

Scrutiny Action Log

Name of Committee: **Overview and Scrutiny Committee**

Municipal Year: **2022-23**

Reference	Action	Assigned to	Scrutiny Lead	Due Date	Response
Insert date	Insert agenda item title and the action requested by the committee	Insert name of director	Insert scrutiny lead	Insert Date	Response provided by the service/ witness
07.06.22	<p>Customer Access</p> <p>1. Can you provide the committee with performance data on satisfaction level of residents who are unable to access services digitally. If this isn't available what might be collected to capture this?</p>	<p>Raj Chand</p> <p>Director of Customer Services</p>	OSC chair	<p>07.07.22</p> <p>03.10.2022</p>	<p>See appendix 1 for response. Circulated to OSC Members on 14.07.2022.</p> <p>The service does not have any further information that it can report on and this can be discussed when customer services update comes to OSC</p>
	<p>Youth Service</p> <p>2. Can you provide the committee with performance</p>	<p>James Thomas</p> <p>Corporate Director Children & Culture</p>	OSC chair	07.07.22	See appendix 2 for response. Circulated to OSC Members on 26.07.2022

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	data on number of young people attending and number of those achieved accredited outcomes?				
04.07.22	Transfer to reserves 1. Can you provide further information on the transfer to reserves	Nisar Visram Director of Finance, Procurement and Audit	OSC Chair	12.09.22	Further information on the transfer to reserves: Addendum Explanation of Reserves Movement.pdf (towerhamlets.gov.uk)
	Expenditure: Inflation 2. Can you provide further information on how the council estimates the funding required to cover the level of inflation and the assumptions within this.	Nisar Visram Director of Finance, Procurement and Audit	OSC Chair	12.09.22	Response circulated on 02/08/2022 See Appendix 3
	Expenditure: Local Government Pension Scheme 3. Can you provide further	Nisar Visram Director of Finance,	OSC Chair	19.09.22	Response to be circulated ahead of next OSC meeting on 26 September 2022

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	information on the funding required for the local government pension scheme	Procurement and Audit			
28.07.22	<p>Annual Performance Report: Recycling Rate</p> <p>1. Can the Committee receive the outturn of the recycling rates for 2021/22 as there was no figure shown in the most recent quarter of the performance reporting</p>	<p>Dan Jones Director of Public Realm</p>	OSC Chair	12.09.22	<p>20.0% cumulative 2021/22 (Q1-Q3)</p> <p>18.6% (Q3 figure)</p> <p>Note: Waste Data flow always operates a quarter behind, so for example the deadline to submit quarter 1 report is at the end of quarter 2 (30th of September) and then it takes about 2-3 weeks for WDF to approve it, depending on corrections</p>
	<p>Annual Performance Report: Education Healthcare Plan Assessments</p> <p>2. The committee</p>		OSC Chair	12.09.22	<p>Response received on 01.08.2022</p> <p>The figure of 29% for completed EHCP's relates to those completed within the 20-week timescale. The remaining 71% of EHCP's will have been in progress and will be completed, albeit having taken longer than we would have liked. Q4 was a particularly challenging period, and earlier periods showed</p>

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	<p>raised concerns about the low percentage of education health care plan assessments completed at 29% and wished to ascertain what and how this was measured</p>				<p>increased performance in this area. Additional resources have been put in place which are starting to have an impact.</p> <p>Our current cumulative performance is 35% (year to date) and increasing with May (42%), June (45%) and July (45%) demonstrating an improved trajectory. We hold weekly meetings with services to monitor the impact of the increasing demand for EHCPs on timeliness of advice requests coming back into the SEN Service.</p> <p>This measure is a SEND improvement plan priority. The service are working on a backlog of cases which they plan to clear by the autumn term. In terms of benchmarking, the national figure for EHC timeliness is expected to be around 50% for 2020/21.</p>
	<p>Strategic Plan: Care Leavers</p> <p>3. Can the Committee receive a demographic breakdown of care leavers and further information on their employment</p>	<p>James Thomas Corporate Director Children & Culture</p>	<p>OSC Chair</p>	<p>19.09.22</p>	<p>Response received see appendix 4</p>
	<p>Complaints</p> <p>4. Can the Committee receive copies of the</p>	<p>Raj Chand Director of Customer Services</p>	<p>OSC Chair</p>	<p>19.09.22</p>	<p>Response provided to OSC on 26.09.2022</p>

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	annual statement from the Local Government Ombudsman				
26.09.22	Youth Service 1. Can the committee receive a breakdown of the youth service performance by inhouse and outsourced provision	James Thomas Corporate Director of Children & Culture	OSC Chair	17.10.2022	Response received on 19.10.2022
	Social Care Grant 2. Can you provide the committee a note on how much the council will be receiving from the £500m	Nisar Visram Director of Finance, Procurement and Audit Denise Radley Corporate Director of Health, Adults and Communities		19.10.2022	The £500m was in reference to the ASC Discharge Funding. Please see attached. This contains the LA allocations and the allocations to the ICB (via the Better Care Fund). <ul style="list-style-type: none"> • Annex C - grant allocations to local authorities Gov.uk • ASC discharge Fund Nov 2022 -Integrated care board allocations
	Budget Monitoring 2022/23 Q1	Musrat Zaman		19.10.2022	Response received 04.10.2022

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<p>3. Workforce - Change of working hours and use of flexible retirement schemes (SAV/All 002/21-22 appendix B - MTFS Savings tracker 2022/25)</p> <p>Can the committee be provided a note on the numbers on take up for a reduction in hours and early partial retirement?</p>	<p>Director of Workforce, OD & Business Support</p> <p>Nisar Visram Director of Finance, Procurement and Audit</p>			<p>There were 6 people in total that took the offer of a reduction in hours/early retirement. This generated a saving of £126,491. This offer has now been closed having been publicised twice.</p>
<p>Housing Development (Call-in)</p> <p>4. The committee has requested a note on what</p>	<p>Ann Sutcliffe Corporate Director of Place</p> <p>Karen Swift Director of Housing</p>		<p>19.10.2022</p>	<p>Updated note:</p> <p>Scheme has been cancelled due to other programme commitments. Alternatives for the site are being considered.</p>

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	the intention is Gill Street site.				
24.10.22	<p>Youth Justice</p> <ol style="list-style-type: none"> The committee requested details on the annual budget for Youth Justice and whether this is enough to sufficiently tackle the challenges the service faces. The committee asked if the Sub-Committee could receive an update on Youth Justice performance in 6 months' time with a focus on KPIs. This 	<p>James Thomas Corporate Director of Children & Culture</p>	OSC Chair	19.11.22	<p>1. The total Youth Justice Services Budget for 2022-2023 is £1,482,008. This is an increase of £50,000 on the figure that the OSC received in the report due to the Youth Justice Board increasing our funding after the Youth Justice Plan was submitted. This figure includes our core budget from the Local Authority as well as the Youth Justice Board Grant and contributions from the City of London.</p> <p>In addition, we receive staff from the Probation Service and the Metropolitan Police as part of our multi-agency agreement. We have also just received information from the Ministry of Justice that we will be receiving an additional £351,641 for the 'Turnaround' project, something that each Youth Justice Service in England and Wales will be receiving. The Turnaround Project is due to take place between December 2022 and March 2025. The purpose of the Turnaround funding is to target those children who are at risk of entering the formal Criminal Justice System which will support our ongoing focus of reducing our FTE figure. In addition to this, the Mayor recently reviewed our Growth Bid submission and agreed to £45,000 for training for the Youth Justice Service.</p> <p>Therefore, with the potential £45,000 from a council growth bid and the above monies then at this point there is now sufficient to tackle the issues.</p> <p>2. We will provide the Children and Education Scrutiny Sub-Committee an update on the progress of the Youth Justice Plan in March 2023 with a focus on key performance indicators.</p>

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	<p>should feed into the following years workplan in advance of a follow up inspection. Findings in Sub-Committee should be fed back to OSC.</p>				
	<p>Waste and Recycling Services 1. The Committee requested benchmark data on missed collections from neighbouring boroughs to help us understand where we can learn, improve, and review best practice.</p>	<p>Dan Jones Director of Public Realm</p>	<p>OSC Chair</p>	<p>19.11.22</p>	<p>Response received on 25.11.2022</p> <p>As the benchmarking data is not publicly available, the service have had to contact individual councils directly to request their data.</p> <p>The service is in the process of collecting and review data and seeing how they can best benchmark this data</p>

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28.11.22					
12.12.22	<p>1. The Committee requested a breakdown of the funding sources for:</p> <ul style="list-style-type: none"> - The Mayor's Energy Fund - £2.7m cost of living package 	<p>Nisar Visram Director of Finance, Procurement and Audit</p>	<p>OSC Chair</p>		<p>Response received 11.01.2023.</p> <p><u>Cost of Living Crisis grants £2.7m</u> This was an estimated figure based on approx. £1m of Household Support Fund, and a growth item of £1.75m. Both sources of funding have been fully spent, with approx. 1,750 grants of £100 accounting for the growth item and the Household Support Fund element being made up of supermarket vouchers that are made available to families at risk of poverty. The terms of the Household Support Fund meant the first tranche had to be fully allocated by the end of December. Payments were administered through a contract with the Post Office.</p> <p><u>Mayors Energy Fund £1.0m</u> This fund is also backed by the household support fund, one of the key objectives of which is to support families though fuel poverty. As with the element of Household Support Fund in the Cost-of-Living item above, this was also fully spent by the end of December 2022 and payments were made to vulnerable families through the Post office.</p>
	<p>2. Can you provide the Committee with a breakdown of how each of these initiatives are funded, please?</p>	<p>Nisar Visram Director of Finance, Procurement and Audit</p>			<p>Recommendation 1 Devise a financial strategy that delivers a sustainable budget without the need to rely on reserves.</p> <p>A financial strategy is currently in development and this will involve reviewing areas of council expenditure and income in depth, holding joint sessions between officers and Members to analyse the budget and commencing the 24/25 budget planning process immediately. Progress on the Finance Strategy can be reported back to Overview and Scrutiny as required during the year.</p>

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				<p>Recommendation 2 Provide the pro formas detailing growth and saving proposals in sufficient time for OSC to review as part of its budget scrutiny.</p> <p>Once Committee dates are confirmed for the new financial year, the budget timetable for 24/25 will be set and as part of this officers will endeavour to provide these pro formas earlier, before the Christmas period for next year.</p> <p>Recommendation 3 Explore increasing Educational Maintenance Allowance for those children above the threshold - even if only temporarily during cost-of-living crisis.</p> <p>As part of delivering a financial strategy that delivers a sustainable budget, the Council needs to identify efficiencies or additional funding of £30.8m for 2024/25, rising to £37.8m in 2025/26. The Council had introduced an Educational Maintenance Allowance, in line with the Mayor's manifesto and any review of this in the new year will need to be considered in the context of the funding challenges facing the organisation. Any expansion of the Educational Maintenance Allowance would increase the budget gap facing the Council.</p> <p>Recommendation 4 Review funding arrangements for the Resident Support Scheme</p> <p>The Council has received a number of grants from Government which are for specific purposes and are time limited, that would need to be repaid to Government if not utilised within the specified timescale. These grants have meant that for one year only, 2023/24, the Council will not be required to draw on its own resources to fund the Resident Support Scheme. Any changes to funding arrangements would need to be considered in the context of ensuring a financial strategy that delivers a sustainable budget, and any additional commitment of council resources to this scheme for</p>
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					2023/24 would increase the budget gap and subsequent draw down of council reserves, which is not a viable medium to long term solution.
	<p>Waste Emergency Declaration</p> <p>3. Can the Committee be provided with information on what actions will be taken as part of the Waste Emergency Declaration, please?</p>	<p>Dan Jones Director of Public Realm</p>	OSC Chair		Response received on 20.01.2023 See attached Appendix 5 below
09.01.23	Reserved for Budget Scrutiny				
23.01.23	<p>Home Care</p> <p>Can OSC be provided with information on the process/ necessary changes required to amend the Charging Policy</p>	<p>Warwick Tomsett Joint Director of Integrated Commissioning</p>			The introduction of free homecare has been agreed for 2024/25. Work has already been undertaken to profile the cost implications of this decision, but further work is required before implementation including amendment to the charging policy, service user consultation and analysis of the staffing implications. The council had also wanted to better understand the interplay between free homecare and the Government's wide-ranging Adult Social Care reforms, in particular the national charging cap. This cap had been due to come into effect from autumn 2023, but has now been delayed for two years
	<p>Mayor's Office</p> <p>Can OSC be provided with both</p>	<p>Nisar Visram</p>			Please refer to Appendix 6

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	previous Mayor and current Mayors office structural cost to make comparisons.	Director of Finance, Procurement and Audit			
	<p>Mayor 's Office Can the Committee receive a note on whether officers believe the proposed expansion of the Mayor's Office to include 12 more caseworkers and a similar number of political advisors meets the authority's obligations for even handedness between Executive/majority and Opposition members</p>	<p>Janet Fasan Director of Legal and Monitoring Officer</p> <p>Matthew Manion</p>			<p>The Mayor/Leaders have always had additional staff supporting them and their role. As part of the budget proposals the Mayor has submitted a growth bid to increase the capacity of his office. This does not present issues of even-handedness. If additional staff were providing support to some backbenchers but not others then this would present concerns but this is not what is being proposed.</p> <p>This will go to Council on 1 March so Members can debate the merits of this proposal.</p>
	<p>Savings Tracker Can the committee be provided information on the current unmet savings trackers.</p>	<p>Nisar Visram Director of Finance, Procurement and Audit</p>			<p>See attached PDF.</p> <p>Quarter 2 savings tracker which was considered at Cabinet on 14 December 2022 as part of the "Budget Monitoring 2022/23 Quarter 2 including Capital" report.</p>
	<p>Leisure provision Will best value be considered for in</p>	<p>Matthew Eady Director of Commissioning and Culture</p>			<p>As part of the insourcing process 'best value' will be applied throughout the process and into operation in 2024.</p>

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	sourcing leisure provision				
	<p>Leisure provision Can the committee be provided with a list of councils that have an in-house leisure service and then benchmark against these</p>	<p>Matthew Eady Director of Commissioning and Culture</p>			<p>Councils are not required to publish whether their leisure provision is managed in-house and there is no organisation that collects or monitors this information. In London, Richmond upon Thames leisure services are managed in-house with Southwark and Lambeth council bringing their services in house this year. Hounslow deliver their leisure services through a Local Authority Trading Company. Therefore, benchmarking is not possible at this moment in time as officers aren't aware or able to ascertain (other than those outlined) where their leisure services is insourced.</p>
20.02.23	<p>Borough Commander Spotlight Can the committee be provided with further data to better understand the composition of the borough's Police - focusing on race & gender.</p>	<p>James Conway Borough Commander</p>			<ul style="list-style-type: none"> We have produced a simplified version of the data on the attached link, which will show slightly different variants. https://www.met.police.uk/sd/stats-and-data/met/workforce-data-report/ <p>We realise that some people may describe gender and ethnicity differently to MPS recording systems but this is the current workforce data to Feb 2023. Ethnicity Data for all CE workforce BAMEH 23.8%, None 73.%, 2.5% unknown Police offices- BAMEH 21.7%, Non 75.8%, Unknown 2.5% Gender - Police officers 34% identify as female, 66% identify as male,</p>
	<p>Borough Commander Spotlight Can the committee be provided with the latest abstraction data.</p>	<p>James Conway Borough Commander</p>			<p>Unfortunately, we only hold charge data as presented by Mr Conway in the last meeting. However, this data is held by the CPS and will need to be requested directly with them.</p>
	<p>Borough Commander Spotlight</p>	<p>James Conway</p>			<p>As in the chart below</p>

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	Can the committee be provided with data on prosecution rates for rape & sexual offences.	Borough Commander			<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th colspan="2">Aug-22</th> <th colspan="3">Dec-22</th> <th colspan="3">Feb-23</th> </tr> <tr> <th>Ward</th> <th>% Abstractions</th> <th>% for cluster</th> <th>% Abstractions</th> <th>% for cluster</th> <th>Change from Aug-22</th> <th>% Abstractions</th> <th>% for cluster</th> <th>Change from Dec-22</th> </tr> </thead> <tbody> <tr> <td>Bethnal Green</td> <td>57</td> <td></td> <td>25</td> <td></td> <td></td> <td>29</td> <td></td> <td></td> </tr> <tr> <td>St Peters</td> <td>50</td> <td>49</td> <td>20</td> <td>23</td> <td>-53%</td> <td>21</td> <td>25</td> <td>8%</td> </tr> <tr> <td>Stepney Green</td> <td>40</td> <td></td> <td>25</td> <td></td> <td></td> <td>24</td> <td></td> <td></td> </tr> <tr> <td>Bow East</td> <td>53</td> <td></td> <td>30</td> <td></td> <td></td> <td>21</td> <td></td> <td></td> </tr> <tr> <td>Bow West</td> <td>40</td> <td>50</td> <td>55</td> <td>30</td> <td>-40%</td> <td>26</td> <td>26</td> <td>-13%</td> </tr> <tr> <td>Bromley North</td> <td>57</td> <td></td> <td>5</td> <td></td> <td></td> <td>32</td> <td></td> <td></td> </tr> <tr> <td>Blackwall & Cubitt Town</td> <td>39</td> <td></td> <td>6</td> <td></td> <td></td> <td>12</td> <td></td> <td></td> </tr> <tr> <td>Canary Wharf</td> <td>79</td> <td>64</td> <td>60</td> <td>24</td> <td>-62%</td> <td>31</td> <td>17</td> <td>-29%</td> </tr> <tr> <td>Island Gardens</td> <td>74</td> <td></td> <td>6</td> <td></td> <td></td> <td>9</td> <td></td> <td></td> </tr> <tr> <td>Lansbury</td> <td>72</td> <td></td> <td>38</td> <td></td> <td></td> <td>18</td> <td></td> <td></td> </tr> <tr> <td>Limehouse</td> <td>26</td> <td>62</td> <td>12</td> <td>40</td> <td>-35%</td> <td>24</td> <td>19</td> <td>-52%</td> </tr> <tr> <td>Poplar</td> <td>87</td> <td></td> <td>71</td> <td></td> <td></td> <td>15</td> <td></td> <td></td> </tr> <tr> <td>Shadwell</td> <td>75</td> <td></td> <td>25</td> <td></td> <td></td> <td>35</td> <td></td> <td></td> </tr> <tr> <td>St Katherine's & Wapping</td> <td>59</td> <td>70</td> <td>20</td> <td>23</td> <td>-67%</td> <td>6</td> <td>20</td> <td>-13%</td> </tr> <tr> <td>Whitechapel</td> <td>76</td> <td></td> <td>24</td> <td></td> <td></td> <td>19</td> <td></td> <td></td> </tr> <tr> <td>Bromley South</td> <td>73</td> <td></td> <td>55</td> <td></td> <td></td> <td>18</td> <td></td> <td></td> </tr> <tr> <td>Mile End</td> <td>55</td> <td>65</td> <td>21</td> <td>39</td> <td>-40%</td> <td>27</td> <td>22</td> <td>-44%</td> </tr> <tr> <td>St Dunstan's</td> <td>68</td> <td></td> <td>41</td> <td></td> <td></td> <td>21</td> <td></td> <td></td> </tr> <tr> <td>Spit & Bang</td> <td>70</td> <td></td> <td>35</td> <td></td> <td></td> <td>17</td> <td></td> <td></td> </tr> <tr> <td>Weavers</td> <td>53</td> <td>62</td> <td>13</td> <td>24</td> <td>-61%</td> <td>21</td> <td>19</td> <td>-21%</td> </tr> <tr> <td>Total</td> <td></td> <td>61</td> <td></td> <td>29</td> <td>-51%</td> <td></td> <td>21</td> <td>-28%</td> </tr> </tbody> </table>		Aug-22		Dec-22			Feb-23			Ward	% Abstractions	% for cluster	% Abstractions	% for cluster	Change from Aug-22	% Abstractions	% for cluster	Change from Dec-22	Bethnal Green	57		25			29			St Peters	50	49	20	23	-53%	21	25	8%	Stepney Green	40		25			24			Bow East	53		30			21			Bow West	40	50	55	30	-40%	26	26	-13%	Bromley North	57		5			32			Blackwall & Cubitt Town	39		6			12			Canary Wharf	79	64	60	24	-62%	31	17	-29%	Island Gardens	74		6			9			Lansbury	72		38			18			Limehouse	26	62	12	40	-35%	24	19	-52%	Poplar	87		71			15			Shadwell	75		25			35			St Katherine's & Wapping	59	70	20	23	-67%	6	20	-13%	Whitechapel	76		24			19			Bromley South	73		55			18			Mile End	55	65	21	39	-40%	27	22	-44%	St Dunstan's	68		41			21			Spit & Bang	70		35			17			Weavers	53	62	13	24	-61%	21	19	-21%	Total		61		29	-51%		21	-28%
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27.03.23	<p>Performance Report EHCP Plans - The Committee requests further information on the reason behind missed EHCP targets. What activity</p>				<p>The Children & Education Sub Committee will consider this as part of its meeting on 04/05/2023 and a summary of discussion will be circulated to OSC.</p> <p>See appendix 7</p>																																																																																																																																																																																																															

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	has been taken to understand the root causes of this increased demand, forecast the demand for 23-24 and make plans to ensure we are better placed to manage the demand next year?				
16.05.2023					

Insert attachments as appendices where applicable

LBTH/ Waste and Street Cleansing Service Improvement Action Plan 2022/23

Update to O&S Committee Jan 2023

OVERVIEW OF CURRENT PLANNED WORK

No.	ACTION	DESCRIPTION	Milestones	Measures of success	Resources / Additional Personnel	Start Date	End Date	RAG Status
1	Review of StreetCleansing Service	<p>Following concerns about standards of the street cleansing operations it is recommended to reschedule the frequency and timings of cleansing to improve standards and perceptions.</p> <p>Any changes will be consulted on with the staff/TUs, residents and local businesses before implementation.</p> <p>It is proposed to review the timing and frequency of cleaning to accommodate the increased footfall in the evening and nighttime, particularly in areas of the borough with a thriving nighttime economy.</p> <p>This will include the consideration of increasing mechanical footway cleaning in areas where this is appropriate to do so.</p>	<ul style="list-style-type: none"> - Revise small number of beat sweeper routes and timings on weekends. - Test success of changes and feed into wider rescheduling work. - Introduce enhanced street cleansing presence in west of the borough around Brick Lane, Whitechapel and Spitalfields on Friday and Saturday evenings. - Develop supporting scheduling for appropriate beat sweeping beats. - Share new schedules with Mayor's Office - Consult with staff/TUs, residents and businesses. - New Schedules Published and operational 	<ul style="list-style-type: none"> - Improved standards and perceptions of cleanliness - Improved resident satisfaction with standards of cleaning - Reduced reports of street cleansing issues 	<p>Additional resources unknow at this stage.</p> <p>Working towards rescheduling without any growth in budget.</p> <p>Any additional growth required to meet increased level of service will be attempted to be covered from with Public Realm before any growth bid submitted.</p> <p>Additional Project Management Resource required to manage rescheduling work for Street Cleansing and Waste Collections. Funded from with existing budget.</p>	Phased changes from January 2023	April 2023	Amber
2	Review of Domestic Waste collections	<p>The primary action is to rebalance the works across the collection crews to:</p> <ul style="list-style-type: none"> ✓ Ensure every team has enough time to fully complete their assigned work. ✓ Maintain enough capacity on vehicles for 	<ul style="list-style-type: none"> - Complete initial rescheduling of the rounds - TU and staff to review and provide comments - Amend schedules and agree revisions with staff and TU - Implement new rounds on a phased basis, including comms to residents and 	Reduction in reported missed collections.	<p>Expected to be delivered within budget.</p> <p>Additional Project Management Resource required to manage rescheduling work for Street Cleansing and Waste Collections. Funded from with existing budget.</p>	February 2023	April 2023	Amber

		<p>the next 3-4 years to address future build programmes.</p> <p>Phased changes from February to end April 2023</p> <p>We will develop a business plan to separate the paper and card from the remaining recyclables. Paper and card represent about 50% of our recyclable waste and this will allow us to manage the compliance on a local bin by bin level which in turn will reduce our contamination and therefore processing costs</p>	<p>housing partners</p> <ul style="list-style-type: none"> - Review success of new rounds - Make amendments as per feedback from crews, residents, and housing partners. 					
3	Review of Commercial Waste collections	<p>Remove all the commercial waste from the current rounds and place them on dedicated commercial collection crews, we will do this because:</p> <ul style="list-style-type: none"> ✓ We need to ensure that we only collect commercial waste that has been paid for by the customer. ✓ We need to provide a seven day a week commercial service to effectively manage commercial waste in the borough and in that retain a considerable number of customers over and above the circa 2000 we have currently. <p>We intend to introduce the changes in Q1 2023</p> <p>In addition, we will undertake</p>	<p>Completion of Commercial waste deep dive analysis on customers and income.</p> <p>Roll out of stand-alone Commercial Waste collection service</p>	<ul style="list-style-type: none"> - Improved Customer Service feedback (baseline to be carried out in Jan/Feb 2023) - Reduce Customer complaints - Increase in customers and income - Reduction in associated illegal fly tipping of waste 	<p>Expected to be delivered within budget.</p> <p>Additional Project Management Resource required to manage rescheduling work for Street Cleansing and Waste Collections. Funded from with existing budget.</p>	January 23	March 2023	Green

		a borough wide review on the methodology for collecting recyclable waste, this is required due to high levels of contamination and therefore costs for processing at the materials reclamation facility.							
3	Review Management supervision schedules	<p>Waste and Street Cleansing Service to review OM and EM supervision start and finish times to ensure staff are at on street location at allocation AM, PM and Night Crew, to check arrival and departure times of staff on street and at the depot and better allocation of emergency heavily littered roads from the nighttime economy.</p> <p>This will focus sweeping standards and improve last hour productivity. Use business intelligence to lead the teams and direct to areas with highest or increasing issues.</p>	<ul style="list-style-type: none"> - Review of current working patterns completed and revised schedule proposed and consulted on with staff - New working patterns introduced 	<ul style="list-style-type: none"> - Improvement in last hour productivity - Better response to areas affected by the night time economy - Improved engagement with staff and management - particularly Night Shift. 	N/A	January 2023	March 2023	Amber	
4	Increase levels of enforcement	Enhanced enforcement in hotspot areas as identified by Business Intelligence data.	<ul style="list-style-type: none"> - Roll out of revised shift working for Enforcement Team to tackle evening and nighttime hotspots. - Implementation of enhanced mobile CCTV to tackle known hot spot areas. 	<ul style="list-style-type: none"> - Improved street scene, reduced fly tip sacks on public highway outside of collection times and days - Reduced fly tipping at hot spot locations. - Increased FPNs 	Funding for CCTV (on agenda for 10 Jan 2023)	July 22	March 2023	Green	

Appendix 6

Mayor's Office: 2022-23 original budgeted structure (excluding 2022-23 pay award), proposed growth and proposed new structure						
Posts	2022-23 budgeted posts (FTE)	2022-23 budgeted posts (£000's)	2023-24 proposed growth (FTE)	2023-24 proposed growth (£000's)	2023-24 proposed posts (FTE)	2023-24 proposed posts (£000's)
Head of Mayor's Office	1.0	91	-	-	1.0	91
Mayor Policy & Community Liaison Manager	1.0	76	-	-	1.0	76
Political Advisor to the Mayor	1.0	52	-	-	1.0	52
Casework Manager	-	-	1.0	65	1.0	65
Casework Co-ordinator	1.0	53	-	-	1.0	53
Caseworker	1.6	69	10.4	463	12.0	532
Cabinet Support Officer	3.0	161	3.0	164	6.0	325
PA and Executive Support Officer	1.0	64	1.0	66	2.0	130
Executive Support Assistant	1.6	91	1.4	52	3.0	143
Office Assistant	-	-	1.0	40	1.0	40
Strategy & Policy Officer	-	-	1.0	62	1.0	62
Mayor's Advisory (posts for 2023-24 and 2024-25)	-	-	8.2	480	8.2	480
TOTAL Staffing	11.2	657	27.0	1,392	38.2	2,049
Training and non-pay expenditure included in growth bid				10		
TOTAL GROWTH BID				1,402		

Appendix 7

Response to Scrutiny Action Log Request

April 2023

The summary below provides information on *the reason behind missed EHCP targets. What activity has been taken to understand the root causes of this increased demand, forecast the demand for 23-24 and make plans to ensure we are better placed to manage the demand next year?*

a) The reason behind missed EHCP targets.

There has been significant increase in the number of new requests for EHCNA in recent years:

- o A 45% growth in the last three months, relative to the 2021/22 academic year.
- o A 35% growth, 2022 against 2021.
- o A 70% growth, across the whole of the last 2 years.

Workforce capacity challenges, including the recruitment and retention of key SEND roles, as well as some leadership gaps made it difficult to keep up with the increased number of requests. This resulted in a backlog and impacted timeliness.

There were also considerable delays in assessing the needs and providing advice on the needs of children and young people (CYP). CYP with complex needs frequently require more detailed assessments, these often take additional to complete and also impact timeliness.

The current Management Information System did not and continues not to provide the support required to speedily and effectively access and utilise data.

b) What activity has been taken to understand the root causes of this increased demand.

SEN practices and procedures have been fully reviewed as part of the Islington/Tower Hamlets Improvement Partnership. This included an audit which looked at the quality of plans and quality of advice.

c) Forecast of demand for 23-24

The increased demand outlined in (a) mirrors the national landscape. In 2021, the national number of requests for new assessments rose by 23%. This high level of demand, continued throughout 2022 and into 2023 - both locally and nationally. Tower Hamlets has historically high levels of need with one of the highest percentages of EHCPs in the country, thus, we predict that the demand will continue to rise.

d) Plans to ensure we are better placed to manage the demand next year?

Additional funding has meant that sufficient interim staff are now in place to ensure the timely administration of, and the annual review of Education, Health and Care Plans (EHCPs). Increased capacity has ensured there has been month by month improvement in the timeliness of decisions to assess, the request for advice and the number of EHCPs issued within 20 weeks. An approved growth bid has enabled the service to replace the interim workers with permanent staff. The recruitment has begun (April 2023).

Additional funding has meant that there is extra resource within the EP Service to deliver timely statutory advice.

Plans and interventions are being put in place to ensure the Health Service have the capacity to produce advice in a timely manner.

A specific and dedicated team is working to clear all overdue and outstanding assessments (with a due date of up to 31/03/2023). These will be cleared in reverse date order. This exercise will provide other officers with the space to focus on new assessments whilst actively working to prevent another backlog. This exercise has a completion date of July 2023.

Advice is tracked weekly, and all professionals are provided with clear, set and expected return dates. To mitigate further missed EHCP targets, all partner services have been informed that advice is to be provided 6 weeks from the decision to assess rather than 6 weeks from allocation.

Partner services are expected to allocate work for assessment within 3-5 working days of the decision to assess. This is communicated informally on the day the decision is made and before advice is formally requested.

Partner services are met with weekly to identify and track late or outstanding advice and progress these cases where possible, either for expedited advice or progression to a Draft EHCP.

The SEN service has introduced weekly tracking of assessments - this will ensure 'flagging' cases are identified and addressed earlier than previously done.

Plans are in progress to put an efficient Management Information System (MIS) in place. This will be used to record and track all annual reviews, the EHCNA process, and post 16 destinations. The new system will also include online modules for monitoring and completing workflows and for reporting on timeliness and SEN2.

Further information

Work has started on the development of an Inclusion Framework which will set out the provision that should be made ordinarily available for CYP with SEN in mainstream schools (and later, in colleges). This framework, in part, will promote early intervention and action through settings and help schools to meet the needs of pupils identified as requiring SEN Support. It will also offer parents and carers transparency around the available SEN provision in Tower Hamlets. The eventual goal is that this framework will facilitate a reduction in EHCP requests, as SEN support needs will be met earlier.

There is an expectation that the LA will at least meet national averages of 50% timeliness in the month April 2023.

There is an expectation that at the LA will exceed the national average (up to 65-75% timeliness) in the months of May, June and July 2023.