identified the actions that these practices have taken and begun to apply these in their practices. The PCT actively encourages this sharing of good practice, by ensuring that comparative results are made available across all practices. PCT Managers review each Practice's GPAQ action plan at regular practice visits.</p>	<p>Lucy Gittins, Quality Manager & Primary Care Development TH PCT</p>	<p>March 2008</p>
	<p>The PCT will invite practices which received above average scores in the GPAQ survey to describe the methods and processes that exist in the practice which they feel contribute to this positive rating, and if they would be happy to support other practices. Information from these practices will be collated by the PCT into a</p>	<p>Lucy Gittins, Quality Manager & Primary Care Development TH PCT</p>	<p>March 2008</p>

Recommendation	Comments	Lead	Date
<p>Recommendation 2 That the PCT provide the Health Scrutiny Panel with a comparative analysis of the results of the 'Your Doctor, Your Experience, Your Say' with the General Practitioners Assessment Questionnaire Survey results. Furthermore, the PCT use the results of both surveys to identify areas of improvement and improve performance monitoring of services.</p>	<p>written guide which will be sent to all practices.</p> <p>The PCT will provide a comparative analysis of the results of both surveys to the Health Scrutiny Panel – GPAQ (results were available in January 2007) and the Ipsos-Mori Survey "Your doctor, your experience, your say" (results were released end July 2007).</p> <p>The results of the Ipsos-Mori survey have now been analysed by the PCT and a Primary Care Access Strategy and action plan for improvement have been developed. An Access Steering Group has been established which will monitor performance of the PCT against the milestones in the action plan.</p> <p>The PCT will provide a progress report to the Health Scrutiny Panel.</p> <p>The Primary Care Commissioning Managers will ask Individual practices to provide an update on their progress with their action plans in response to the results of their GPAQ surveys. Results will be collated into a progress report.</p> <p>The 2007 GPAQ survey is being distributed to patients during August, September and</p>	<p>David Groom, Access Re- Design Manager, TH PCT</p> <p>David Groom, Access Re- Design Manager, TH PCT</p> <p>Vivienne Cencora Associate Director, TH PCT</p> <p>Lucy Gittins Quality</p>	<p>November 2007</p> <p>January 2008</p> <p>April 2008</p> <p>April 2008</p>

Recommendation	Comments	Lead	Date
	<p>October. Results will be available by February 2008. A summary report comparing these results with the previous year will be made available to the Health Scrutiny Panel.</p>	<p>Manager & Primary Care Development TH PCT</p>	
<p>Recommendation 3 That the PCT reviews the training and guidance provided to GPs and Dental Practice reception staff in particular focusing on Customer Services and understanding the needs of disabled and BME patients.</p>	<p>The PCT is commissioning training for all front of house staff in General Practice in relation to:</p> <ul style="list-style-type: none"> • Customer care • Dealing effectively with conflict • Valuing and understanding diversity • Cultural competence <p>For Dental Practices:</p> <p>The PCT will conduct a baseline assessment of training undertaken by reception staff in all General Dental practices in relation to customer care, disability and cultural awareness.</p> <p>The training modules commissioned for General Practice staff, as described above, will then be made available to dental reception staff.</p> <p>A directory of dental practices is currently being developed which will identify for each dental practice, the languages spoken by staff, and whether the clinical rooms and toilets are</p>	<p>David Groom Access Re-Design Manager, TH PCT</p> <p>Sajid Shah, Dental Development Manager, TH PCT</p> <p>Sajid Shah, Dental Development Manager, TH PCT</p>	<p>October 2007</p> <p>November 2007</p> <p>November 2007 – March 2008</p> <p>October 2007</p>

Recommendation	Comments	Lead	Date
	accessible for wheelchair users.	PCT	
<p>Recommendation 4 That the Primary Care Trust works with local schools, GPs and community organisations to begin compilation of data about local peoples oral health and improve uptake of dental services.</p>	<p>The PCT already has information about children's oral health at ages 5 years and 12 years. The PCT Community Dental Service provides dental inspections for children in primary and secondary schools, where parents have given consent, as part of the national epidemiological study into children's dental health.</p> <p>The Community Dental Service is also piloting a new service in September in two primary schools with the highest numbers of children identified with levels of dental decay. This pilot will involve the dentists and link workers from the Community Dental Access Project working closely with each school to develop parental understanding of the role of the screening in identifying children with disease and what they need to do to access suitable care. It will also offer application of fluoride varnish 2-3 times per year, to all children aged 5 or under, whose parents consent to this treatment. Following the school screening, the team will work with families to make sure they are fully supported in getting treatment.</p>	<p>Ursula Bennett Head of Dentistry, TH PCT</p> <p>Ursula Bennett Head of Dentistry, TH PCT</p>	<p>Ongoing</p> <p>Sept 2007 – March 2008</p>

Recommendation	Comments	Lead	Date
	<p>The PCT Dental Public Health Department is collecting data on the proportion of residents in each LAP who access dental care and will analyse trends in uptake, reporting in March 2008.</p> <p>The PCT does not have a comprehensive oral health screening programme for adults and older people and it is therefore not possible to systematically assess their oral health needs. However, the Community Dental Access Team, through use of mobile dental clinics does undertake screening and initial treatment for those who use the mobile service and will provide a report on the oral health needs for the population who are using this service.</p>	<p>Desmond Wright Consultant in Dental Public Health</p> <p>Ursula Bennett Head of Dentistry, TH PCT</p>	<p>March 2008</p> <p>March 2008</p>
<p>Recommendation 5 That the Primary Care Trust undertakes a comprehensive review of the impact of the new dental contract and charging system and reports the finding to the Health Scrutiny Panel. In particular the Trust is asked to work with Dental Practices that do not work with NHS patients and are currently just working with private patients.</p>	<p>The PCT dental commissioning team monitors NHS contracts with Dental Practices to check for any changes in the types of patients being seen or in the treatments being provided. Information is available to the PCT on Units of Dental Activity undertaken by each practice, patients charges collected and any variances between expected and actual achievements. During mid-year and annual review meetings with Dental Practices, the PCT has taken the opportunity to explore issues of access and</p>	<p>Sajid Shah, Dental Development Manager, TH PCT</p>	<p>June 2008</p>

Recommendation	Comments	Lead	Date
	<p>availability. The PCT is also working with the complaints department and PALS to get a better understanding of patient experience. A review of these findings will be reported to the Health Scrutiny Panel.</p> <p>The PCT does not have a commissioning role with private dental practices and therefore has no legitimate way of working with them. A number of dental practices have NHS contracts to provide NHS care only to those patients who are exempt from paying charges. Where an opportunity arises to renegotiate these contracts, the PCT will include NHS charge-paying patients. The PCT will report on any changes in the review mentioned above.</p>	Sajid Shah, Dental Development Manager , TH PCT	June 2008
<p>Recommendation 6 That all disabled patients without an accessible dental practice near their home be offered the option to be referred to the Mobile Dental Unit.</p>	<p>The PCT will ensure that information is made widely available about dental practices which currently have wheelchair access.</p> <p>The PCT will publicise the route whereby patients can be referred to the dental mobile service or, depending on their specific needs, to the PCT domiciliary dental service.</p>	Sajid Shah, , Dental Development Manager , TH PCT	January 2008
<p>Recommendation 7 That the Mobile Dental Unit visits schools and local</p>	<p>The mobile dental unit currently visits local community events, e.g. LAP area events,</p>	Sajid Shah, Dental	March 2008

Recommendation	Comments	Lead	Date
<p>community events to make this service more visible and target residents from a young age.</p>	<p>whenever possible and this service is popular. The schedule of locations and times for the mobiles across Tower Hamlets will be publicised.</p> <p>The Mobile Unit will be visiting the Primary schools within the pilot mentioned as part of recommendation 4.</p> <p>A report on activities and locations where the Mobile Units have operated will be made available to the Health Scrutiny Panel.</p>	<p>Development Manager , TH PCT</p> <p>Sajid Shah, Dental Development Manager , TH PCT</p>	<p>March 2008</p>
<p>Recommendation 8 That the PCT reports to the Health Scrutiny Panel on how good practice and performance from around the country - particularly areas that face similar issues as the borough - informed the development of the Oral Health Strategy.</p>	<p>The PCT will provide a report to the Health Scrutiny Panel on the evidence base that was used to inform the development of the Oral Health Strategy.</p>	<p>Desmond Wright, Consultant in Dental Public Health , TH PCT</p>	<p>November 2007</p>
<p>Recommendation 9 That Tower Hamlets PCT develops a major publicity campaign that explains the role of GPs, Dentists and other primary care professionals and also increases awareness of the availability of additional primary care services including Pharmacy First and the Walk-In Centres. The PCT should work closely with the Council and voluntary sector in undertaking this</p>	<p>The PCT supports the need for an information campaign explaining the role of different professionals and how to access different types of health services. The PCT Communication Lead will work with colleagues in the Local Authority, voluntary sector and Primary Care, to identify the most appropriate ways of publicising this information, through developing</p>	<p>Jeremy Gardner Associate Director Head of Communications and Community</p>	<p>November 2007</p>

Recommendation	Comments	Lead	Date
<p>campaign. The Working Group suggests that East End Life is used to publicise information about how to join a GP and Dental Practice and also the rota for the Mobile Dental Unit. The Mobile Dental Unit rota should also be provided to all GPs, Dental Practices, and community organisations working in the field of health as well as local Councillors.</p>	<p>a health information communication strategy and campaign programme.</p> <p>The PCT will ensure that the Dental Mobile rota is more widely available – through pharmacies, dental practices, health centres, GP surgeries, local community organisations, councillors and the local media.</p>	<p>Involvement & Sajid Shah, Dental Development Manager, TH PCT Sajid Shah, Dental Development Manager, TH PCT</p>	<p>End October 2007</p>
<p>Recommendation 10 That the PCT works closely with 'LINKs' and the Health Scrutiny Panel to monitor primary care services including asking LINKs Members to make service visits to GPs and Dental Practices.</p>	<p>The PCT welcomes the opportunity to work closely with LINKs and the Health Scrutiny Panel in monitoring primary care services and is happy to coordinate visits to General Practice and Dental Surgeries. PCT Primary Care Services will be guided by the PCT Lead for Patient and Public Involvement, regarding the most appropriate way of working with LINKs.</p>	<p>Abbas Mirza Associate Director, TH PCT</p>	<p>When LINKS are established</p>
<p>Recommendation 11 That the PCT works closely with the Council and voluntary sector to improve patient education. In particular using Health Trainers to link up residents with local community organisations, PCT and the Council.</p>	<p>The PCT will proactively work with Health Guides and Health Trainers so that they have the information that they need to signpost residents to appropriate services and provide appropriate health information to patients.</p> <p>The PCT will coordinate patient education</p>	<p>Abbas Mirza Associate Director, TH PCT</p>	<p>March 2008</p>

Recommendation	Comments	Lead	Date
	<p>schemes aimed at maximising the ability of patients to manage their health conditions, e.g. through the Expert Patient Programme.</p> <p>The coordinated publicity and information campaign outlined in recommendation 9 will be central to this programme.</p> <p>A progress report will be made available by end March 2008, although this is a long term commitment for the PCT.</p>	<p>Abbas Mirza Associate Director, TH PCT</p>	

Response to Scrutiny Working Group Report on Delivering Choosing Health

Recommendation	Comments	Date	Update: February 2008
<p>R1 The drive to place localities at the heart of services provides an opportunity to pilot different approaches across the borough. The Partnership approach should experiment and innovate for new ventures to help reduce obesity in local communities.</p>	<p>As outlined in R2, tackling obesity requires actions across a range of settings and population groups. The recent findings of the Department of Health Local Exercise Action Pilots (LEAP) provide evidence of diversity of approaches that can be successful in, for example, increasing physical activity at a local level. Experimentation and innovation driven by engagement with local communities is critical to identifying what works. The structures underpinning the locality approach to service improvement are vital to fostering this approach. The NRF Health Trainers in which third sector organisations will deliver a range of healthy lifestyles initiatives will provide key opportunities to develop innovative approaches based on local need.</p>	<p>March 2008 (Completion of health trainers programme) There are also range of ongoing projects and range of projects being developed. The scrutiny committee could be kept aware of these on an ongoing basis</p>	<p>The NRF Health Trainers programme is based on localities. Four 3rd Sector organisations have been commissioned (one per locality) to deliver the programme. The first phase of the evaluation has been completed and the PCT has agreed to mainstream the programme. The PCT will be commissioning more interventions as part of the implementation of the strategy 'Healthy Weight, Healthy Lives in Tower Hamlets' that is currently being developed. Part of this funding will be used to specifically support locality based interventions with the involvement of the LAP Steering Groups.</p>
<p>R2 That consideration should be</p>	<p>Agree completely. However, an evaluation</p>	<p>March 2007</p>	<p>The Tower Hamlets Strategy</p>

Recommendation	Comments	Date	Update: February 2008
<p>given to providing a robust evaluation framework for action on obesity.</p>	<p>framework is one component of an overall strategic approach to tackling childhood obesity. This strategic approach needs to recognise the complex interplay of factors impacting on obesity by systematically considering the range of relevant settings (e.g. preschool, school, community, workplace and healthcare), age groups (e.g. under fives, primary school age, adolescents) and other factors (e.g. ethnicity, disability) that are of relevance to developing a comprehensive action plan.</p> <p>Key priorities in implementing such an action plan are the overall monitoring framework and ensuring that evaluation is an integral component initiatives emerging from the action plan.</p>		<p>'Healthy Weight, Healthy Lives in Tower Hamlets' is currently being developed and will be going out for consultation later this month with a Stakeholders Conference planned for 19th March. The strategy includes a set of proposed indicators for monitoring progress and further evaluation is being built in at the level of specific interventions</p>
<p>R3 That the outcomes from the evaluation should be shared across the alliance of service providers and stakeholders. We feel that this fosters an evidence-based approach to service delivery and is critical in learning lessons and spreading good practice.</p>	<p>A Childhood Obesity Strategy would need to be developed by a multi-agency steering group (an alliance of service providers and stakeholders). There is an existing multi agency weight management group. However, this group needs to be strengthened and to develop a more strategic focus. This group would be the forum for consideration of the evidence base for interventions to tackle childhood</p>	<p>March 2007</p>	<p>We will be building in annual reviews of progress on the implementation of the strategy which will provide the opportunity to share outcomes from monitoring and evaluation</p>

Recommendation	Comments	Date	Update: February 2008
R4 That consideration should be given on how to use this information for focusing and targeting intervention at an individual, school or neighbourhood level and for tracking the impact of initiatives and action.	<p>obesity.</p> <p>An Obesity Strategy Group would be the focus for a baseline needs assessment for action on childhood obesity. This would provide the basis for targeted interventions at individual, school or neighbourhood levels.</p>	June 2007	<p>We have conducted a baseline assessment of what is currently underway in the borough against the National Institute for Health and Clinical Excellence (NICE) guidance on obesity. This is being used to inform proposed priorities. The Stakeholders conference on 19th March will provide an opportunity for wider input into agreement of local priorities.</p>
R5 That exploration of the potential for a healthy lifestyles "loyalty" card that gives "rewards" points or credits to encourage commitment to exercise or eating healthily.	<p>The evidence base for the effectiveness of this approach can be explored.</p>	June 2007	<p>Further discussion on this is needed with LBTH Leisure Services</p>
R6 That a local alliance be formed to take up the challenge of obesity.	<p>As described above (see R3), Obesity Strategy Group would be an overarching strategic alliance to tackle childhood obesity. However, it is likely that this would need to be underpinned by a wider networking group</p>	March 2007	<p>A small, multi-agency, Obesity Strategy Steering Group was set up in August 2007, has been meeting monthly and reports to the Living Well CPAG. Links have also been made with the Learning Achievement and Leisure CPAG. It has been agreed that the strategy will be implemented through 2 wider stakeholder networks the</p>

Recommendation	Comments	Date	Update: February 2008
<p>R7 That specific effort is made to include private sector stakeholders including gyms, dieting organisations, supermarkets and restaurants.</p>	<p>The potential of the private sector is considerable. It would be important to have their involvement at the outset as part of the Strategic Group</p>	<p>March 2007</p>	<p>Community Sports and Physical Activity Network (CSPAN) and the Healthy Eating Network. Specific working groups will also be set up to take forward specific aspects of the strategy</p>
<p>R8 That resources be invested in events and opportunities to bring the alliance together to network, maintain momentum and explore solutions together. We feel that this will help develop partnership working, understanding and involvement across a wider spectrum of organisations and better co-ordinate action. We also feel that this will generate the significant leadership and action around obesity that local people are demanding.</p>	<p>See R6. Solutions and initiatives will only emerge through a creative partnership of the local authority, health sector, third sector, private sector and local communities. It will be important that any events are organised in a way that generates genuine and constructive dialogue. The forthcoming Department of Health social marketing strategy promises to provide resources to facilitate such activities.</p>	<p>December 2007</p>	<p>The PCT committed new (recurrent) investment to tackle obesity in 2007/08, including establishing 2 new Public Health Dietitian posts, setting up a new child obesity service jointly provided by Physiotherapy and Nutrition and Dietetics, phase one of a social marketing project to address childhood obesity and piloting a physical activity care pathway in primary care. The PCT has made a commitment to an additional investment in 2008/09 to take forward the strategy.</p>

Recommendation	Comments	Date	Update: February 2008
<p>R9 If obesity is to be a top priority for the borough, then the borough's key strategies must reflect this. In particular, we feel that the Local Development Framework, Open Spaces Strategy, forthcoming Play strategy and the Primary Care Strategy should all incorporate explicit action that will help reduce obesity in the borough.</p>	<p>This is a critical point. It is important to recognise also the range of local area agreement targets that are relevant to tackling obesity e.g. fear of crime, encouraging social enterprise, increasing volunteering. The range of targets in Tower Hamlets that are relevant to tackling obesity have been catalogued within a strategic obesity framework by the public health directorate.</p>	<p>March 2007</p>	<p>The importance of the identified strategies (and others) incorporating explicit action on obesity is strongly supported and reflected in the draft strategy. The draft strategy includes a specific objective on getting high level support and influencing other strategies and progress on this will be monitored.</p> <p>We will be seeking formal sign up to the strategy by LBTH, THPCT and Tower Hamlets Partnership PMG.</p>
<p>R10 That more participative and pro-active mechanisms be used - such as cross-cultural cooking - to promote the key health messages. A significant further benefit will be to promote community cohesion and understanding.</p>	<p>This links back to R1. The locality and neighbourhood network approach provide critical opportunities to bring together the resources and creativity of a range of organisations to build on existing work (e.g. around cooking classes) and ensure that health messages are communicated across a range of setting (that may not yet have been yet exploited e.g. health eating in physical activity activities)</p>	<p>March 2008</p>	<p>Two new posts of Public Health Dietitian have been established this year to take forward this type of work. There is a variety of work underway with parents and carers linked to the Healthy Schools programme and the Extended Schools Programme.</p>
<p>R11 That proposals be developed</p>	<p>A step change in promoting collective</p>	<p>March 2007</p>	<p>The stakeholder's conference on</p>

Recommendation	Comments	Date	Update: February 2008
<p>showing how these opportunities can be used as a catalyst for a step change in promoting and sustaining collective action on obesity. As part of this, consideration should be given to the specific suggestions highlighted by the focus groups and seminar.</p>	<p>action will require a strong partnership working at a strategic level that can influence action across a wide range of settings (commercial, environmental, community, school, healthcare, preschool) and that is informed not only by the evidence base but also by the voices of local communities. The input from the focus groups into a strategy will therefore be crucial.</p>		<p>19th March will provide an opportunity for widening involvement.</p>
<p>R12 The Health Scrutiny Panel feels that this is a crucial issue for the borough and to encourage further debate and discussion we request that a response be presented to the Health Scrutiny Panel at a future health seminar.</p>	<p>The public health directorate would be delighted to lead this response</p>	<p>March 2007</p>	<p>We welcome the opportunity to present further information on the developing strategy for debate and discussion.</p>