

# OVERVIEW & SCRUTINY COMMITTEE

Monday, 17 December 2018 at 6.30 p.m., Room C1, 1st Floor, Town Hall,  
Mulberry Place, 5 Clove Crescent, London, E14 2BG

This meeting is open to the public to attend.

**Members:**

**Chair:** Councillor Abdal Ullah

**Vice Chair:** Councillor Marc Francis

Councillor Sufia Alam

Councillor Mufeedah Bustin

Councillor Kahar Chowdhury

Councillor Dipa Das

Councillor James King

Councillor Kyrsten Perry

Councillor Mohammed Pappu

Councillor Bex White

Councillor Andrew Wood

**Co-opted Members:**

Neil Cunningham

Joanna Hannan

Ahmed Hussain

Fatiha Kassouri

Dr Phillip Rice

Khoyrul Shaheed

Lead for Resources

Lead for Children's Services

Lead for Health, Adults and Community

Lead for Place

Lead for Governance

Parent Governors

Representative of Diocese of Westminster

Parent Governors

Parent Governors

Church of England Representative

Muslim Faith Community

**Deputies:**

[The quorum for this body is 3 voting Members]

**Contact for further enquiries:**

David Knight, Democratic Services

1st Floor, Town Hall, Town Hall, Mulberry Place, 5 Clove Crescent,  
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Web: <http://www.towerhamlets.gov.uk/committee>

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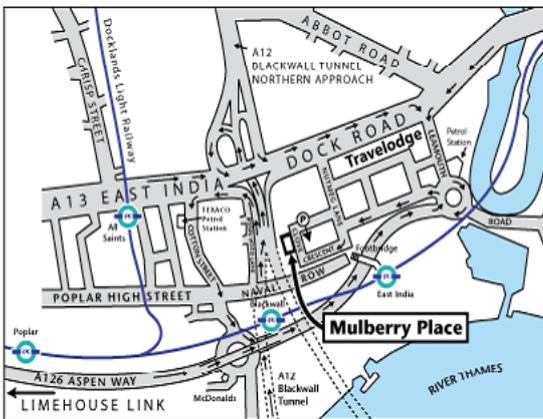
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<b>SECTION ONE</b>	<b>WARD</b>	<b>PAGE NUMBER(S)</b>
<b>1. APOLOGIES FOR ABSENCE</b>		
To receive any apologies for absence.		
<b>2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST</b>		7 - 10
To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.		
<b>3. UNRESTRICTED MINUTES</b>	All Wards	11 - 28
To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 26 <sup>th</sup> November, 2018 – To follow		
<b>4. SCRUTINY SPOTLIGHT</b>	All Wards	
<b>4.1 Mayor John Biggs Scrutiny Spotlight</b>	All Wards	
To receive a presentation from Mayor John Biggs		
<b>4.2 Strategic Plan Performance &amp; Delivery Reporting: Quarter 2 2018/19</b>		29 - 128
The attached Cabinet report provides an update on the delivery and implementation of the council's Strategic Plan 2018/19 up to the end of quarter 2 (September 2018).		
<b>5. UNRESTRICTED REPORTS FOR CONSIDERATION</b>	All Wards	
<b>5.1 Children's Services Improvement - Quarterly Progress Report Quarter 2 2018/19:</b>	All Wards	129 - 140
The Committee will receive a report that provides an update on progress in delivering improvements to Children's Services in response to the report published by Ofsted in April 2017 which rated LBTH services 'inadequate'. The Council's improvement plan aims to		

achieve a standard of 'good' at its next inspection, in 2019.

**5.2 MTFS Budget Update 2019-22** **All Wards** **141 - 182**

The Committee will receive a report that will provide information on the changes that might impact on the 2019/20 budget and MTFS, including the impact of Local Government Finance Settlement 2019/20; Outcome of the 6 week Budget consultation and Business Rates Retention 2019/20 Pilot – To be circulated as part of the Cabinet agenda for the 19<sup>th</sup> December, 2018.

**5.3 LBTH Homelessness and Rough Sleeping Strategy - 2018 - 2023** **All Wards** **183 - 246**

The Committee will receive a report plus a briefing regarding the Homelessness and Rough Sleeping Strategy - 2018 - 2023 – To be circulated as part of the Cabinet agenda for the 19<sup>th</sup> December, 2018.

**6. REQUESTS TO SUBMIT PETITIONS** **All Wards**

To receive any petitions (to be notified at the meeting).

**7. OVERVIEW & SCRUTINY COMMITTEE QUERY AND ACTION LOG 2018/19** **All Wards**

The Committee are asked to note and to comment upon the Action Log - To follow

**8. CABINET FORWARD PLAN & WORK PROGRAMME REVIEW** **All Wards** **247 - 270**

Members are asked to review the Forward Plan and to plan around the Committees priorities – To follow

**9. UNRESTRICTED REPORTS 'CALLED IN'** **All Wards**

No decisions of the Mayor in Cabinet on the 28<sup>th</sup> November, 2018 in respect of unrestricted reports on the agenda were 'called in'.

**10. VERBAL UPDATES FROM SCRUTINY LEADS** **All Wards**

To receive verbal updates from each of the Scrutiny Leads.

(Time allocated – 5 minutes each)

**11. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS** **All Wards**

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet. With particular reference to the following Cabinet papers.

**12. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT** **All Wards**

To consider any other unrestricted business that the Chair considers to be urgent.

**13. EXCLUSION OF THE PRESS AND PUBLIC** **All Wards**

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

“That, under the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

**EXEMPT/CONFIDENTIAL SECTION (Pink Papers)**

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

**SECTION TWO**

**WARD**

**PAGE  
NUMBER(S)**

**14. EXEMPT/ CONFIDENTIAL MINUTES** **All Wards**

Nil items

**15. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'** **All Wards**

Nil items

**16. PRE-DECISION SCRUTINY OF EXEMPT/  
CONFIDENTIAL) CABINET PAPERS**

**All Wards**

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

(Time allocated 15 minutes).

**17. ANY OTHER EXEMPT/ CONFIDENTIAL  
BUSINESS THAT THE CHAIR CONSIDERS  
URGENT**

**All Wards**

To consider any other exempt/ confidential business that the Chair considers to be urgent.

**Next Meeting of the Overview and Scrutiny Committee**

Monday, 14 January 2019 at 6.30 p.m. to be held in Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

# Agenda Item 2

## **DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER**

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

### **Interests and Disclosable Pecuniary Interests (DPIs)**

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

### **Effect of a Disclosable Pecuniary Interest on participation at meetings**

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

**Further advice**

For further advice please contact:-

Asmat Hussain, Corporate Director, Governance and Monitoring Officer. Tel 020 7364 4800

## APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE**

**HELD AT 6.30 P.M. ON MONDAY, 26 NOVEMBER 2018**

**ROOM C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE  
CRESCENT, LONDON, E14 2BG**

**Members Present:**

- |                                      |  |
|--------------------------------------|--|
| Councillor Abdal Ullah (Chair)       |  |
| Councillor Marc Francis (Vice-Chair) | – Lead for Resources                       |
| Councillor Sufia Alam                | – Lead for Children's Services             |
| Councillor Mufeedah Bustin           |  |
| Councillor Kahar Chowdhury           | – Lead for Health, Adults and<br>Community |
| Councillor Dipa Das                  | – Lead for Place                           |
| Councillor James King                |  |
| Councillor Kyrsten Perry             |  |
| Councillor Bex White                 | – Lead for Governance                      |
| Councillor Andrew Wood               |  |

**Co-opted Members Present:**

- |                 |   |
|-----------------|---|
| Joanna Hannan   | – Representative of Diocese of<br>Westminster |
| Dr Phillip Rice | – Church of England Representative            |
| Khoyrul Shaheed | – Muslim Faith Community                      |
| Fatiha Kassouri | – Parent Governors                            |
| Neil Cunningham | – Parent Governors                            |

**Other Councillors Present:**

- |                           |  |
|---------------------------|--|
| Councillor Danny Hassell  | – Cabinet Member for Children,<br>Schools and Young People |
| Councillor Motin Uz-Zaman | – Cabinet Member for Work and<br>Economic Growth)          |

**Apologies:**

- |  |                    |
|--|--------------------|
| Councillor Mohammed Pappu<br>Ahmed Hussain | – Parent Governors |
|--|--------------------|

**Officers Present:**

- |                  |  |
|------------------|--|
| Elizabeth Bailey | – Senior Strategy, Policy and<br>Performance Officer |
| Mark Campbell    | – Chair of the TH Education Business<br>Partnership  |

Vicky Clark	– (Divisional Director for Growth and Economic Development)
Sharon Godman	– (Divisional Director, Strategy, Policy and Partnerships)
Afazul Hoque	– (Head Corporate Strategy & Policy)
Sandjea-Marie Green	– Head of Youth Service
Ian Parkes	– Chair of ELBA
Sunita Sharma	– Consultant

## 1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

No declarations of disclosable pecuniary interest were received.

## 2. UNRESTRICTED MINUTES

The Chair **Moved** and it was:-

### RESOLVED

That the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 29<sup>th</sup> October, 2018 were approved as a correct record of the proceedings.

## 3. SCRUTINY SPOTLIGHT

### 3.1 Tower Hamlets Education Business Partnership (THEBP)

The Committee received a presentation on the initiatives of the Tower Hamlets Education Business Partnership and what individual partners are doing to support employment aspirations in the Borough and to discuss what has worked well and areas that could be improved. The discussions on this presentation may be summarised as follows:

The Committee noted that:

- The connectivity that has been developed by the Partnership is exceptional
- All apart from some of the newer free schools, the majority of local schools receive services from the Partnership
- The Partnership works to identify the best way that it can help residents develop their employability
- There has been a positive shift in the attitude of white working class families regarding aspirations for their children and attitudes towards education
- The business community within the City of London has provided incredible support over the years to the Partnership
- Although increasing numbers of local residents have entered and successfully completed degree courses. Anecdotal evidence and some

limited data does seem to suggest that new graduates can struggle to find work commensurate with their qualifications. There are opportunities available, and residents are successfully obtaining qualifications, yet the Borough's graduates, particularly young graduates, seem to be encountering obstacles to finding suitable work. Therefore, the Committee wanted to understand the higher education journey of Young London residents aged 18-24 years, from their pre-HE institutions, through their higher education study on full or part-time undergraduate degrees, and on to their graduate employment destinations.

- The Committee also wished to see what the Partnership had been able to do to assist the graduates in their employment destinations. They noted that the Partnership have worked hard to develop effective solutions as all children, regardless of their social background, where they live or the jobs their parents do, should have the same chance to meet people doing a wide range of jobs to help them understand the vast opportunities open to them.

In conclusion, the Chair thanked Mark Campbell for his presentation and the Committee expressed the view the Council should review its funding of the Partnership to ensure it is proportionate with what is needed to support its work.

### **3.2 Apprenticeships: East London Business Alliance (ELBA)**

The Committee received a presentation from the East London Business Alliance (ELBA) on the uptake around apprenticeships; employment outcomes; future plans and what has worked well or areas that could be improved. The discussions on the presentation are outlined below:

The Committee noted that:

- ELBA works in close harmony in with the Tower Hamlets Education Business Partnership (THEBP) and supports social mobility with a focus upon class; race and worklessness;
- Whilst worklessness has fallen earnings have not risen for a high percentage of residents in the Borough not earning the London minimum wage resulting in 'in work poverty'.
- With many residents in low paid work means that whilst there is record numbers of people in employment, too many jobs are low skilled and low paid. Many workers therefore become trapped in low pay with little chance of social mobility;
- Although many Tower Hamlets graduates find employment and many go on to successful careers, ethnic minority graduates are much less likely to be employed than their white peers after graduation and there are also marked disparities in wages between many ethnic minority women and men who do manage to find jobs after graduation and their white counterparts;

- English language skills can act as a barrier to employment, or to being accepted onto apprenticeship programmes. Therefore ELBA looks at the competencies required to overcome such barriers;
- Employers' in Tower Hamlets have expressed the view said that the Government have failed to act on mounting concerns about changes to the apprenticeship system. With local business owners still struggling to comprehend how the system is supposed to work;
- Whilst there has been a 26% fall in take up, the new levy was introduced to maximise the opportunities for apprenticeship for both the learner and employer;
- The new levy should (i) provide an opportunity to recruit from a wider talent pool and build a more diverse workforce and (ii) appeal to young people who excel academically whilst also opens the door to those who thrive in a practical environment;
- The degree versus apprenticeship debate is long-running and families choosing the children's next educational move proper consideration. Higher education also continues to be a popular option despite the rise in tuition fees, with an all-time high of 241,585 18-year-olds across the UK accepted onto degree courses in 2017. Although attitudes to apprenticeships have also evolved and they are now recognised as an equal alternative to university without the associated loans that have to be taken out to pay for educational expenses. As the rapidly rising college tuition costs have made student debt the only option to pay for college for many students, which also put those students from lower income households at a distinct disadvantage;
- In light of Brexit there will be tougher competition for well-qualified talent, development of existing staff, and the increasing difficulty in recruiting senior and skilled employees. Organisations must therefore remain alert to the potential changes and be agile in their responses to be able to continue attracting and retaining people with the appropriate skillsets and potential for their needs especially for the lower paid jobs; and
- Work is being done to address the development of (i) the "Soft Skills" needed by job seekers; and (ii) the "Hard Skills" needed Science, Technology, Engineering and Mathematics (STEM) jobs.

In conclusion, the Chair thanked Ian Parkes for his presentation and the work of the East London Business Alliance in addressing the needs of London's communities and how they help their corporate partners innovate, collaborate and think differently about how they give back.

### **3.3 Improving Youth Employment: Setting the Scene**

The Committee received a presentation on the Council's work around supporting educational aspirations, including:

- Growth strategy;
- Work with schools, local businesses and other partners;
- Young work path development;

- Development of post 16 offer;
- Pilot activity; and
- Apprenticeships in house.

As a result of the discussions on this presentation the Committee noted that:

- Work is being undertaken to develop a pilot careers education project, focusing on Years 7-9 of secondary school; the intention is to get children more excited about the job opportunities available to them and more motivated to study hard
- The Apprenticeship Generation manager will also work with businesses and organisations within the Borough to increase the number and range of apprenticeships on offer and thus help students secure a viable professional career path; Loss of employment space is of concern and any planning applications are to be considered with regard to any schemes impact upon employment space e.g. business units mixed with residential as opposed to retail;
- A dialogue has been established with the Living Wage Foundation who are the organisation at the heart of the independent movement of businesses and people who are campaigning for the idea that a hard day's work deserves a fair day's pay. They celebrate and recognise the leadership of responsible employers who choose to go further and pay a real Living Wage based on the cost of living and so far 99 local businesses have taken up the offer of accreditation and have agreed a timetable of implementation;
- Those businesses who are commercial tenants of either the Council or Registered Providers will receive support to take up the offer of accreditation and to agree a timetable of implementation; and
- Consideration should be given to the impact of insourcing council services providing tangible employment opportunities for residents.

In conclusion, the Chair thanked Councillor Motin Uz-Zaman and Vicky Clark for their presentation and the work of the Council in addressing the needs of Tower Hamlets communities and how the Council is currently working with partner's agencies to improve youth employment.

#### **4. UNRESTRICTED REPORTS FOR CONSIDERATION**

##### **4.1 Youth Service Challenge Session**

The Committee received a report on the implementation of recommendations of scrutiny challenge session that covered:

- Update on youth service priorities;
- Update on recommendations from the Scrutiny Challenge Session;
- Update on Performance; and
- Future plans and ambitions for youth services and youth voice.

The discussions arising from the presentation maybe summarised as follows:

The Committee noted that:

- The Council is working on an action focused approach to the implementation of recommendations;
- In the east of the Borough it has been identified that there are benefits in the outsourcing certain elements of youth provision as these providers are able to access funding streams not available to the Council;
- As of 28th August 2018 the Youth Service had all 8 of its Youth Hubs opened;
- Youth Service has successfully recruited new frontline staff; increasing frontline staffing by 23% from when the service was restructured in October 2017, and increasing the ratio of female staff by 12% (previously 28% of staff were female now 40% of staff are female);
- All sickness monitoring is under control;
- All Youth Hubs (internally delivered and Commissioned) and Specialist Provision have increased outputs;
- Contracted provision had 2001 contacts in July; this had increased to 2986 in September, whilst in-house provision had 1251 contacts in July; this had increased to 1837 in September;
- Strengthening young people's participation and engagement in decision making is a vital aspect of developing the youth provision; including the elections for Young Mayor;
- It was important to speak the young people's digital language;
- Youth provision needed to be delivered in the most effective fashion including the use of buildings and detached staff so as to meet the particular needs of young people in the Boroughs various wards and communities. The development of such provision needs to take into consideration best practice from other borough's;
- Consideration was being given on how to develop work with those young people at risk and their families;
- The Service is looking at how to develop and exploit the full range of services available from in-house and external providers e.g. Effective sign posting for young people and providing meaningful interventions;
- There would an update next year on the development of the Borough's in-house and external provision of the Service.

In conclusion, the Chair thanked Councillor Danny Hassell and Sandjea-Marie Green for their presentation and the work of the Council in the development of the provision of youth provision and looked forward to receiving future updates.

## **5. REQUESTS TO SUBMIT PETITIONS**

The Committee was advised that a whilst a Petition had been received by Monitoring Officer she had after very careful consideration decided that it was not inappropriate for it to be considered by Scrutiny.

**6. OVERVIEW & SCRUTINY COMMITTEE QUERY AND ACTION LOG  
2018/19**

Noted

**7. CABINET FORWARD PLAN & WORK PROGRAMME REVIEW**

Noted

**8. UNRESTRICTED REPORTS 'CALLED IN'**

Nil items

**9. VERBAL UPDATES FROM SCRUTINY LEADS**

1. **Councillor Bex White Scrutiny Lead for Governance** advised the Councillor Bex White Scrutiny Lead for Governance advised the Committee that (i) A Communications Challenge Session had been held that had looked at a number of issues including (i) internal communications and (ii) increased resident engagement. In addition, it was noted that on the 27th November, 2018 at Harford Community Centre there would be an evidence gathering session of the Brexit Commission to consider evidence in relation to (i) Migration; (iii) Charities; and (iii) Social Cohesion.
2. **Councillor Kahar Chowdhury Scrutiny Lead for Health, Adults & Community** advised the Committee that (i) In July there had been a meeting with the Health and Social Care Partners; (ii) In September the Sub-Committee had, had a presentation by Menara Ahmed the Council's VAWG Domestic Abuse and Hate Crime Manager. Topics covered had included (a) the identification and management of residents at risk of domestic violence, (b) reporting levels, (c) the impact of universal credit on domestic violence; and (d) the provision of services for those residents with no recourse to public funds. The Sub-Committee had also received a verbal summary of the Healthwatch Annual Report 2017/18, which had been presented by Dianne Barham – Chief Executive of Healthwatch Tower Hamlets. Finally, going forward the Sub-Committee it was noted would be considering a number of themes including (i) Adult Social Care and (ii) Alcohol and Substance misuse
3. **Councillor Marc Francis Scrutiny Lead for Resources** advised the Committee that at the meeting of the Cabinet on the 31<sup>st</sup> October, 2018 he had on behalf of the Chair provided an update on the Scrutiny Challenge Session in relation to the Council Tax Reduction Scheme.

4. **Councillor Sufia Alam Scrutiny Lead for Lead for Children's Services** advised the Committee that (i) on 12<sup>th</sup> November, 2018 the latest Safeguarding Training Session had been held; (ii) on 19<sup>th</sup> November, 2018 the Young Peoples Summit had taken place which had been a positive event; (iii) on 23<sup>rd</sup> November, 2018 meeting with Judith St John the Council's Divisional Director Sports Leisure and Culture on the preparation for a Workshop to consider the Borough's Leisure provision and (iv) on 30<sup>th</sup> November, 2018 was the date of the Mayors Young Peoples Summit.
5. **Councillor Abdal Ullah, Chair of the Overview and Scrutiny Committee** advised that on 31<sup>st</sup> October, 2018 he had attended the meeting of the Cabinet to provide an update on the work of the Committee. He reported on a number of issues including (i) the most recent Scrutiny meeting that had focussed on educational aspirations and included presentations from head teachers, officers and the Cabinet Lead Member. He had told the Mayor that this session had been very valuable and a report would be following on at a later date (ii) that the Committee had started to consider how they would be responding to the Council's budget proposals and had received the quarterly budget monitoring report; and (iii) the Committees work on fire safety had been presented to Cabinet on the 31<sup>st</sup> October with an overview report and action plan.

**10. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS**

The Committee received and noted those questions to be presented at Cabinet by the Chair in relation to unrestricted business on the agenda – **See Appendix 1**

**11. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT**

Nil items

**12. EXCLUSION OF THE PRESS AND PUBLIC**

As the agenda circulated contained no exempt/ confidential business and there was therefore no requirement to exclude the press and public to allow for its consideration.

**13. EXEMPT/ CONFIDENTIAL MINUTES**

Nil items

**14. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'**

Nil items

**15. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS**

Nil items

**16. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT**

Nil items

**The meeting ended at 9.45 p.m.**

**Chair, Councillor Abdal Ullah  
Overview & Scrutiny Committee**

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<b>Agenda Item – 6.1 Planning for School Places – 2018/19 Review and Recommendations</b>	
<b>Questions</b>	<b>Response</b>
<p><b>Q1.</b> London Dock - has any AQ testing being done at this location, what where the results?</p>	<p>An AQ test has been undertaken. The site of the proposed secondary school is adjacent to The Highway, and the results showed that there were significant levels of pollution during the periods of vehicle congestion. The school design has therefore included measures to improve the internal and external environment for the users of the building. This includes mechanical ventilation so that filtered fresh air is circulated within the building and the tallest block of the building has been located adjacent to The Highway to restrict the movement of particulates and traffic noise into the play and external spaces to the south of the site. Careful consideration has been given to the provision and location of plant species to improve air quality across the site.</p> <p>The school design has also taken account of the emissions levels created by the building to mitigate the effects on neighbours and the wider community.</p>
<p><b>Q2.</b> Why are Located looking for three separate school sites (one I assume for CW College Secondary) if it is unlikely that central government will approve new schools?</p> <p>4.9 As stated previously, it is unlikely that central government will approve any new applications for schools to be established in Tower Hamlets.</p>	<p>It is not clear why 'Located' are looking for three separate sites for new schools in the Tower Hamlets area. The Mulberry Schools Trust is the only academy chain that currently has government approval to open new schools in Tower Hamlets. Please see a link to the DfE website confirming the current list (Nov 2018) of successful proposers:</p>

	<p><a href="https://www.gov.uk/government/publications/free-schools-successful-applications">https://www.gov.uk/government/publications/free-schools-successful-applications</a></p> <p>This means that the Trust’s application has already progressed to the next phase, which now enables it to seek to secure a suitable site for a new school in the Tower Hamlets area.</p> <p>This DfE’s current free application criteria is very clear in stating that it will now target ‘areas with the lowest educational performance, to put free schools in the places most in need of good new schools.’ This means that the DfE will only consider new applications to open free schools in areas that have both <b>low educational standards and a basic need for additional school places</b>. This is not the position in Tower Hamlets.</p>
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<p><b>Q3. What is the difference between the £10.5m and £53.85m?</b></p> <p>The Pupil Place Planning Report ‘7.3 The £10.5m capital funding identified from the Department for Education’</p> <p>The Community Infrastructure Levy (CIL) Supporting Evidence and Funding Gap Report says:</p> <p>‘6.7 The table below provides a breakdown of the funding sources that fall under this category:</p> <p>Table 5.\\ capital grant funding sources Funding Source Amount £53.85m Notes Schools Basic Need/ Expansion Grant)</p>	<p>The £53.85m included in the CIL report was based on the position in 2017/18 and included existing commitments on the Schools Basic Need/Expansion grant funds. It also included an estimate on what future Basic Need/Expansion grant funding might be available in 2020/21 which has not yet been announced by the DfE. The £10.5m included in the Pupil Place Planning Report is the balance of the grant that is still available, allowing for the previous commitments..</p>
<p><b>Q4. Is there a reason why LBTH has chosen 2 form rather than 3 form of entry as the standard size? Or is this only driven by size of sites available?</b></p> <p><b>Appendix 3</b></p> <ul style="list-style-type: none"> <li>• New primary school sites are intended to deliver a 2 form of entry. The GLA OAPF for the Isle of Dogs &amp; S Poplar indicates a preference for 3 forms of entry</li> </ul>	<p>At the time when site allocations were identified for the emerging Local Plan in 2016, the council’s preferred approach was to deliver 2FE primary schools. This was influenced by the availability of land in Tower Hamlets as well as information on parental preference for smaller primary schools. A number of the borough’s existing 3FE schools have struggled to fill to capacity. The site allocations identified in the emerging Local Plan have therefore been viability tested on the basis of a 2FE primary school.</p> <p>However, changes in the National Funding Formula mean that larger schools will be more financially sustainable in the long term. The Plan itself does not specify that primary schools must be 2FE, and</p>

	<p>where plans have not already been developed it may be possible to negotiate a larger primary school with the site developers. For example, the developer for the Crossharbour site is proposing a 3FE primary school.</p>
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<b>Agenda Item – 6.3 Tower Hamlets Customer Service Transformation Plan</b>	
<b>Questions</b>	<b>Response</b>
<p>1) Staff training is key to customer service. The action for this is “ongoing”. What training plans are underway currently to ensure service standards during this change process?</p>	<p>Staff have been engaged through out the period of redesign – workshops and meetings with the Divisional Director over the last year.</p> <p>Staff and customer testing groups are being organised to start in January. This was a direct response from staff wanting to ensure they were involved in the design and development of products and systems that they will be using and delivering with the customer.</p> <p>Staff training workshops are already in the diary for January and a skills audit will be carried out to ensure we customer agents have the skills as well as the equipment to deliver the new customer model.</p> <p>This will inform and develop the training programme for staff to ensure we have made the investment in them where it is needed.</p>
<b>Agenda Item – 6.3a Appendix 1- Tower Hamlets Customer Service Transformation Plan</b>	
<b>Questions</b>	<b>Response</b>
<p>Q. No mention of the word App, no mention of the word Social Media in the report. Will the 'digital by default' look at these options?</p>	<p>We know from market research and other customer services both from the private and public sector that Apps are not necessarily how customer want to transact with their services. Particularly young people and communities which are</p>

	<p>vulnerable. Apps take up data and space on phones and often do not get utilised. Instead we are investing in the digital platform which acts and enables transactions like an app but through the website. This is quick and doesn't use data and the intention is for the digital platform to look and act like a platform that can be easily accessed from phone and tablets.</p>
<p>Q. Will we look at AI, Chatbots and virtual assistants in the CS Plan?</p>	<p>AI is key to future transformation. We want to apply a chatbot to the Clean and Green services as a test pilot and this will enable us to understand our own vulnerabilities and help to identify where further investment is needed to roll this out across other council service areas.</p>
<p>Q. Will we keep the FiFiLi app or develop it further?</p>	<p>The FiffiLi App is being relaunched as Love Your Neighbourhood and investment in this has already been made.</p>

<b>Agenda Item – 6.4a London City Airport: Neighbouring Authority Agreement (Noise Insulation Payments Scheme) Appendix A Map of Eligible Area</b>	
<b>Questions</b>	<b>Response</b>
<p>Q. Has the accuracy of the noise boundaries ever been tested using real world monitoring - at ground level and also at different heights (given tall buildings within or close to zone)?</p>	<p>The Section 106 Agreement stipulates that those properties within the 57 dB contour will be eligible for compensation. It also requires that the 57 dB contour is independently reassessed by an acoustic specialist every year (between 16 June and 15 September) and amended if appropriate, to ensure its accuracy. The Infrastructure Planning Team will work with the appointed acoustic specialist in 2019 to ensure noise levels at different heights (particularly tall buildings) are taken into account.</p>

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<p>Non-Executive Report of the:</p> <p><b>Overview &amp; Scrutiny Committee</b></p> <p>17<sup>th</sup> December 2018</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Will Tuckley, Chief Executive</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Strategic Plan Performance &amp; Delivery Reporting: Quarter 2 2018/19</b></p>	

<b>Originating Officer(s)</b>	<p>Sharon Godman – Divisional Director Strategy, Policy &amp; Performance</p> <p>Thorsten Dreyer – Head of Intelligence &amp; Performance</p>
<b>Wards affected</b>	All wards

## Executive Summary

The attached Cabinet report provides an update on the delivery and implementation of the council's Strategic Plan 2018/19 up to the end of quarter 2 (September 2018).

## Recommendations:

The Overview & Scrutiny Committee is recommended to:

1. Note the attached Cabinet report.

### 1. REASONS FOR THE DECISIONS

- 1.1 See the attached Cabinet report.

### 2. ALTERNATIVE OPTIONS

- 2.1 See the attached Cabinet report.

### 3. DETAILS OF THE REPORT

- 3.1 See the attached Cabinet report.

### 4. EQUALITIES IMPLICATIONS

- 4.1 See attached Cabinet report.

**5. OTHER STATUTORY IMPLICATIONS**

5.1 See attached Cabinet report.

**6. COMMENTS OF THE CHIEF FINANCE OFFICER**

6.1 See attached Cabinet report.

**7. COMMENTS OF LEGAL SERVICES**

7.1 See attached Cabinet report.

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**Linked Reports, Appendices and Background Documents**

**Linked Report**

- Attached Cabinet report

**Appendices**

- Cabinet report titled *Strategic Plan Performance & Delivery Reporting: Quarter 2 2018/19*
- Appendix 1: Strategic Plan Performance Report Quarter 2 2018/19

**Local Government Act, 1972 Section 100D (As amended)**

**List of “Background Papers” used in the preparation of this report**

List any background documents not already in the public domain including officer contact information.

- NONE

**Officer contact details for documents:**

See attached Cabinet report.

<b>Cabinet</b>	 <b>TOWER HAMLETS</b>
19 <sup>th</sup> December 2018	
<b>Report of:</b> Will Tuckley, Chief Executive	<b>Classification:</b> Unrestricted
<b>Strategic Plan Performance &amp; Delivery Reporting: Quarter 2 2018/19</b>	

<b>Lead Member</b>	<b>Mayor John Biggs</b>
<b>Originating Officer(s)</b>	Sharon Godman – Divisional Director Strategy, Policy & Performance Thorsten Dreyer – Head of Intelligence & Performance
<b>Wards affected</b>	All
<b>Key Decision?</b>	No
<b>Forward Plan Notice Published</b>	30/10/18
<b>Reason for Key Decision</b>	N/a
<b>Strategic Plan Priority / Outcome</b>	<b>All</b>

### Executive Summary

This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan 2018/19 up to the end of quarter 2 (September 2018).

### Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the summary status as set out at the beginning of the attached monitoring report; and
2. Review the performance of the strategic measures at mid-year, including those measures where the minimum expectation has been missed; and
3. Review progress in delivering Strategic Plan activities at the mid-year point, including those activities that are flagged as delayed and overdue.

## 1. REASONS FOR THE DECISIONS

- 1.1 The council's Performance & Accountability Framework sets out the process

for monitoring the timely and effective delivery of the Strategic Plan to improve outcomes for residents. In line with the framework, the Mayor in Cabinet receives regular update reports to ensure oversight of delivery, performance and improvement at Cabinet level.

- 1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets residents to track progress of activities that impact on their lives and the communities they live in.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Cabinet can decide not to review the performance information. This is not recommended as Members have a key role to review and challenge underperformance and also utilise performance information to inform resource allocation.

## **3. DETAILS OF THE REPORT**

### *3.1 Background*

- 3.2 This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan 2018/19 up to the end of quarter 2 (September 2018).

- 3.3 As part of the budget setting report at the beginning of 2018, the council adopted a set of eleven new corporate outcomes grouped under three priorities. This was the first step on moving the council to becoming a much more outcome-based organisation which focuses on making a difference to people's lives.

- 3.4 In July 2018, Cabinet adopted a new Strategic Plan based on the new corporate outcomes. Each outcome is supported by a number of activities and the impact of activity is being measured through strategic performance indicators aligned to each outcome.

- 3.5 The corporate outcomes are:

*Priority 1: People are aspirational, independent and have equal access to opportunities*

- People access a range of education, training, and employment opportunities.
- Children and young people are protected so they get the best start in life and can realise their potential.
- People access joined-up services when they need them and feel healthier and more independent.

- Inequality is reduced and people feel that they fairly share the benefits from growth.

*Priority 2: A borough that our residents are proud of and love to live in*

- People live in a borough that is clean and green.
- People live in good quality affordable homes and well-designed neighbourhoods.
- People feel safer in their neighbourhoods and anti-social behaviour is tackled.
- People feel they are part of a cohesive and vibrant community.

*Priority 3: A dynamic, outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough*

- People say we are open and transparent putting residents at the heart of everything we do.
- People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents.
- People say we continuously seek innovation and strive for excellence to embed a culture of sustainable improvement.

3.6 When developing the new plan, the council reviewed and revised its set of strategic performance indicators with the aim of measuring the impact of its work on residents' lives. The review has resulted in a set of more outcome focused performance measures. However, it is also recognised that further changes to the strategic performance indicator set will be needed to make it truly outcome focused. Work is currently underway to identify and define a set of strategic performance indicators which will be in place from the next financial year, underpinning the council's new outcome based accountability approach to service delivery.

3.7 *Performance summary*

3.8 The plan on a page (page 2 of the attached report) summarises the number of activities and measures, which are rated green (on target), amber (slipped or delayed), or red (off target).

3.9 At the end of quarter 2 all activities are considered to be on target and are expected to deliver by the end of the financial year.

3.10 At the same time, ten performance indicators are exceeding their target, eleven are exceeding the minimum expectation, while fifteen are falling short of the target. The paragraphs below provide a summary of performance in relation to key areas of importance to residents.

3.11 Performance in our Children's Services has continued to improve with the oversight of the Tower Hamlets best Value Improvement Board. Three of the measures for Outcome 2 are exceeding the target, three are meeting the minimum expectation, and two are falling of short of the target. Attendance at

children's and youth centres has exceeded the target, demonstrating that our improved universal services offer is proving popular with children, young people and their families. Our amber rated Children's Services measures (for Outcome 2) have been consistently high or have seen improvement since the beginning of 2018/19. One of these has seen significant progress since April while all three are just falling short of the target by a fraction of a percentage point. Our leaving care service continues to work with other services to improve the transition of care leavers going into training, employment or education.

3.12 Tower Hamlets remains one of the boroughs with the cleanest streets in London, when benchmarked through the London Council's comparative dataset of surveys. 98% of all streets sampled in the most recent survey were considered to be above the expected level of cleanliness and this figure has been consistently high for the past year. The borough's recycling rate remains low at just below 24%. A number of activities are underway to drive up recycling towards the Mayor's ambitious target to be reached by 2022. At its October meeting, the Mayor in Cabinet approved plans to bring the waste and recycling service back in house to respond more flexibly to changing needs and to improve recycling in the borough.

3.13 Crime and anti-social behaviour are major concerns for residents. Two measures for this area are not meeting their target at present. However, while off target, 93% of all areas sampled remain free of graffiti. The latest survey has helped us better understand where additional focus on graffiti is needed and we will be focusing our efforts in locations that experience higher level of graffiti. Youth re-offending at the end of quarter 2 falls short of the target and is higher than it was at the end of 2017/18. However, when compared to quarter 2 in 2017/18, the level of re-offending is comparable. This may be indicative of a seasonal upswing during the summer months. The service is using other data sources to understand patterns and is developing new approaches to working with young offenders, including a greater focus on helping young offenders into education, employment or training.

#### 3.14 *Targets for performance indicators*

3.15 The council sets targets using a bandwidth approach consisting of a minimum expectation and a target, aimed at delivering continuous improvement or maintained performance where performance is already high.

3.16 The minimum expectation sets the level at which performance should not fall below. This should be at, or better than, the previous year's performance. The target should aim for improvement on the previous year's performance.

3.17 In some cases, setting higher targets than the achievement in the previous year may not be appropriate. Examples of this include:

- The indicator is already performing highly or at the maximum possible;
- Changes in legislation or funding result in the need to revise the target to reflect the changing circumstances in which the service operates;

- The target needs to be aligned with an external target, such as a national or partnership target.

#### **4. EQUALITIES IMPLICATIONS**

- 4.1 The council's Strategic Plan is focused on meeting the needs of the diverse communities living in Tower Hamlets and ensuring that everyone can play their part in a vibrant and cohesive community. The strategic outcomes and supporting activities are designed to reduce inequalities and the foster community cohesion. Equalities considerations are embedded in all outcomes of the Strategic Plan with specific actions focusing on areas of inequality identified through the Borough Needs Assessment being addressed under *Outcome 4 - Inequality is reduced and people feel that they fairly share the benefits from growth.*

#### **5. OTHER STATUTORY IMPLICATIONS**

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

##### *5.2 Best Value (BV) Implications*

- 5.2.1 Section 3 of the Local Government Act 1999 requires the council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information and acting on the findings is an important way in which that obligation is being fulfilled.

##### *5.3 Sustainable action for a greener environment*

- 5.3.1 *Outcome 5 - People live in a borough that is clean and green* is dedicated to taking sustainable action for a cleaner environment. It focuses on key areas of sustainability, including air quality, waste and carbon emission. Key activities include work to drive up the borough's recycling rate and implementing a number of initiatives to improve air quality, including making Tower Hamlets one of the best boroughs for walking and cycling.

#### 5.4 *Risk management implications*

5.4.1 In line with the council's risk management strategy, the information contained within the strategic indicator monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

#### 5.5 *Crime and disorder reduction implications*

5.5.1 Strategic Plan *Outcome 7 - People feel safer in their neighbourhoods and anti-social behaviour is tackled* and *Outcome 8 – People feel they are part of a vibrant and cohesive community* are dedicated to crime and disorder reductions. Activities under these outcomes are designed to improve safety, the perception of safety and community cohesion. Key activities include a new partnership approach to tackling violence and taking a public health approach to reducing violence, as well as continued investment in police officers who can be tasked to address local priorities.

#### 5.6 *Safeguarding implications*

5.6.1 Strategic Plan *Outcome 2 - Children and young people are protected so they get the best start in life and can realise their potential* is dedicated to keeping children and young people safe from harm. The inclusion of this dedicated outcome focused on safeguarding children and young people ensures that the council's children's services improvement journey is embedded in our planning at the highest level and is reviewed by Cabinet as a whole in addition to being monitored through our dedicated Children's Services Improvement Board. Key activities include changing the way we deliver children's services and working more effectively with partners to address all forms of exploitation.

5.6.2 *Outcome 3 - People access joined-up services when they need them and feel healthier and more independent* incorporates is our key outcome in relation to safeguarding vulnerable adults. Key activities include tackling loneliness and isolation as well as giving those receiving care and carers greater control.

### **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

6.1 This report sets out the delivery, performance and improvement position for the Strategic Plan 2018/19 at the end of quarter 2 (September 2018). The cost of the activities has been funded through the Council's General Fund Revenue and Capital budgets, agreed by full Council on the 21st February 2018. There are no additional financial implications arising from the recommendations within this report.

## **7. COMMENTS OF LEGAL SERVICES**

- 7.1 The report provides performance information. It is consistent with good administration for the council to consider monitoring information in relation to plans that it has adopted in order to achieve best value.
- 7.2 When considering its performance, the council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). The council's targets are formulated by reference to its public sector equality duty and monitoring performance against those targets should help to ensure they are delivered.
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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- NONE

#### **Appendices**

- Appendix 1: Strategic Plan Performance Report Quarter 2 2018/19

#### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- None

#### **Officer contact details for documents:**

N/A

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# Tower Hamlets Strategic Plan 2018-21

Working together with the community  
for a fairer, cleaner and safer borough

Six month monitoring report

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### Priority 1

People are aspirational, independent and have equal access to opportunities

#### st Outcome 1

**People access a range of education, training and employment opportunities**

Actions	0	0	5	0	
PIs	3	0	1	0	0

#### st Outcome 2

**Children and young people are protected so they can realise their potential**

Actions	0	0	4	0	
PIs	2	3	3	0	0

#### st Outcome 3

**People access joined up services when they need them and feel healthier and more independent**

Actions	0	0	7	0	
PIs	1	1	3	0	0

#### st Outcome 4

**Inequality is reduced and people feel that they fairly share the benefits from growth**

Actions	0	0	5	0	
PIs	2	2	0	0	0

### Priority 2

A borough that our residents are proud of and love to live in

#### st Outcome 5

**People live in a borough that is clean and green**

Actions	0	0	5	0	
PIs	0	1	1	0	1

#### st Outcome 6

**People live in good quality affordable homes and well-designed neighbourhoods**

Actions	0	0	4	0	
PIs	1	1	1	0	2

#### st Outcome 7

**People feel safer in their neighbourhoods and anti-social behaviour is tackled**

Actions	0	0	7	0	
PIs	2	1	1	0	1

#### st Outcome 8

**People feel they are part of a cohesive and vibrant community**

Actions	0	0	7	0	
PIs	0	0	0	0	1

### Priority 3

A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough

#### st Outcome 9

**People say we are open and transparent putting residents at the heart of everything we do**

Actions	0	0	5	0	
PIs	2	1	0	0	3

#### st Outcome 10

**The council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for our residents**

Actions	0	0	3	0	
PIs	1	0	0	0	8

#### st Outcome 11

**People say we continuously seek innovation and strive for excellent to embed a culture of sustainable improvement**

Actions	0	0	6	0	
PIs	1	1	1	0	1



## Outcome 1 People access a range of education, training and employment opportunities

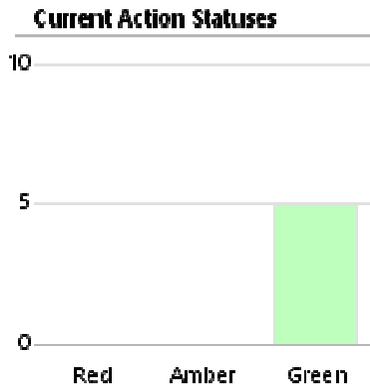
We want a thriving local economy and for our residents to be enabled to benefit from the unprecedented business growth in the borough. We will support local entrepreneurs and establish a Commission to examine what actions can be taken to support and enhance the local economy throughout the Brexit process and beyond. We will work with our partners to remove barriers to employment, providing excellent education, training and job brokerage, supporting 5,000 residents into employment through the WorkPath service.

With the Tower Hamlets Education Partnership we will continue to further improve educational attainment and outcomes, and to strengthen soft skills and the post 16 offer for those entering sixth forms, colleges or apprenticeships.

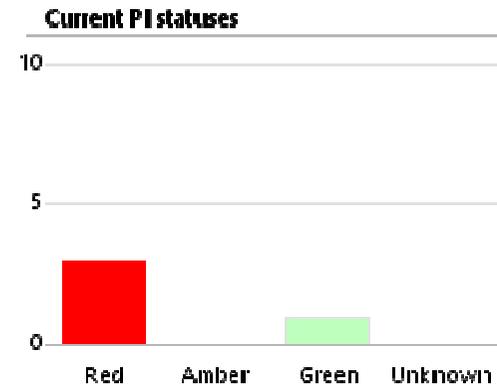
We will work with businesses to generate work placements, supporting them to create 1,000 apprenticeship opportunities, opening pathways into sustainable employment at or above the London Living wage. We will ensure that local childcare provision is better matched to the needs of families by supporting actions to provide additional services, with the aim of ensuring that sufficient childcare and early education spaces are provided where they are needed.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



**M1.3 Businesses supported**

Number of businesses supported through Council activities (BUS1)

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	▶ On target	Q2 2018/19		↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	402	442	✔ Green

Performance data trend chart

Latest note



This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure. 144 enterprises have been supported in Q2, bringing the total so far to 442 (equivalent to 1 in 31 of all businesses in Tower Hamlets).

Some of the key deliverables achieved in Q2 include:

- 26 enterprises created.
- 35 businesses benefitted from the SUR Grants
- 125 businesses were assisted in the Supply Ready Scheme
- 2 enterprises have been supported in finding suitable accommodation.
- 50 businesses assisted to improve retail and marketing performance
- New sales generated through support projects amount to £6.9m (Supply Ready)
- Projects that have contributed to these deliverables include:
  - Start Up Ready. Due to its high take up, this project has over achieved its outputs and is currently no longer available in Tower Hamlets. In the interim we are signposting all of our enquiries relating to start up support to other local agencies including: The Princes Trust, NWES and YTKO. We are also in the process of submitting new project proposals.
  - Retail Marketing Ready
  - Supply Ready
  - Growth Ready
  - Growth Businesses (now ended)



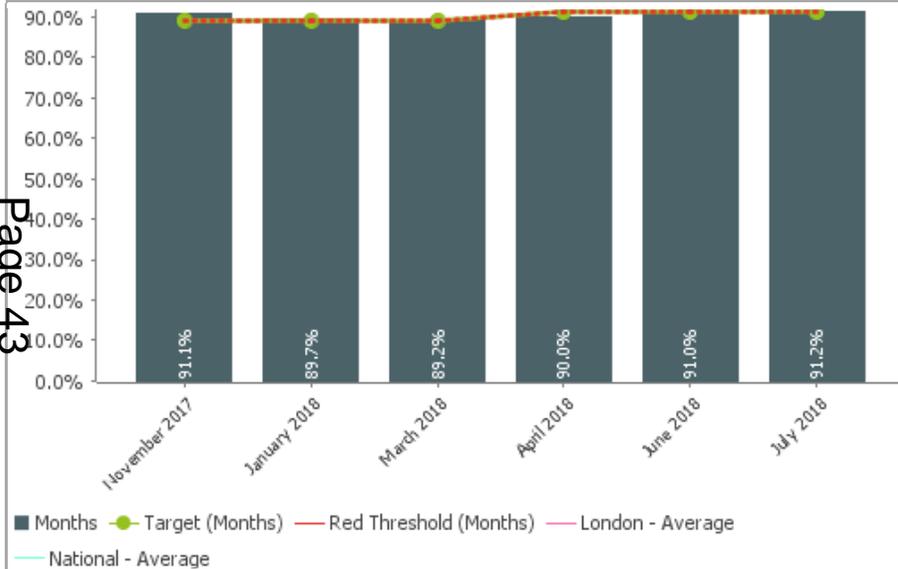
## M1.1 School pupil attendance

Percentage of pupils attending school regularly

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Uncertain	July 2018			
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	No	91.3%	91.2%	Red

*Performance data trend chart*

*Latest note*



These figures are provisional out turns from a voluntary local collection of attendance data conducted to obtain more timely information than the formal out turns taken from the school census. The full year figure for 2017/18 consisted of returns from 71 of 102 schools.

The provisional annual out turn for pupils not classed as persistently absent is 0.1 percentage points below the target and final out turn for 2016/17 of 91.3%. The 2016/17 out turn meant that Tower Hamlets was one of the top three performing London LAs on this measure.



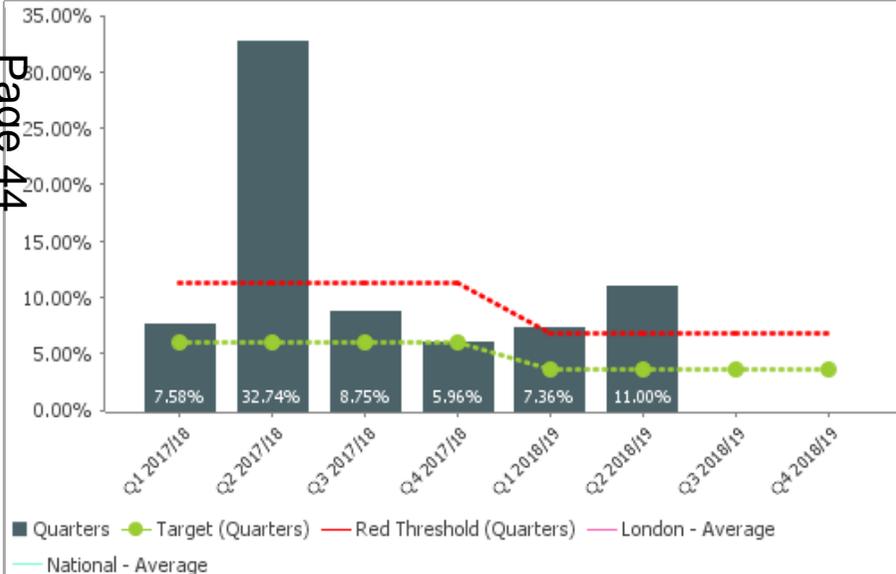
## M1.2 Young people who are NEET

Percentage of 16 to 19 year olds who are Not in Education, Employment or Training. (Annual outturns are calculated as an average of December, January and February figures)

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Uncertain	Q2 2018/19			
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	3.60%	11.00%	Red

Performance data trend chart

Latest note



The service is currently in the process of finalising the September offer to students and will then start surveying 16 to 19 year olds to reduce the number of students for which the status is unknown. The annual outturn for NEET is taken as an average over the months December to February (for 16 & 17 year old NEET and Unknown) due to the extreme seasonality of NEET figures. We therefore expect the NEET figure to reduce with young people entering education, employment or training from September onwards.

## M1.4 Residents supported into sustainable work

Tower Hamlets residents supported into sustainable work by the Council's Workpath partnership provision

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	⚠️ Uncertain	Q2 2018/19		⬇️	⬇️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	390	349	🔴 Red

*Performance data trend chart* *Latest note*



This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure. The outturn is one output below the minimum expectation target of 350. The Careers Service, now Young WorkPath, had been a majority contributor to this measure in previous years. In 2016/17 the Careers Service contributed 658 outputs (56.2% of the final reported figure of 1170); and in 2017/18 contributed 314 outputs (31.6% towards the final figure of 994). At the end of Q2, Young WorkPath reported 39 outputs compared to 114 for the same period in 2017/18.

The reduction of these particular contributions is linked to national policy changes. The Apprenticeship Levy has seen apprenticeship starts reduce by 34% nationally, with fewer opportunities due to the complicated delivery processes, and apprenticeships are now open to all ages (where previously they had been for 16-24 year olds).

Moving forward, an enhanced post-16 offer is in development and Young WorkPath will focus on the council's statutory obligations by supporting young people who are NEET (Not in Education, Employment or Training), those at risk of becoming NEET up to the age of 19, care leavers and young people with special educational needs up to the age of 24 in achieving a positive destination.

The WorkPath Service continues to work with key council services and external partners, and is continuing to develop its relationship with SERCO (DWP ESF Inspiring (Troubled) Families contract) and their delivery partners Renaisi and Catch22.

## Strategic plan delivery

RAG	Activity	Latest note
▶	<p><b>Activity 1.1</b> We will deliver a range of ESOL, basic skills, apprenticeship &amp; employment initiatives across the borough to help residents into work, including those from disadvantaged groups, and to our most vulnerable groups for whom we have a statutory responsibility</p>	<p>We have broadened our ESOL, employability and basic skills offer to residents. Through working with our partners such as Barts of London Health Trust, building contractors, and Veolia, we are creating apprenticeship opportunities for young people from the borough. So far this year we have created 369 apprenticeship jobs, and of those, 112 have already started.</p> <p>We want to support schools to fulfil their statutory duty to provide the borough's pupils with independent and impartial careers guidance, so our Careers Young WorkPath service is delivering careers guidance interviews across five secondary schools. We are also developing a programme of earlier careers guidance for Key Stage 3 pupils.</p> <p>Working with the Tower Hamlets Education Partnership we are reviewing post-16 provision in the borough. This includes understanding what courses are on offer and how many student places there are. This information will help us understand how we best support the highest achieving pupils in the borough so they continue to build on their achievements after their GCSEs.</p> <p>One of our key aims is to develop the life skills and aspirations of our lowest attaining pupils and improve job opportunities for them. We want to better equip young people for the transition from education to employment, providing them with the tools they need to navigate the options that are available to them. Our Young WorkPath service is supporting young people who are at risk of being not in education, employment or training (NEET) to help them plan for their future. This year, we ran dedicated careers guidance and job brokerage sessions on GCSE and A-Level results days to target those at risk of becoming NEET.</p>
▶	<p><b>Activity 1.2</b> We will develop and deliver the Growth Strategy, including a programme of support for local businesses</p>	<p>We have started to develop our draft Growth and Economic Plan and will be sharing our initial ideas with residents, businesses and partners in the coming months. The plan sets out how we will support a local economy that works for local people and ensures that everyone can benefit from growth in the borough.</p> <p>We are already delivering a number of enterprise support projects and so far this year we have supported 442 businesses in a range of ways including to be supply ready, finding suitable</p>

RAG	Activity	Latest note
		accommodation and improving retailing and marketing performance. The businesses we have supported have generated new sales worth £6.9m.
▶	<b>Activity 1.3</b> We will implement a programme of improvement initiatives to High Streets and Town Centres, including the roll out of Wi-Fi	<p>Our new High Streets and Town Centres Strategy sets out our approach to improving the competitiveness of key local high streets and town centres in the borough and how we aim to create vibrant, dynamic and sustainable places. We are currently designing some public realm improvements in and around Brick Lane. These will be implemented later in the year and aim to create a more pleasant environment for shoppers and other visitors to the area. We are also working with Transport for London and others to improve Whitechapel Market and the surrounding retail environment.</p> <p>We are in the process of procuring contractors who will enable us to create a free public space Wi-Fi network to help improve digital access for residents and businesses and the competitiveness of our local high streets. We expect the first public Wi-Fi to be in place by March 2019.</p>
▶	<b>Activity 1.4</b> We will work with partners to improve educational attainment and progress for our children and young people	Results for the 2017/18 academic year show that our young people are continuing to do well but we want to make sure that attainment continues to improve, especially for under achieving groups. We also want to support our high achieving pupils to do even better. We held a Key Stage 1 conference where 47 delegates came along to focus on how to use data to identify more able pupils who require a greater degree of academic challenge. Following on from those conversations, we will begin the 'Achieving Higher Attainment in Writing' project this November. At Key Stages 1 and 2 we have pulled together training to look at 'Extending Vocabulary through Reading' and 40 delegates have put their names forward to attend the Autumn Term training for year 5 and 6 pupils. We have set up networks in 9 subject areas to reduce the variation in outcomes between schools at Key Stages 4 and 5. We have also brokered school-to-school support through the Secondary Heads Group.
✔	<b>Activity 1.5</b> We will ensure that there are sufficient childcare and early education spaces provided in Tower Hamlets	We are currently working on our 2018 Childcare Sufficiency Assessment (covering birth to five years old) which will help us understand the distribution of childcare and early education spaces across the borough. This will be finalised in May 2019. Our findings so have been used to secure £0.965m capital funding for 2018-19 to develop more childcare places. We have used this money to support the delivery of our 'Early Learning for Two Year Olds' programme. We have invited partners, practitioners and parents to attend the Mayor's Early Years' Summit on 30 November 2018. The summit will help us to develop our services for early education, care, training and employment.

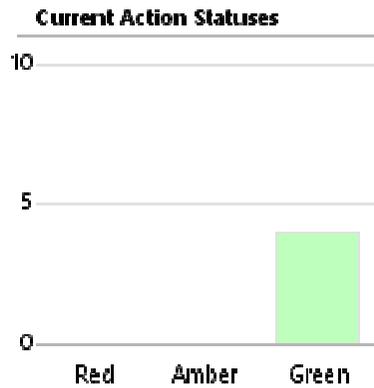


## Outcome 2 Children and young people are protected so they can realise their potential

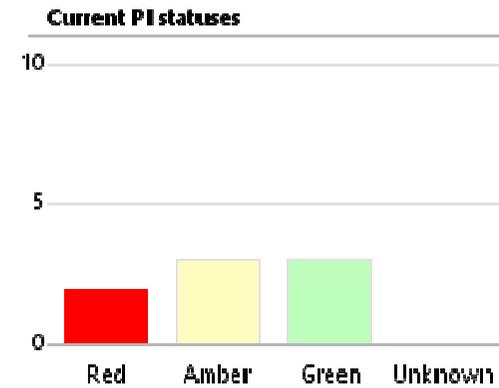
We want children and young people to be able to live in a safe environment, ensuring the best health and developmental outcomes. We are on a journey of improvement in our Children’s Social Care Services and despite making significant progress we are not complacent about the challenge ahead. We will continue to prioritise early intervention and prevention through our work on early help, ensuring effective safeguarding and tackling inequality. We will support the recruitment and development of highly skilled workers to support our children, young people and their families. Thousands of our young residents (aged 12-19) will continue to have free access to activities, including sport, games, arts, music, at state of the art facilities including our youth hubs.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



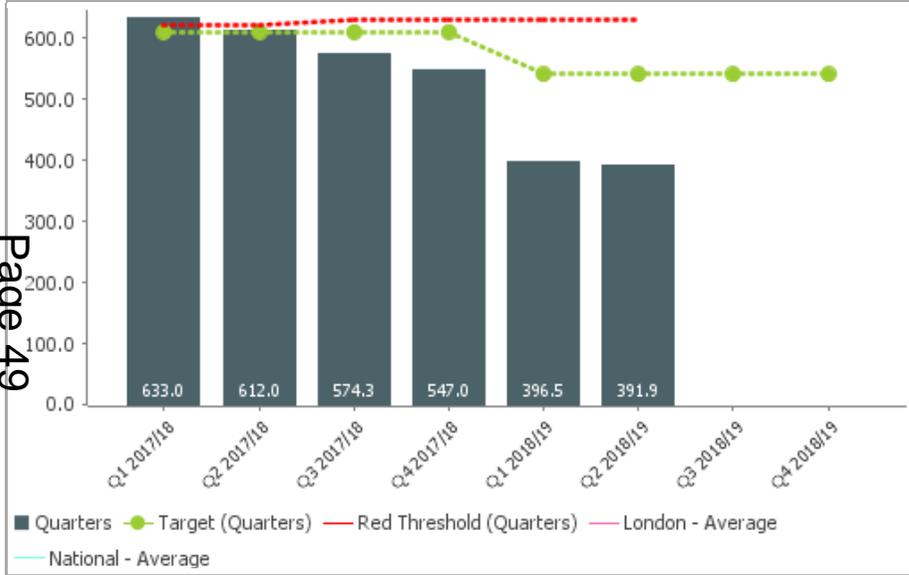


## M2.2 Time to adoption

Average time between a child entering care and moving in with an adoptive family ('time to adoption') (LAC1)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	On target	Q2 2018/19			
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	540.0	391.9	Green

<i>Performance data trend chart</i>	<i>Latest note</i>
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Target exceeded

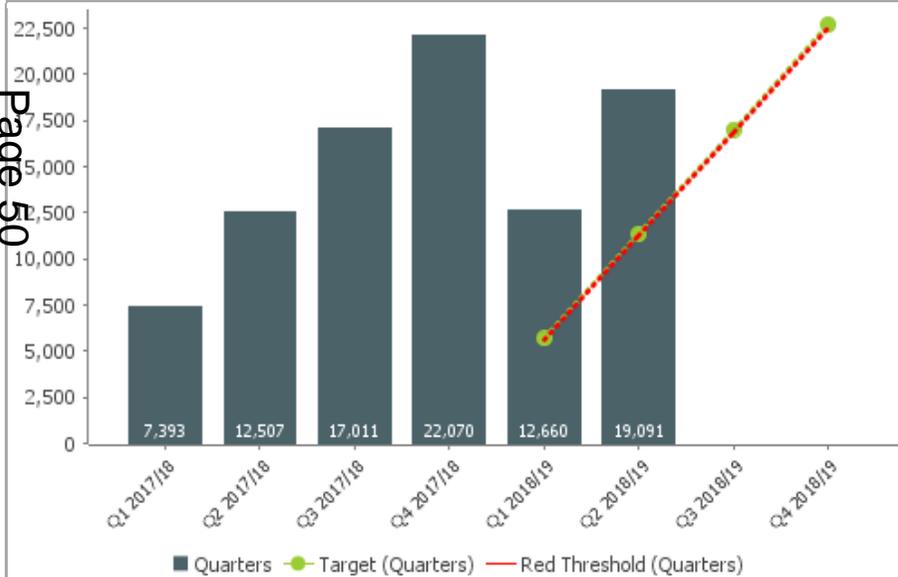


## M2.6 Children's Centre attendance

The number of individual (unique) children and adults reached by the council's children's centres

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	On target	Q2 2018/19			
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	No	11,335	19,091	Green

<i>Performance data trend chart</i>	<i>Latest note</i>
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This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

Target exceeded.

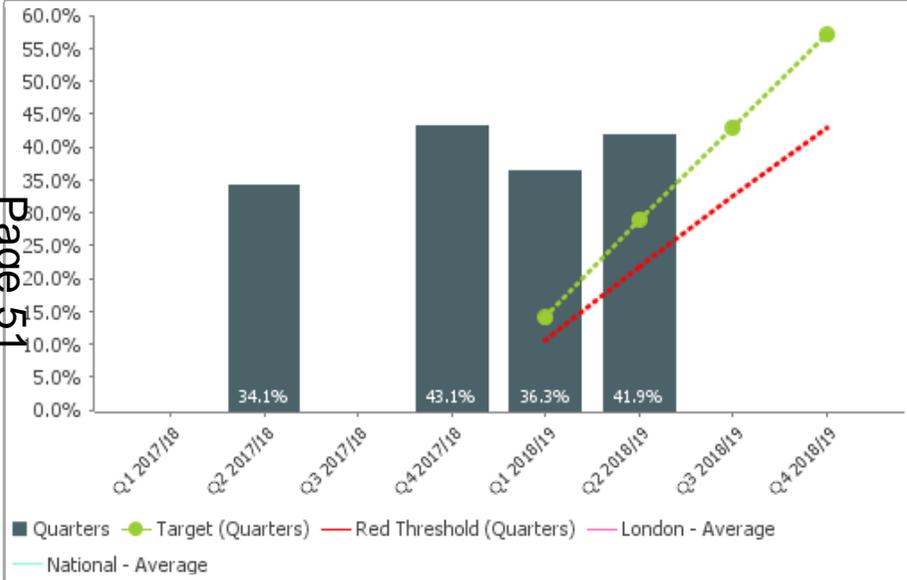


## M2.8 Youth centre attendance

Percentage of youth service users who attend regularly

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	On target	Q2 2018/19			
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	No	29.0%	41.9%	Green

Performance data trend chart	Latest note
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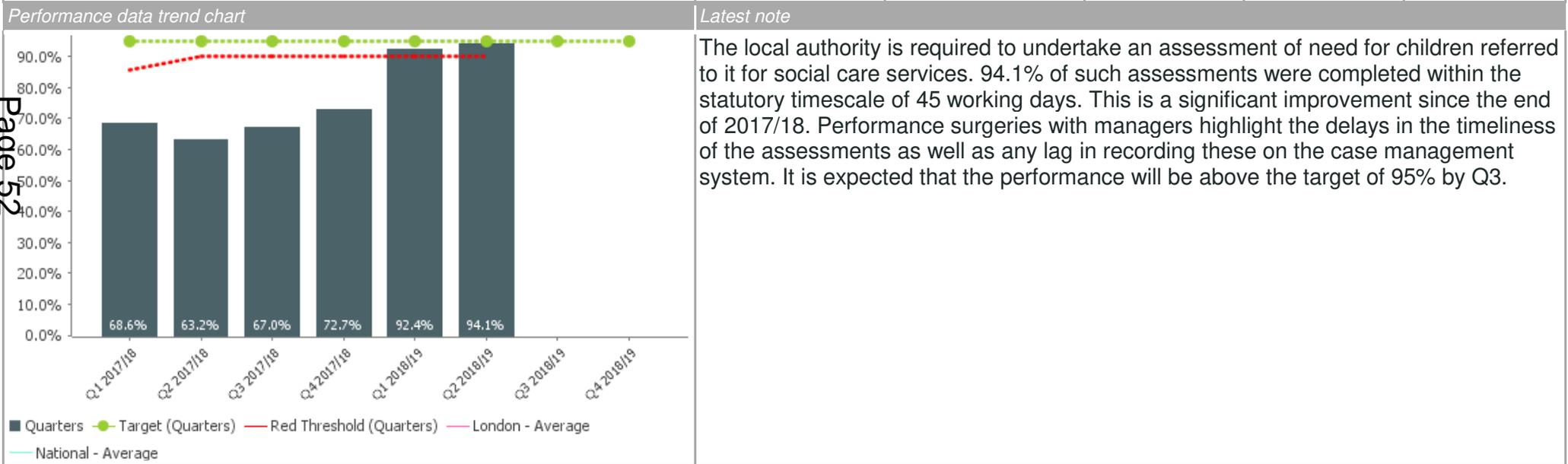


Target exceeded.

## M2.1 Children's social care single assessments

Percentage of children's social care single assessments completed within 45 days

Lead member	Expected Outcome	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	⚠️ Uncertain	Q2 2018/19			⬆️	⬆️
Lead officer	Type	Contextual measure	Target	Actual	RAG rating	
Divisional Director, Children's Social Care	Strategic	No	95.0%	94.1%	⚠️	Amber



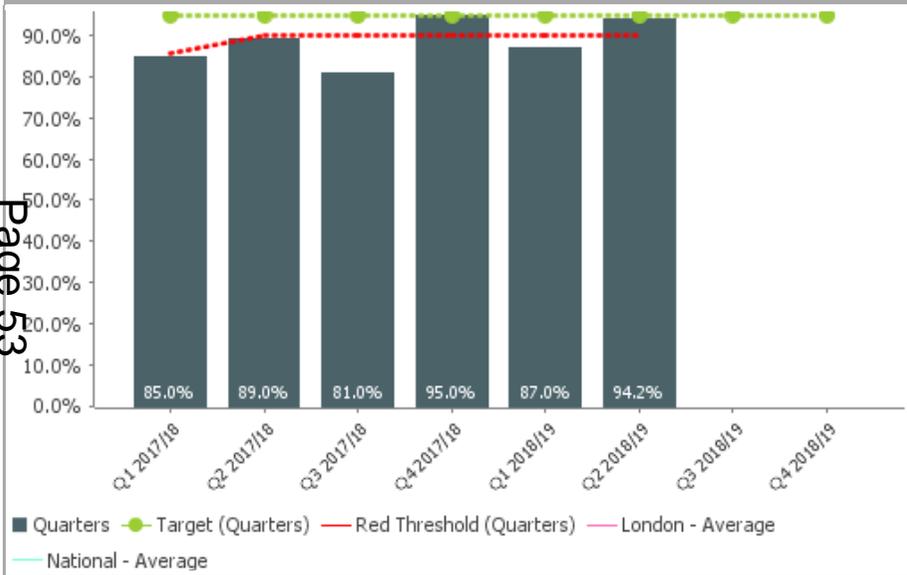
**M2.3 Child protection visits**

Percentage of children with a child protection plan receiving a visit from a social worker within the past four weeks

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	⚠️ Uncertain	Q2 2018/19		⬆️	⬆️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	95.0%	94.2%	⚠️ Amber

*Performance data trend chart*

*Latest note*



Children with child protection plans receive regular visits from their social workers. 94.2% of children received such visits within the previous four weeks at the end of Q2. Performance surgeries with managers highlight the gaps in the visits actually taking place, as well as delayed recording on the case management system. It is expected that the performance will be above the target of 95% by Q3. It is apparent that performance surgeries are assisting in improving compliance.

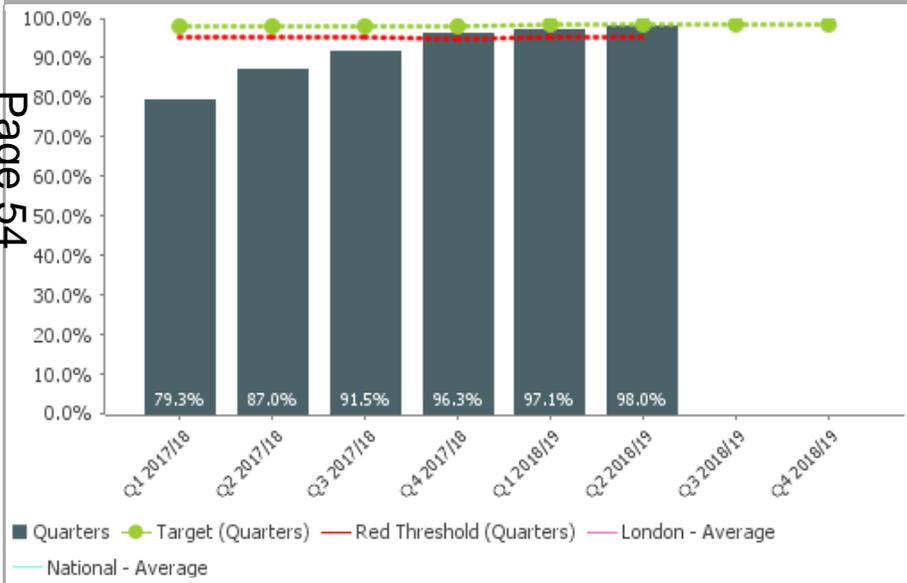
**M2.4 Child protection reviews**

Percentage of child protection reviews carried out within statutory timescales

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	⚠️ Uncertain	Q2 2018/19		⬆️	⬆️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	98.5%	98.0%	⚠️ Amber

*Performance data trend chart*

*Latest note*



Children with child protection plans require their plans to be reviewed within certain statutory timescales. 98% of such plans were reviewed in a timely manner. Performance surgeries with managers highlight the gaps in the reviews actually taking place as well as delayed recording on the case management system. Performance has improved steadily over the past year. It is expected that the performance will be above the target of 98.5% by Q3.

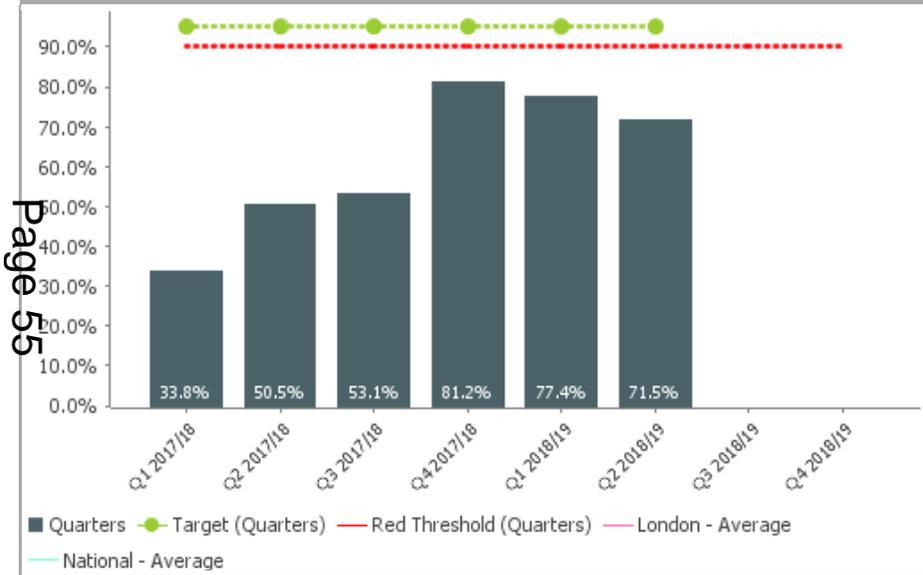
## M2.5 Children in Need visits

Percentage of Children in Need (CiN) visited within the last 4 weeks

Lead member	Expected Outcome	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	⚠️ Uncertain	Q2 2018/19			⬇️	⬆️
Lead officer	Type	Contextual measure	Target	Actual	RAG rating	
Divisional Director, Children's Social Care	Strategic	No	95.0%	71.5%	🔴 Red	

Performance data trend chart

Latest note



Children classified as Children in Need (CiN) are to receive regular visits from their social worker. 71.5% of children had their visits within the previous four weeks as at the end of Q2. Performance surgeries with managers highlight the gaps in the visits actually taking place as well as delayed recording on the case management system. It is not expected that the performance will be above the target of 95% by the end of the year. However, we will continue to monitor closely and challenge staff where performance is not improving.

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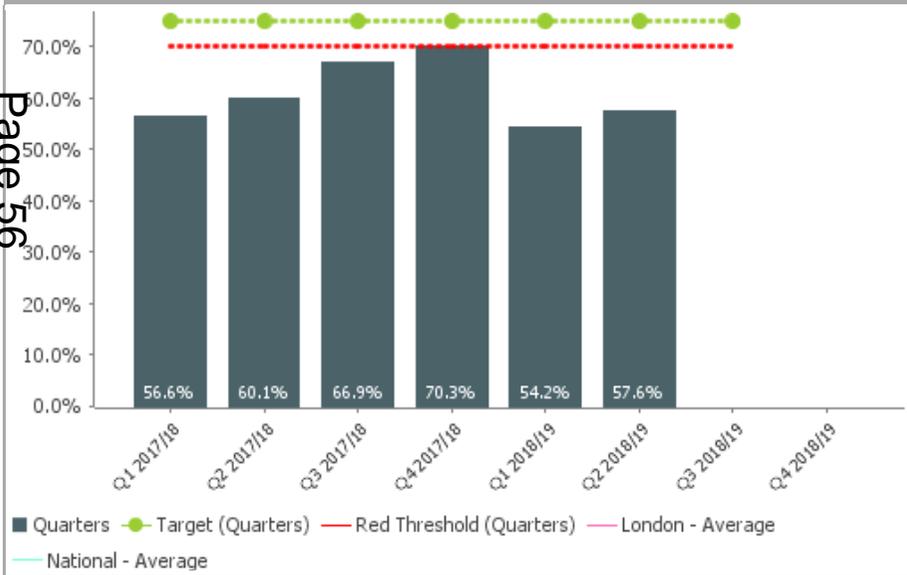
## M2.7 Care leavers in employment, education or training

### Percentage of Care Leavers in Employment, Education or Training (EET1) aged 17 to 21

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	⚠️ Uncertain	Q2 2018/19		⬇️	⬇️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	75.0%	57.6%	🔴 Red

#### Performance data trend chart

#### Latest note



Young people are supported to continue in Education, Employment or Training (EET) after leaving care. However, as at the end of Q2, only 57.6% of the cohort were in EET which is below the target of 75%. There has been a big drive by Leaving Care Service to ensure the data was up to date as well as performance surgeries with managers tracking the status of care leavers. It is not expected that the performance will be above the target of 75% by the end of the year.

## Strategic plan delivery

RAG	Activity	Latest note
▶	<b>Activity 2.1</b> We will redesign services to ensure children and young people are safeguarded effectively and can access the right service at the right time to stop their needs escalating	<p>The Mayor formally launched our new Early Help service on 4 October. The Early Help Hub brings together a number of services to provide early advice and support to families to ensure that we prevent them from entering the more formal stages of our social services.</p> <p>Over the summer, we consulted with young people, parents and community stakeholders over to inform the Q3 youth offer, which is now complete and available for young people to access. We expect that this new offer will broaden the number of young people who benefit from attending youth services and in particular have extended our offer for girls.</p> <p>We are working towards a greater level of integration with Tower Hamlets Clinical Commissioning Group so that in the future we are able to offer more seamless services to young people and their families.</p>
▶	<b>Activity 2.2</b> Improve our engagement with children and young people so they feel empowered and included in decision making	<p>We held a range of engagement and participation events with young people over the summer to help shape the formulation of a new Children and Families Plan. The Youth Service will follow up on themes emerging from the engagement to ensure young people feel their voice has led to real change for them. We are working with the Children in Care Council to develop a Young Commissioners Team which represents the voice of local young people in decision making. We are continuing to see an increase in the use of direct payments, with over £730,000 of support delivered to children with disabilities in 2017/2018 through money given to parents to support their children in bespoke ways.</p>
▶	<b>Activity 2.3</b> Work with partners to formulate a robust and proactive response to all forms of exploitation of children in Tower Hamlets	<p>We have set up Multi-Agency Exploitation Team to work more effectively with the police and others to tackle all forms of exploitation. We now use daily briefings to gather and share intelligence, disrupt perpetrators, and prevent violence and gang related activity. The team is co-located with a gangs co-ordinator, child sexual exploitation co-ordinator, representatives from St. Giles Trust, and more recently the Metropolitan Police gangs unit.</p>
▶	<b>Activity 2.4</b> Develop a social work academy, incorporating our new model of social work, to ensure we have a strong, sufficient and effective	<p>We have been working on the Social Work Academy in association with local universities and this will be launched in Q3 as part of our Safeguarding Month. The Academy will deliver a three year programme to support our newly qualified social workers so that Tower Hamlets becomes one of the best places to be a social worker. The work of our Children's Services Workforce Strategy</p>

RAG	Activity	Latest note
	workforce	Group has converted 11 agency workers to permanent staff in last 3 months compared to 4 conversions last year. Our focussed recruitment campaigns have led to 12 permanent members of staff being successfully recruited in the last quarter. Having more permanent members of staff means that the children and young people we work with experience more continuity, making their lives more stable.



### Outcome 3 People access joined up services when they need them and feel healthier and more independent

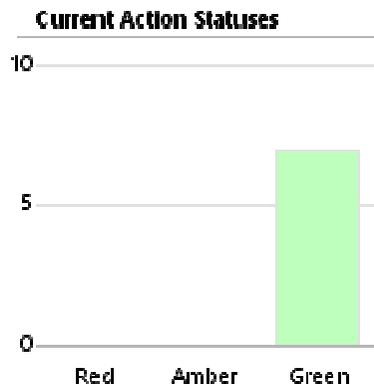
Good health is important for wellbeing but we know that our population experiences some of the lowest healthy life expectancy in the country. Childhood obesity levels in Tower Hamlets are significantly higher than national levels, and there is evidence of widespread nutritional deficiencies. Obesity in adulthood is also prevalent as are conditions such as cancer, circulatory and respiratory disease.

Risky behaviours such as illegal drug use also impact on health and longevity. There are relatively high numbers of residents with a learning disability or with a serious mental health condition. The older population of the borough is relatively small but growing, and we expect demand for social care to increase in future. We want to address the wider determinants of physical and mental health to prevent health issues from occurring. When they do occur, we want to intervene at an early stage and empower people to be as independent as possible. To this end we will promote healthy lifestyles and work to ensure that when people do require care and support, it is readily accessible, of the highest possible standard and personalised to meet individual need. We will work closely with partners in the local NHS through the Tower Hamlets Together (THT) partnership to integrate adult social care, children’s social care and health services to offer more holistic and effective care to residents and to give people greater control over their daily lives and the services they access.

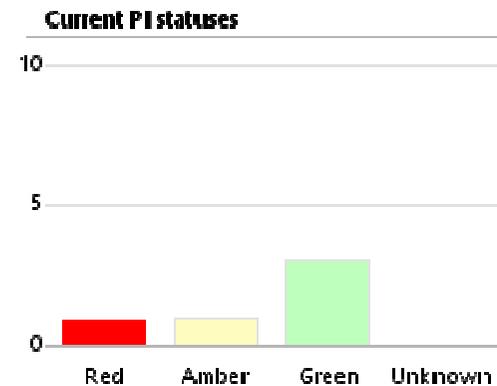
Sporting and cultural activities are also a key to health and wellbeing across all ages and communities and the council will aim to deliver and facilitate programmes and events in good quality, accessible facilities.

#### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



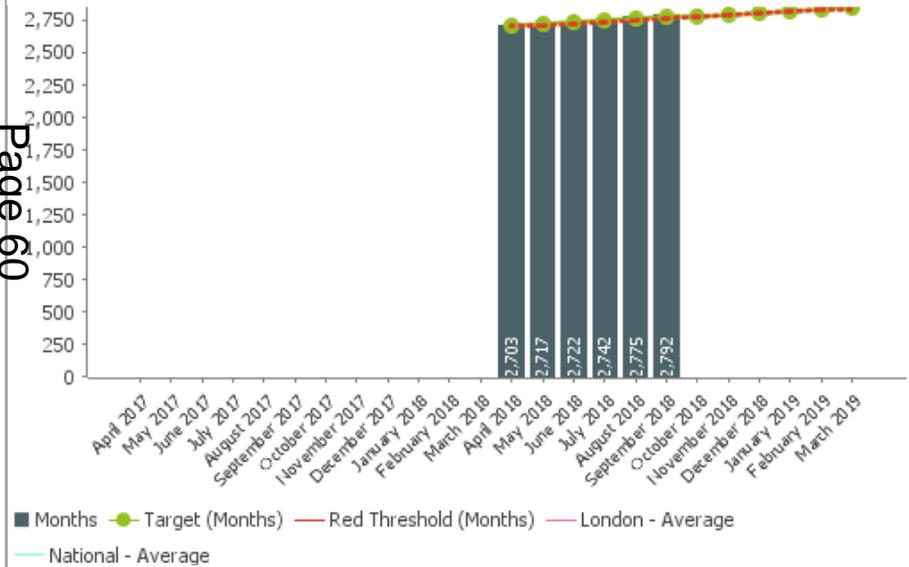


### M3.3 Assistive technology

Total number of residents being supported through Assistive Technology (ASC: SP1)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing		September 2018		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	2,765	2,792	Green

<i>Performance data trend chart</i>	<i>Latest note</i>
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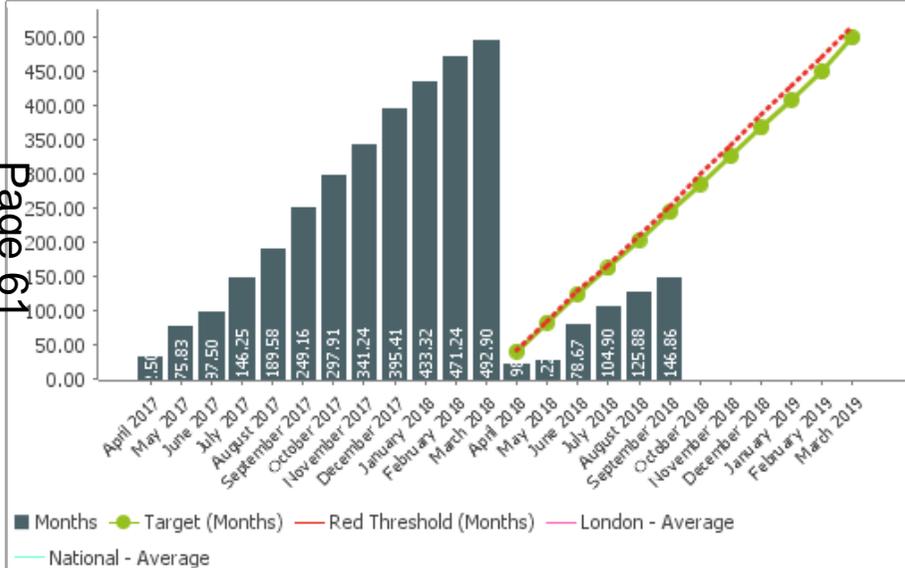
*Latest note*



### M3.4 Long-term support needs met by admission to residential and nursing care homes, per 100,000 population for 65+ (ASCOF 2A Part 2)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing		September 2018		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	244.00	146.86	Green

Performance data trend chart



Latest note

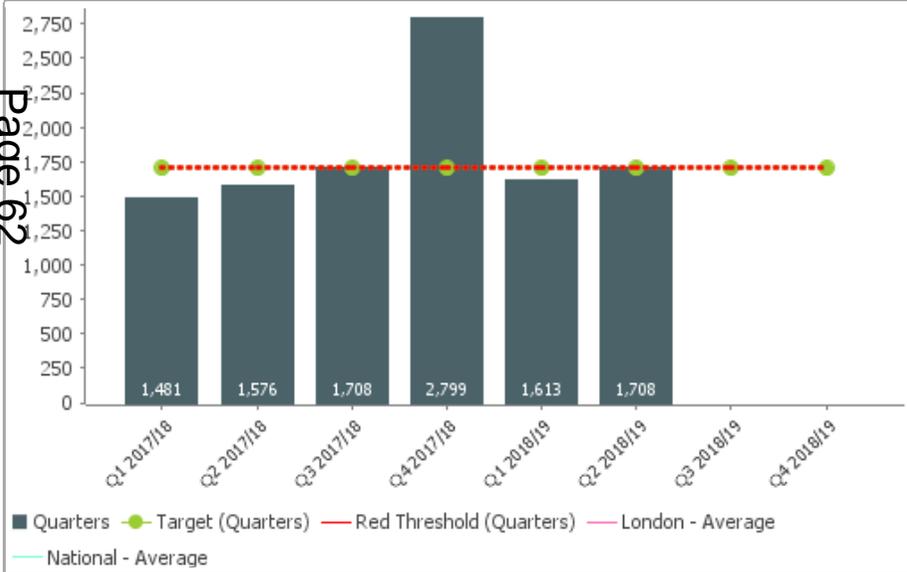
This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

**M3.5 Number of NHS Health Checks completed in quarter for patients aged 40-74**

Number of patients that attended the NHS Health Checks during the quarter in the 40-74 age range (PHMO012)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing		Q2 2018/19		↑	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Director of Public Health	Strategic	No	1,703	1,708	Green

*Performance data trend chart* | *Latest note*



Health checks are delivered through general practices through an enhanced services arrangements that run through the financial year.

For 18/19, Q1 and Q2 outturn has exceeded the quarterly targets and is also better than Q1 and Q2 in previous years

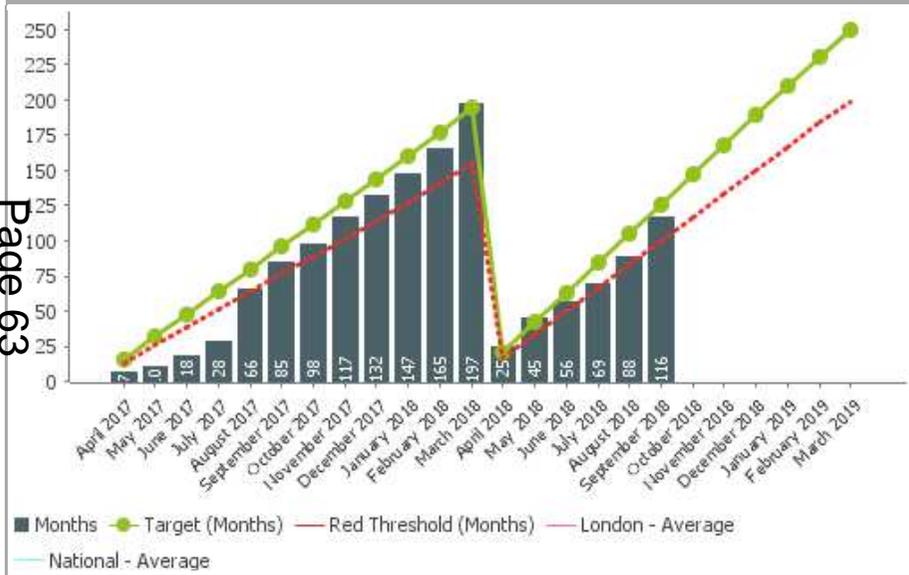
It is also worth noting that Q1 performance in 18/19 was in the upper quartile of performance for London.

**M3.2 Carer Assessments completed in current year to date**

Number of carer assessments completed in the year to date (ASC: AR12)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing		September 2018		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	126	116	Amber

*Performance data trend chart*



*Latest note*

September 2018 marked the first month of a pilot scheme for a new carers assessment. The early results of this scheme are encouraging with more carers assessments completed in September than any other month so far this performance year (Apr 18 – Sept 18). The pilot is on course to be introduced to the wider service by the New Year and it is anticipated that an increase in the number of assessments for carers will be seen as a result of this. Note that the target drops slightly in Feb / March Q4 due to the annual cumulative target being aggregated monthly.



### M3.1 Direct Payments

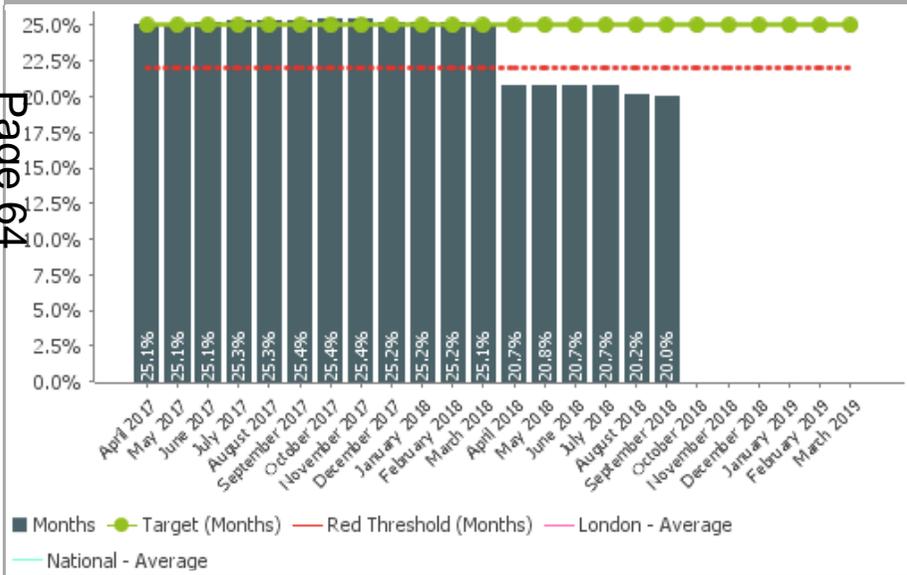
Percentage of service users and carers receiving a direct payment (ASC:1C part 2a)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing		September 2018		↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	25.0%	20.0%	Red

*Performance data trend chart*

*Latest note*

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The actual number of people receiving direct payments as part of their long term support has remained relatively stable. However, at the beginning of 2018/19 a change was made to the calculation methodology to determine the total number of people receiving long term community based care. The indicator measures the percentage of all long term community care recipients who are receiving direct payments. As a consequence of the increase in the number of overall recipients identified following the change in methodology, the percentage value has decreased.

## Strategic plan delivery

RAG	Activity	Latest note
▶	<b>Activity 3.1</b> We will empower adults social care users and carers by enabling them to exercise greater control over their care and support	We have introduced a simpler and faster Direct Payments process which also allows far more flexibility for service users and carers. We have trained our staff in this new process and are making sure that Direct Payments are always offered as a choice for service delivery. We are also working on issuing pre-payment cards with a long term objective of offering a virtual wallet, giving service users and carers even more options.
▶	<b>Activity 3.2</b> We will further develop the integration of health and social care services and pathways to ensure that people are cared for in the most appropriate setting	We have introduced a simpler and faster Direct Payments process which also allows far more flexibility for service users and carers. We have trained our staff in this new process and are making sure that Direct Payments are always offered as a choice for service delivery. We are also working on issuing pre-payment cards with a long term objective of offering a virtual wallet, giving service users and carers even more options.
▶	<b>Activity 3.3</b> We will support carers to stay healthy and have a life outside caring, preventing unpaid care from breaking down	<p>We have worked with carers in the borough to co-produce a new carers' service which will be the first port of call for all carers in Tower Hamlets. We are piloting a new carers' to better establish what support carers may need and to make sure that our staff have access to this information when carers contact them. We will also be sharing some information on carers with our partner agencies partners to more easily identify carers and give them practical advice on how to find support.</p> <p>We are finalising plans for a new Carers Academy which will help improve carers' well-being, self-care and confidence in continuing to play a vital carers role.</p>
▶	<b>Activity 3.4</b> We will prevent and tackle loneliness and social isolation	Cllr Denise Jones has been designated a champion for older people in the borough and will be leading a Loneliness Taskforce. We are currently finalising plans for this taskforce which will launch in December with the aim of developing new and innovative ways of reducing loneliness.
▶	<b>Activity 3.5</b> We will drive innovation and promote independence by utilising technology to support vulnerable adults and carers	We have seen a 10.3% increase in the number of requests for Assistive Technology in the first six months of 2018/19. This is partly driven by the increase of technology available which has risen from 5 to 12 devices and will further increase when a new device to assist Parkinson's Disease is added to the catalogue. We have recently opened the Independence East demonstration facility to showcase the devices so that people can come and test them. We are finalising plans for a communication programme aimed at carers to inform them of the range of assistive technology

RAG	Activity	Latest note
		options available and the benefits of these.
▶	<b>Activity 3.6</b> We will reduce levels of poor nutrition, overweight, obesity and dental carries in children and young people	We have signed up 48% of primary schools in the borough to the Daily Mile, ensuring children get at least 15 minutes daily exercise each school day, and we are working with London Marathon Events to recruit the other 52%. We have played a key role in setting up a Childhood Healthy Weight Strategy Partnership Board and developed a Tower Hamlets Healthy Weight Strategy both of which will focus on helping the children and adults of the borough to lead healthier lives.
▶	<b>Activity 3.7</b> We will improve our sport, cultural and recreational offer to residents	We coordinated a successful programme of summer activities, which ended in early September 2018, attracting over 19,000 attendances to more than 165 free activities. Our drive to tackle holiday hunger within the borough's most disadvantaged residents has resulted in the delivery of more than 2,000 meals to families, 71% of whom are in receipt of free school meals. Three of our local schools have now been selected to host the School Games. The schools are currently recruiting the school games organisers, who will come into post next quarter.



## Outcome 4 Inequality is reduced and people feel that they fairly share the benefits from growth

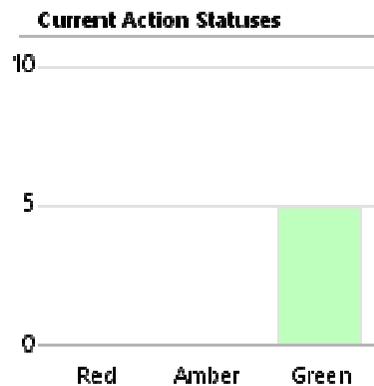
We want our residents to have opportunities and the support they need to be free from poverty and to enjoy the benefits of a prosperous borough. In Tower Hamlets the greatest inequalities are experienced by people in terms of their health, employment and housing. Poverty is often the underlying challenge and close to a third of children are living in families below the poverty line - the highest rate nationally and well above the London average. But people also experience systemic inequalities, needing support to improve their household income and to overcome barriers to having better health, career opportunities and decent housing.

The number of people claiming in work benefits has increased and Welfare Reform is estimated to affect over 40,000 (45 per cent) of all working age households in the borough.[1] Through our Tackling Poverty Fund we will continue to protect those residents struggling to make ends meet and provide more support for schemes to help residents out of poverty and into employment.

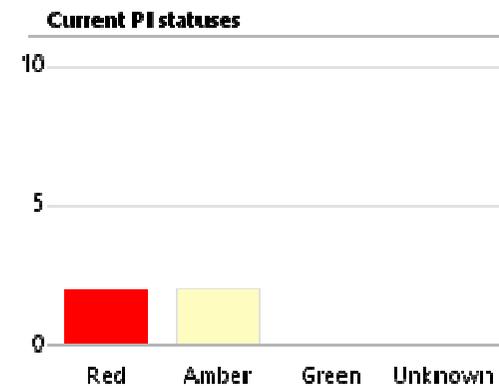
The benefit cap has made it very difficult for workless households to be able to find or maintain affordable accommodation within the borough. We will strive to improve access to affordable housing for residents through our actions to further increase the number of homes. Our adult learning and employment skills offer will include targeted provision for those furthest from the labour market, providing support towards decent employment for those in most need.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



## ▲ M4.1 Women supported into work

Number of women supported into work by the council's WorkPath provision

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	▲ Uncertain	Q2 2018/19		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	131	106	▲ Amber

Performance data trend chart

Latest note



This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

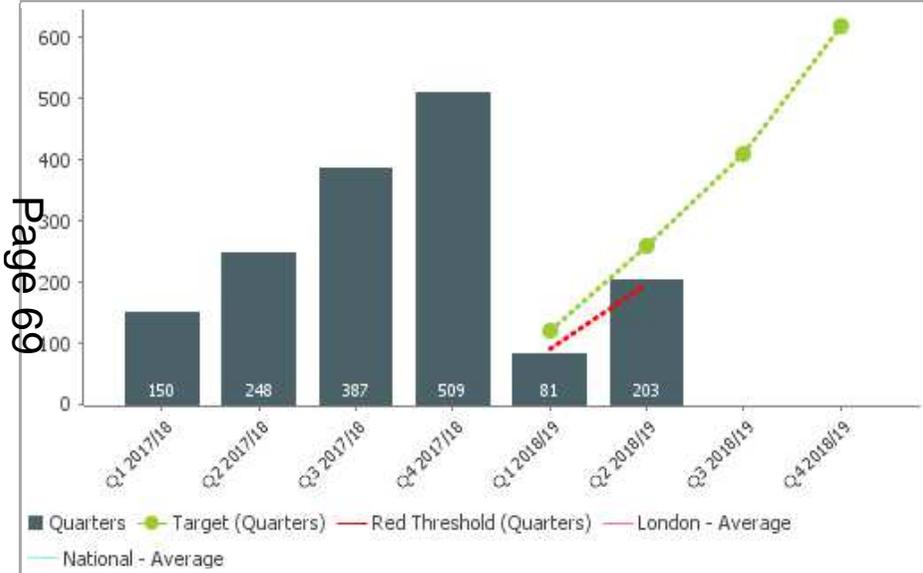
The WorkPath service and wider WorkPath partnership continue to support residents into employment: 106 female residents were supported by the WorkPath partnership provision into sustainable job starts so far this year. 89 were BME females. So far this year, 422 female residents engaged with the service for the first time. A further 31 female residents gained a job through the service; however these jobs do not meet our definition of sustainable.

**M4.2 Residents from BAME backgrounds supported into sustainable work**

Number of residents from BAME backgrounds supported into work by the council's WorkPath provision

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	🚩 Uncertain	Q2 2018/19		⬆️	⬇️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	260	203	🚩 Amber

*Performance data trend chart* | *Latest note*



This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

The WorkPath service and wider WorkPath partnership continue to support residents into employment. 203 black and minority ethnic residents were supported by the WorkPath partnership provision into sustainable job starts so far this year. So far this year, 782 BAME residents engaged with the service for the first time. A Somali Community Development Officer has been recruited with to support with engagement and promote ESOL and other opportunities delivered by Idea Store Learning and WorkPath. A further 37 BAME residents gained a job through the service, however these jobs do not meet our definition of sustainable.

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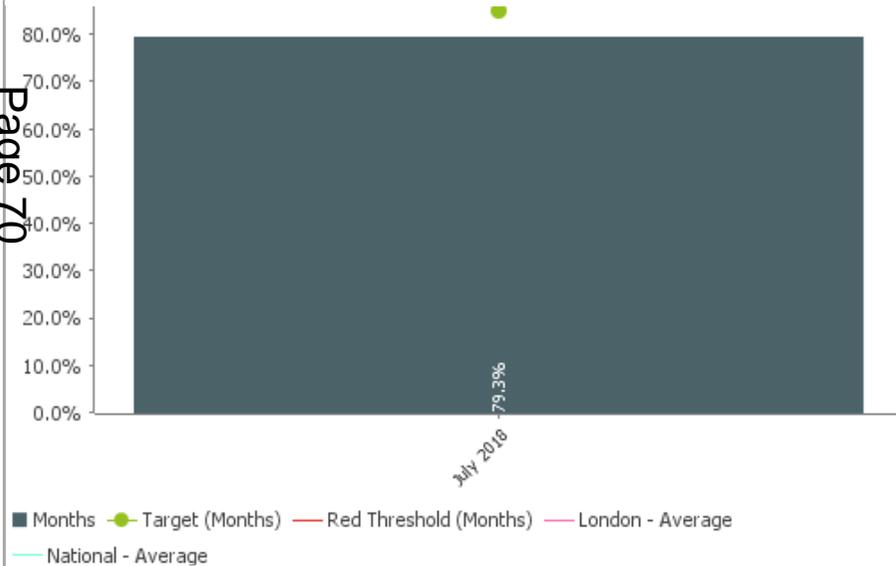
### M4.3 Adult learning reach

Percentage of Idea Store Learning adult learners who come from the bottom 30% of most deprived postcode areas

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit	Unknown	July 2018			
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Customer Services	Strategic	No	85.0%	79.3%	Red

Performance data trend chart

Latest note

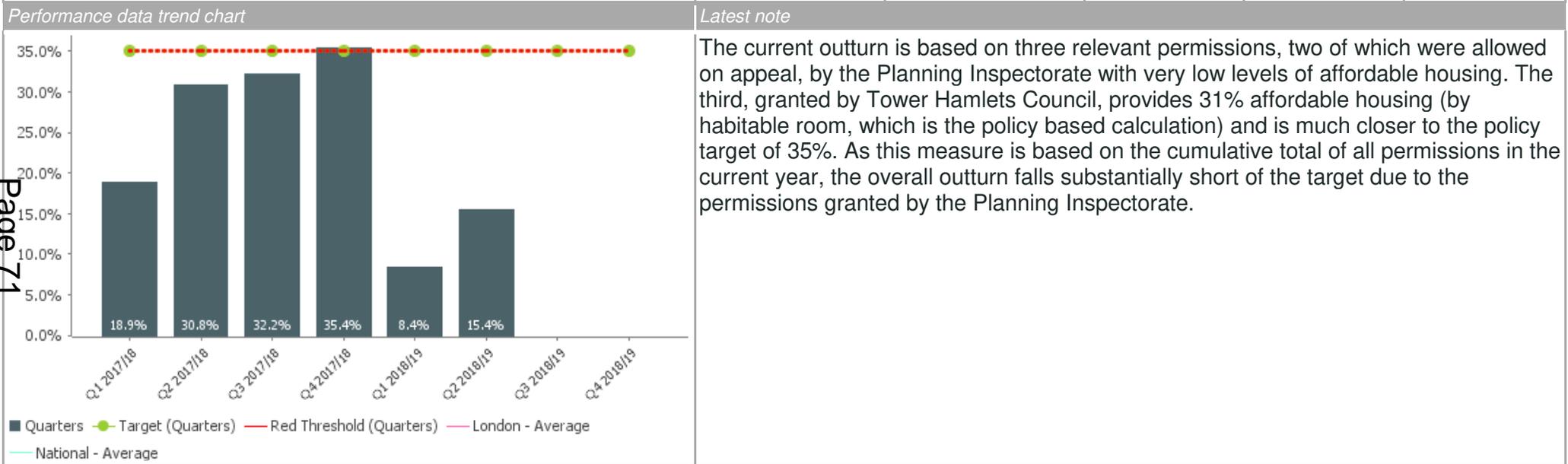


This is a new indicator and the target has been set based on limited historic data. Idea Store learning has some historical data to demonstrate that its impact in 2015/2016 was on a higher proportion of economic disadvantaged residents, which is 74% of learners who came from the bottom three deciles of the English Indices of Multiple Deprivation. This compares favourably with the London Average of 35%. Work will continue throughout the year to target learners.

## M4.4 Affordable housing secured through the planning process

Percentage of affordable housing secured at planning permission stage, from all developments meeting the thresholds for providing affordable housing

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	⚠️ Uncertain	Q2 2018/19		⬆️	⬇️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Planning and Building Control	Strategic	No	35.0%	15.4%	🔴 Red



## Strategic plan delivery

RAG	Activity	Latest note
▶	<b>Activity 4.1</b> We will launch our in-house advice and support service for households moving to Universal Credit to help them manage the transition more effectively	<p>We have recently set up an in-house advice and support service to assist residents affected by the move to Universal Credit. We will publicise this service when we have agreed the places that we will deliver this service from. This new service will work in partnership with our benefits team to support residents moving to Universal Credit to help ensure they have everything in place for their claim. Where we can, we will work with self-employed residents who may earn less than the minimum wage, to build their business.</p> <p>To help us further understand the impact that Universal Credit has on our residents we have commissioned research which included surveying residents who can share their experiences. We will use this information to improve how we support residents.</p>
▶	<b>Activity 4.2</b> We will run an awareness and engagement campaign for Universal Credit prior to its introduction in relevant postcodes and liaise directly with DWP on complex cases	<p>We are finalising publicity campaigns and events to support residents in the borough who face poverty and financial exclusion.</p>
▶	<b>Activity 4.3</b> We will use our planning powers to secure affordable and accessible housing within new developments	<p>Our new Local Plan sets ambitious affordable and accessible housing targets. The plan has recently been reviewed by a Planning Inspector and we expect to formally adopt it in the spring. At the moment, we continue to assess planning applications against existing policies and where decisions are made by the council, we have successfully secured high levels of affordable housing.</p>
▶	<b>Activity 4.4</b> We will develop a broad adult learning and employment skills offer, including targeted provision for those furthest from the labour market	<p>We have broadened our adult learning offer and our WorkPath service and the wider WorkPath partnership continue to support residents into employment. So far this year 349 sustainable job starts have been recorded, including: 106 female residents; 203 residents were from black and minority ethnic (BAME) backgrounds and 39 young people gained apprenticeships and/or employment through the help of Young WorkPath</p> <p>In addition, 40 residents gained employment through Main Stream Grant recipients, 20 job starts for residents from iTRES (our internal temporary recruitment agency) and 7 residents gained employment through the Somali Graduate programme. 36 learners are attending 'pathway to childcare' or 'pathway to health' skills for life courses.</p>

RAG	Activity	Latest note
▶	<b>Activity 4.5</b> We will deliver the second phase of the Somali Task Force, including the establishment of a community hub with a Somali focus, and deliver a Somali graduate programme	<p>A Somali Task Force was set up last year as part of our drive to reduce inequality in the borough. Twenty Somali volunteers have been recruited to deliver a series of Somali History projects including an arts event and workshops. The showcase event was held recently at the Rich Mix centre with over 120 participants attending.</p> <p>A mentoring project has been set up to help Somali young people into jobs through a Somali Graduate programme. So far this year, 56 graduates have been engaged and we are working with employers to support this programme. To date, 21 graduates have been offered employment support. Granby Hall has been identified as the venue for a new dedicated community space for cultural and community activities – the new venue is scheduled to be completed in August 2019.</p>



## Outcome 5 People live in a borough that is clean and green

We want residents to enjoy a good quality of life in an environment that has a positive influence on everyone's health and wellbeing. To achieve this we must take further strides to improve air quality, reduce carbon emissions, tackle fuel poverty and become a more environmentally sustainable and attractive borough. Poor air quality causes 9,500 early deaths in London every year. In our borough, air quality is primarily affected by traffic fumes and construction. We are committed to improving local air quality by implementing the actions set out in our Air Quality Action Plan.

A new Transport Strategy for the borough will improve transport options and reducing the impacts of traffic on our residents, making our borough one of the best in London for walking or cycling. Through our planning policy we will work to ensure major developments progress towards achieving zero carbon status, and the council's assets and housing stock is being made ever more energy efficient.

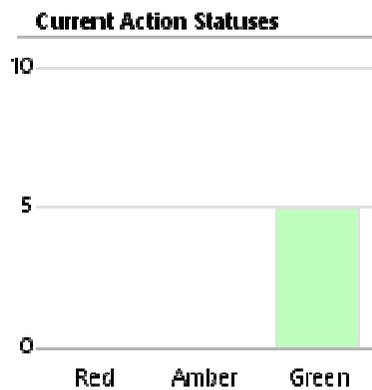
We want the borough to be a clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement when necessary.

We are committed to improving our recycling rates over the next four years and want to reduce the overall amount of waste produced, at the same time ensuring convenience and value for money in the way that our waste is collected and managed. A new strategic approach for waste management will boost recycling of waste from all sources, including on housing estates, and we will work to achieve zero waste for the borough's markets.

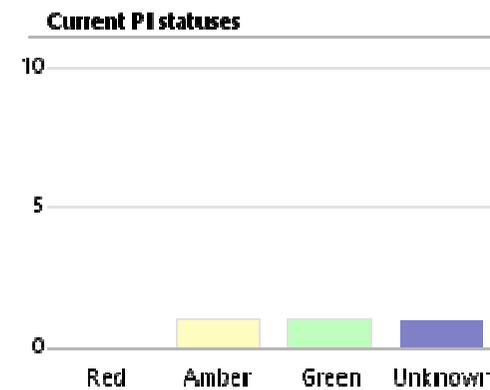
We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





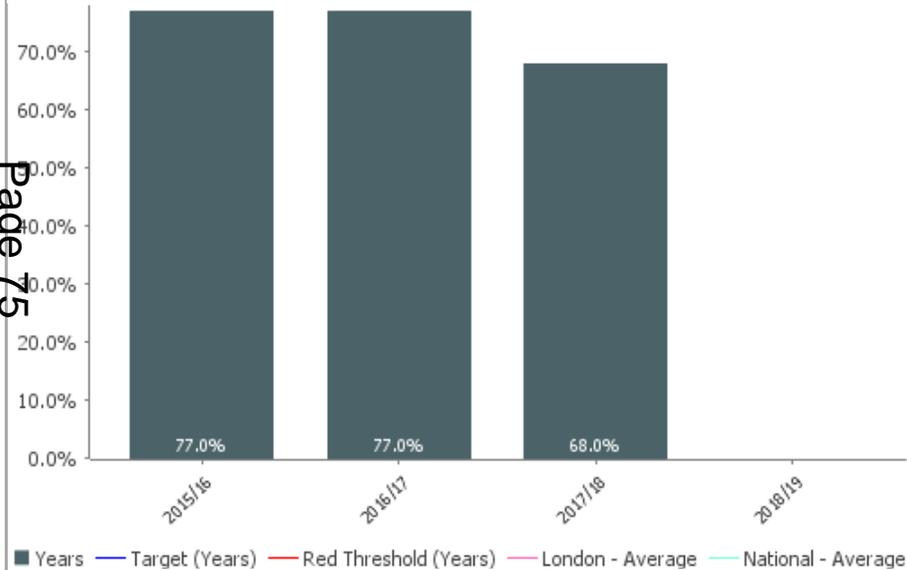
## M5.2 Satisfaction with parks and open spaces

Percentage of residents who rate parks and open spaces as good, very good or excellent

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment	<input type="radio"/> Not applicable	2017/18		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Sports, Leisure and Culture	Strategic	No		68.0%	Data Only

Performance data trend chart

Latest note



Latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.



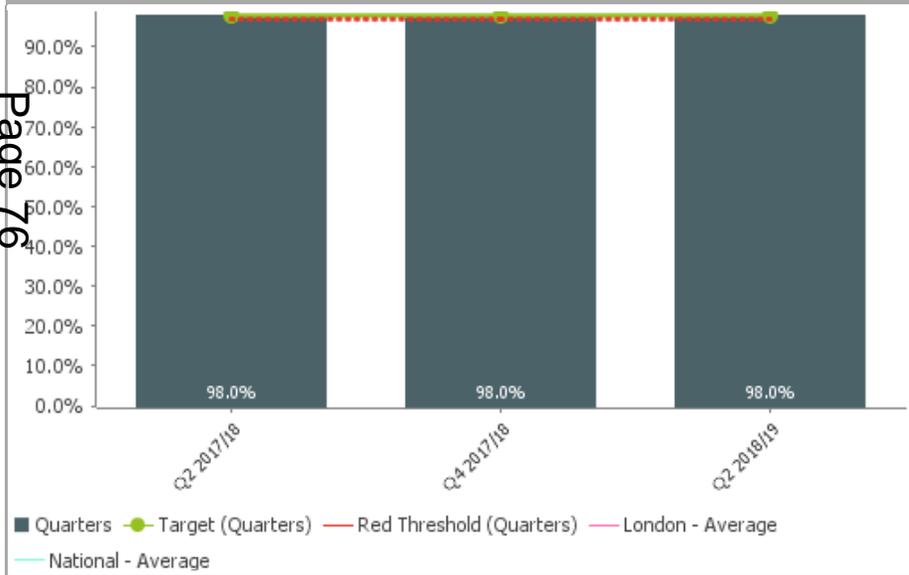
### M5.3 Street litter

The percentage of relevant land and highways that is assessed as having deposits of litter that are of an acceptable level

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	✔ Achieved	Q2 2018/19		?	▬
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	98.0%	98.0%	✔ Green

Performance data trend chart

Latest note



Target achieved.

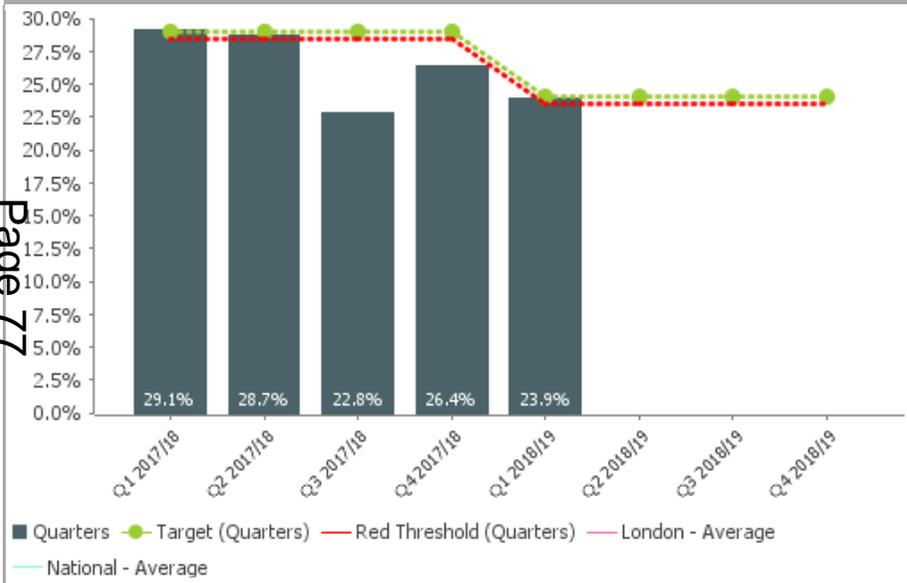
**M5.1 Household recycling**

Percentage of household waste sent for reuse, recycling and composting

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	⚠️ Uncertain	Q1 2018/19		⬇️	⬇️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	24.0%	23.9%	⚠️ Amber

*Performance data trend chart*

*Latest note*



Increased population growth has led to increased waste growth but recycling facilities and capture have not grown at the same rate. Residual waste has grown faster than the proportion of recycling thus affecting the recycling rate

We have recently consulted on our new Waste Strategy which seeks to drive waste reduction, re-use and increased recycling. We are finalising our plans for future delivery of waste and recycling services in the borough and will bring these to Cabinet in October. When the current contract with our external waste provider ends, we want to put in place a new ambitious service that can respond more flexibly to changes and help us deliver the Mayor’s ambitious recycling target by 2022.

## Strategic plan delivery

RAG	Activity	Latest note
▶	<b>Activity 5.1</b> We will identify ways to reduce the carbon footprint and emissions from our activities	As part of our retrofitting project for our buildings, we delivered improvements to 17 schools in the borough to reduce carbon emissions. We are looking to secure further funding to roll out our pilot boiler replacement project to more council homes. These projects will help us to deliver on our target set in 2007, of achieving 60% carbon reduction by 2020.
▶	<b>Activity 5.2</b> We will develop a new Transport Strategy for the borough and make our borough one of the best in London to walk or cycle in, improving road safety and delivering a new parking policy	<p>We are implementing a range of initiatives in the borough to reduce the impact of traffic and improve road safety. We have identified 20 neighbourhood areas for improvements which will be delivered between now and 2022, starting with Wapping, Weavers, and Bow areas in this year.</p> <p>We are currently developing some street scene transformation projects, such as traffic calming, for projects outside some of our schools. The aim of this is to encourage more walking and cycling and discourage the use of the private car for dropping off pupils.</p>
▶	<b>Activity 5.3</b> We will implement a range of air quality improvements (including transport technology improvements and the Zero Emissions Network)	In conjunction with Poplar HARCA, and using funding from the Department for Environment, Food and Rural Affairs (DEFRA), we are investigating measures which we can employ to improve air quality in a defined area. As part of this, Poplar HARCA will be retrofitting some of their vehicles from diesel to petrol. Several air quality awareness raising events were held over the summer. We are upgrading our own bus and coach fleet to include more ultra-low emission vehicles and to phase out diesel. So far we have drawn up the design specification for our new vehicles.
▶	<b>Activity 5.4</b> We will deliver a programme of cleanliness, waste and recycling improvements throughout the borough	<p>We have drafted a Waste Management Strategy which is due to be agreed at Cabinet at the end of February. The strategy includes delivery options for our waste and recycling service, including the facilities provided for trade and in our markets. To improve waste improvements on our estates our Waste and Recycling team surveyed 1,100 blocks to undertake an inventory on recycling and bins on site. Over the course of the year we will continue to survey the remaining estates and provide additional bins where a need has been identified.</p> <p>These improvements will help us meeting the Mayor's ambitions to improve recycling rates to 35% by 2022.</p>
▶	<b>Activity 5.5</b> We will improve our public realm including our parks and other open	We have received all tenders for the construction due to take place at Bartlett Park and remain confident that work will begin on site by the end of 2018. We have improved our local, award-

RAG	Activity	Latest note
	spaces, so that they are more attractive and better used	winning parks with the addition of seven outdoor gyms all launched in the summer. We have completed refurbishment schemes for six sites, and have begun consultation on three playgrounds to support more inclusive play for our younger residents. We have worked in partnership with Transport for London and Poplar HARCA to reduce sound pollution on the A12 / Blackwall Tunnel approach. Unfortunately, we have had to delay the development of detailed design work for King Edward Memorial Park due to the extension of the Thames Tideway programme, which means the park will be used for construction for longer.



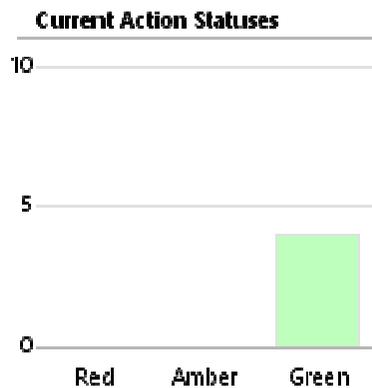
## Outcome 6 People live in good quality affordable homes and well-designed neighbourhoods

We want the borough to be a place where people are proud to live and enjoy their lives. Accessing good quality, affordable housing is an ongoing challenge in a borough which has a fast growing population, low income levels for many households and a fast growing private rented sector with high private rents and house prices. Maximising the delivery of affordable homes and improving the quality and management across all housing tenures is therefore paramount. We will continue to increase the supply and delivery of affordable homes by building new council housing, supporting the delivery of new housing at affordable rent levels by registered providers, and maximising the number of affordable homes secured through the planning process. We will continue to drive up the quality of housing across all tenures, including the private sector, through increased licensing and enforcement, and will improve standards across social housing through stronger management.

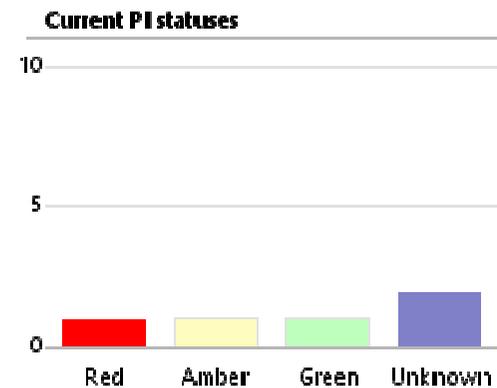
We will refresh our approach to Regeneration, including environmental improvements, across the borough; continuing our programme of estate regeneration and delivering the Better Neighbourhoods Programme, so that growth across the borough is coordinated and shaped in such a way that everyone shares the benefits.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





## M6.4 Households living in temporary accommodation

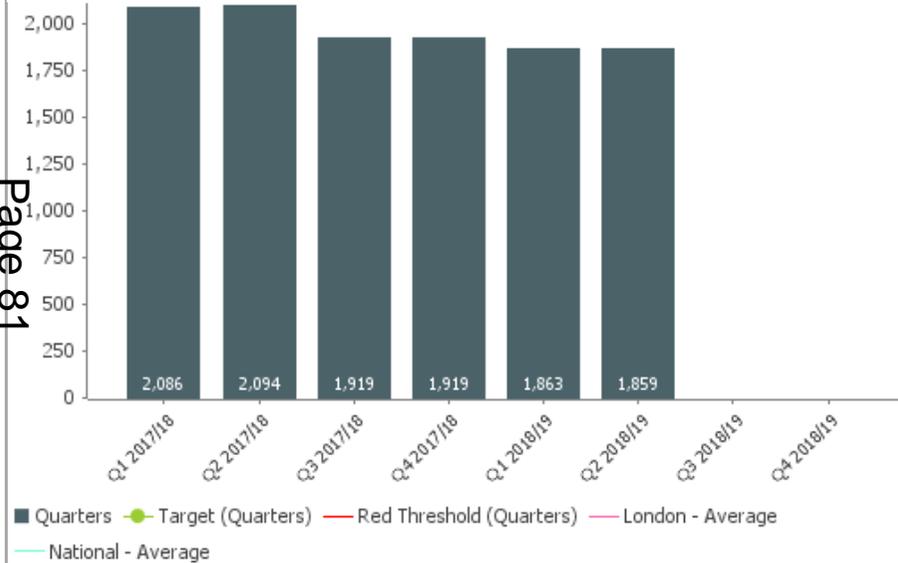
Number of households living in temporary accommodation

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Statutory Deputy Mayor and Cabinet Member for Housing	<input type="radio"/> Not applicable	Q2 2018/19		↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No		1,859	Data Only

Performance data trend chart

Latest note

No target set due to legal implications



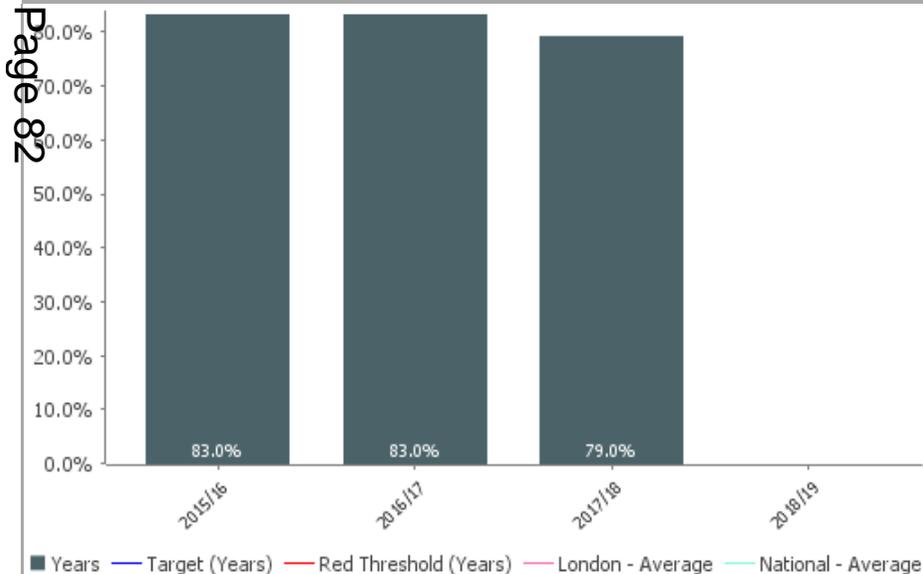


## M6.5 Resident satisfaction with the area

Percentage of residents who are very / fairly satisfied with the area as a place to live

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment Deputy Mayor and Cabinet Member for Regeneration and Air Quality Statutory Deputy Mayor and Cabinet Member for Housing	○ Not applicable	2017/18		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Strategic Director, PLACE	Strategic	No		79.0%	Data Only

Performance data trend chart



Latest note

Latest outturn relates to the Annual Resident Survey carried out in early 2018.

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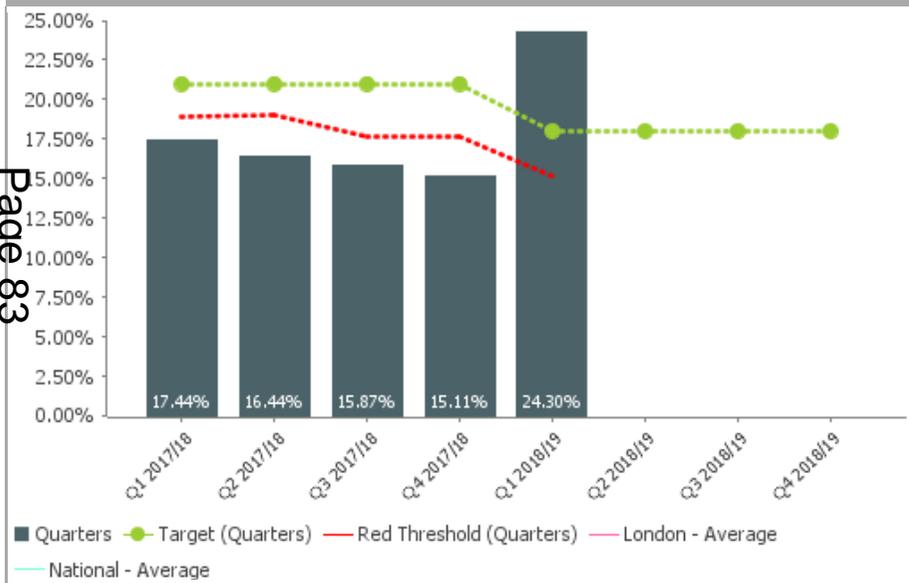


### M6.3 Homeless prevention

The percentage of households who considered themselves as homeless, who approached the local authority housing advice service(s), and for whom housing advice casework intervention resolved their situation

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Statutory Deputy Mayor and Cabinet Member for Housing		Q1 2018/19		↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Housing	Strategic	No	18.00%	24.30%	Green

Performance data trend chart



Latest note

There have been 328 approaches for homeless prevention and 80 preventions recorded. Please note that this data is provisional pending verification by Ministry of Housing, CLG (MHCLG). This is because of technical issues experienced by local authorities because there has been a change in the way homeless prevention is reported to the Ministry of Housing, CLG (MHCLG) resulting from the Homelessness Reduction Act (HRA) which came into effect in April 2018.

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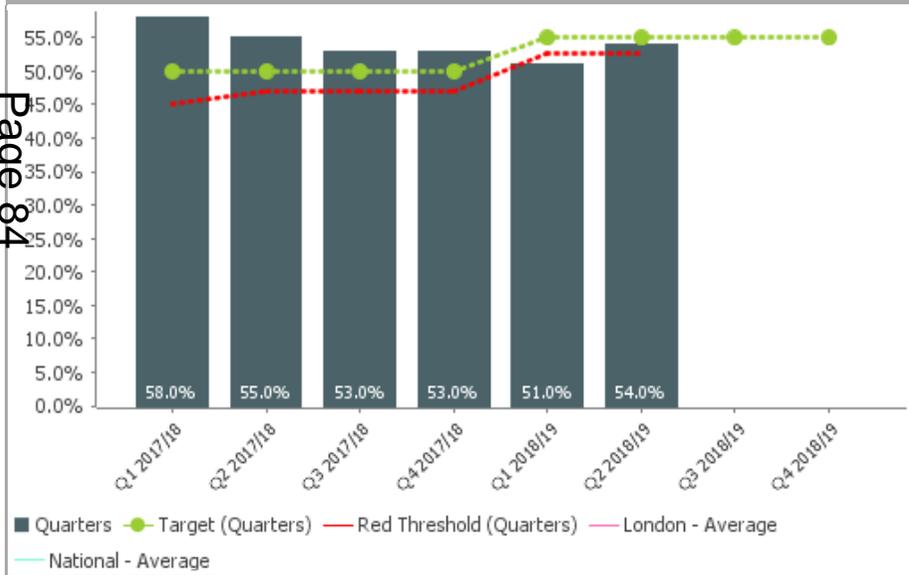
**M6.2 Families re-housed from overcrowded lets**

The percentage of families rehoused from overcrowded lets

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Statutory Deputy Mayor and Cabinet Member for Housing	⚠️ Uncertain	Q2 2018/19		⬆️	⬆️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No	55.0%	54.0%	⚠️ Amber

*Performance data trend chart*

*Latest note*



313 out of total of 583 lets. This is an improvement on quarter one and the end of 2017/18 whilst falling just short of the target.

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## M6.1 Affordable homes

Number of affordable homes delivered (gross)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	🚧 Uncertain	Q2 2018/19		⬇️	⬇️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No	582	149	🔴 Red

*Performance data trend chart*

*Latest note*



This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

The delivery of 88 affordable units this quarter is a 31% increase upon what was achieved last quarter. The forecast for the overall number of affordable housing for the year has slipped marginally to 844. This is due to movements on a number of schemes, some completing later than forecast, some earlier. There are no actions that the council team can take to influence these construction programme issues, which are developer led. That being said it is hoped that come quarter 4 some schemes currently anticipated for 2019/20 may complete earlier. This could assist in getting back on track for the original annual forecast.

## Strategic plan delivery

RAG	Activity	Latest note
▶	<p><b>Activity 6.1</b> We will increase the supply and delivery of all types of affordable homes, including new council housing, bringing empty properties back into use and making the most effective use of the existing stock</p>	<p>Using Right-to-Buy receipts, we are enabling registered providers to purchase homes, keeping them from being sold on the open market, thus increasing our social housing stock for residents on the housing register. So far this year there have been four purchases.</p> <p>To facilitate self-builders in the borough, we have held a forum for registered self-builders where advice was provided from the Greater London Authority (GLA) small sites team. Nine potential sites for self-building have been identified.</p> <p>Seven new council homes are being built at Locksley Street, Jubilee Street and Baroness Road. We have started to build 53 new council homes at Barnsley Street, and we have submitted a planning application for new homes at Norman Grove.</p> <p>Under occupation of council homes is an issue we are tackling so that we can maximise rehousing opportunities for residents in need of social housing. We are doing this by training our staff to engage with and actively support tenants who wish to downsize.</p> <p>We are talking to home owners of empty properties with the aim of bringing them back into use. The Rating (Property in Common Occupation) and Council Tax (Empty Dwelling) Bill which is currently going through Parliament, has provision to enable councils to use additional Council Tax charges to try to encourage occupations.</p>
▶	<p><b>Activity 6.2</b> We will improve the quality &amp; management of social &amp; private housing in the borough through delivering the Better Neighbourhood programme, supporting housing associations in managing their stock &amp; extending use of licensing &amp; enforcement in the Private Se</p>	<p>With Tower Hamlets Homes, we are delivering a £25.512 million Council Housing Capital Programme. So far, through the Better Neighbourhoods Programme of funding we have spent almost £6.4million (this year's budget is £7.5million). 32 blocks of flats have been completed and a further three blocks are estimated to be completed in December. Other blocks will be refurbished over the remainder of 2018/19 and into next financial year.</p> <p>Following the Grenfell Tower tragedy, we have instigated a range of fire safety improvements in blocks on estates, spending £1.9 million so far this year. We have also strengthened our fire safety regulations for developers.</p>

RAG	Activity	Latest note
		<p>We have been providing support for private renters and landlords comprising of continued promotion of the Private Rented Sector Charter, licensing and enforcement advice, training (including fire safety) and accreditations and landlord forums. So far this year we have improved our website content on this issue and conducted several communications campaigns.</p>
▶	<p><b>Activity 6.3</b> We will deliver a programme of regeneration on the Ocean estate, Blackwall Reach, Chrisp Street and Poplar Riverside</p>	<p>We have started on site of the second phase of the Blackwall Reach development to deliver 268 new homes, and we are now looking at plans to develop the third phase. An information and engagement event was held where future tenants to be rehoused into Phase 2 saw the floorplans for their new homes.</p> <p>Planning permission has now been granted for the regeneration of Chrisp Street Market. Regeneration will include refurbishing current shops, new buildings, and providing a larger market. There are also plans to increase the number of homes including affordable homes, provide a new cinema and restaurants, pocket parks, a new Sure Start centre, a large new community hub and extended Idea Store.</p> <p>Our plans to deliver 225 new homes on the Ocean Estate (site H) have seen six new homes for affordable rent delivered so far. Another 88 affordable rented homes are expected to be completed before the end of March 2019. In the next financial year 29 shared ownership homes will be built. 50 percent of all homes being delivered in this development will be classed as affordable.</p> <p>We are working with partners to get plans in place for developing the Poplar Riverside Housing Zone which will consist of 10 development sites with around over 3,000 new homes in the first phase of development. To improve connections, the plans include options for bridges across the River Lea.</p>
▶	<p><b>Activity 6.4</b> We will manage housing infrastructure pressures through a new Local Plan</p>	<p>Our new draft Local Plan was assessed by the Planning Inspectorate (Examination in Public) during September and October. It is anticipated that the new Local Plan will be adopted in spring/summer 2019.</p> <p>To support our growing population, we have been delivering a number of strategic and local infrastructure projects with the aid of funds from large developers (Local Infrastructure Fund, Community Infrastructure Levy and Section 106). In Poplar Park and Jolly's Green we spent £80k on the construction of new ball games court, new paths, boundary improvements and renewal of</p>

RAG	Activity	Latest note
		tennis courts. In August we used £73k to improve the Victoria Park pool playground. We are spending £5m to improve George Green School sixth form, and £2.9m on Suttons Health Centre.



## Outcome 7 People feel safer in their neighbourhoods and anti-social behaviour is tackled

We want to ensure that residents feel safe in their homes and in the streets of Tower Hamlets. Through the Community Safety Partnership (CSP), we will work closely with the police and other partners to deliver initiatives and actions which improve safety in the borough. The CSP Plan sets out how we will address four key challenges – Anti Social Behaviour (including drugs and alcohol), Violence, Reducing Re-offending and Hate Crime, Community Cohesion & Extremism.

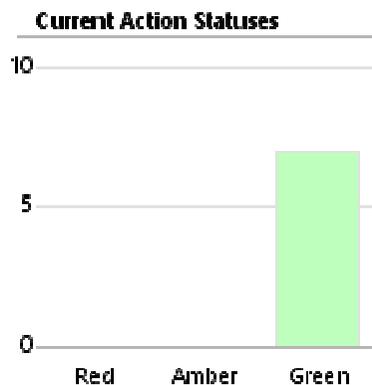
ASB and drug use remain areas of top concern for residents and our response to these problems includes improving reporting arrangements, enforcement action to reduce graffiti, littering, noise nuisance and street drinking, clearer treatment pathways for those with an addiction, and better support for victims. We will target and support offenders to stop re-offending, and take enforcement action against those who refuse our help, working with communities to involve them in solutions.

A Member-led Serious Violent Crime Taskforce will be set up to engage all stakeholders in the fight against serious violent crime, and we will expand the reach of our Rapid Response Service to engage residents aged 18-24 who are at risk of gang involvement.

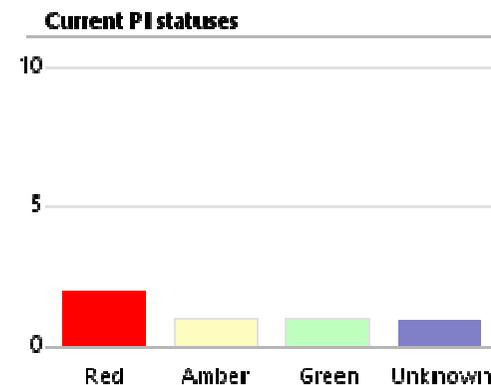
Whilst many of our residents agree that people from different backgrounds get on well together, the borough has seen increases in levels of hate crime in particular racist and religiously motivated hate crimes over the last two years. Our work to promote cohesion, such as the No Place for Hate campaign, will continue and we will provide support and protection for victims, including the publication of a Violence Against Women & Girls (VAWG) Charter.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



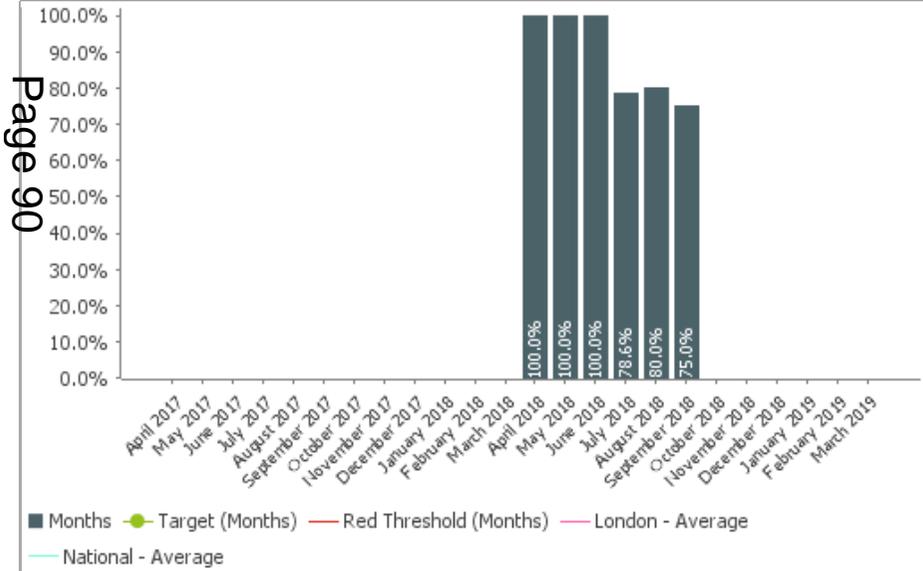


### M7.3 Anti-Social Behaviour resolution

Percentage of Anti-Social Behaviour (ASB) investigations closed, which have resulted in a positive outcome

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	<input type="radio"/> Not applicable	September 2018		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm	Strategic	Yes		75.0%	Data Only

Performance data trend chart	Latest note
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Latest note

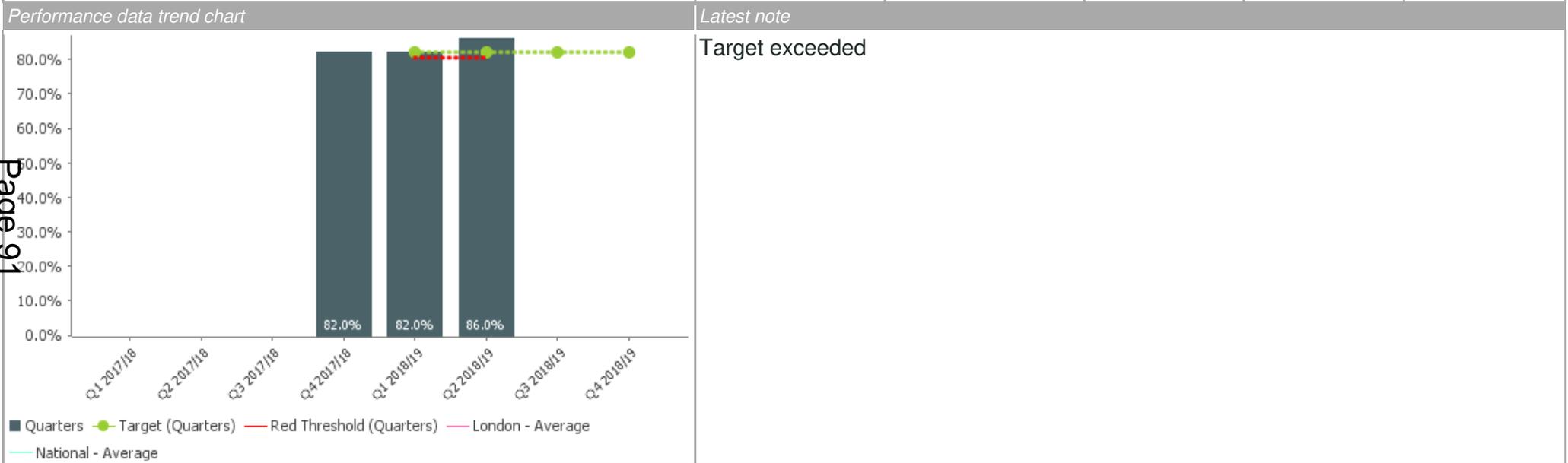
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### M7.4 Satisfaction with victim support services

Percentage of victims of violent crime, including hate crime, who were satisfied with the victim support they received

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	On target	Q2 2018/19			
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	No	82.0%	86.0%	Green



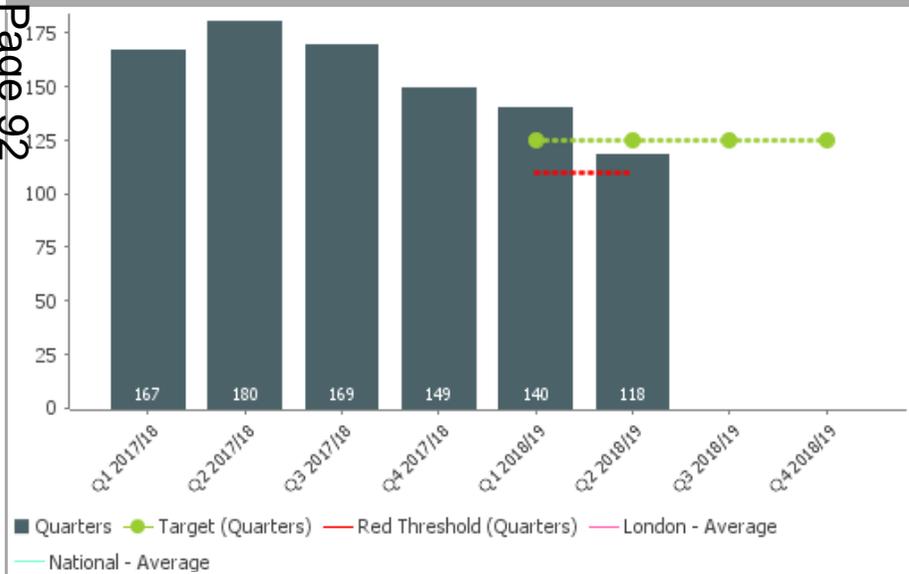


## M7.5 Residents causing drug or alcohol related crime or ASB required to engage in treatment programmes via criminal or civil orders

Number of people (residents) causing drug or alcohol related crime or Anti-Social Behaviour (ASB) required to engage in structured treatment programmes via criminal or civil orders

Lead member	Expected Outcome	Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Uncertain	Q2 2018/19				
Lead officer	Type	Contextual measure	Target	Actual	RAG rating	
Divisional Director, Community Safety	Strategic	No	125	118		Amber

Performance data trend chart



Latest note

The main reason for not meeting this target is the drop in trigger offence arrests of residents who would be referred to the service by the Metropolitan Police. There have been fewer arrests as well as fewer drug tests of those arrested. In addition, only 6 out of 41 of the applications made for criminal behaviour orders with positive requirements to engage in treatment have been granted. It should be noted that whilst non-TH residents are also subject to the testing / required assessment process, they are not included in the numbers reported.

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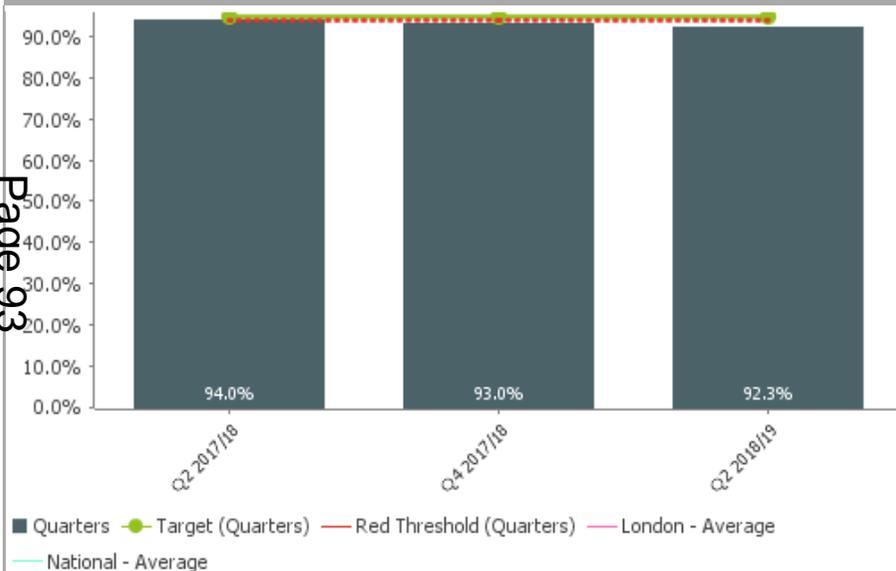
## M7.1 Level of graffiti

Improved street and environmental cleanliness - graffiti percentage

Lead member	Expected Outcome	Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Uncertain	Q2 2018/19				
Lead officer	Type	Contextual measure	Target	Actual	RAG rating	
Divisional Director, Public Realm	Strategic	No	95.0%	92.3%		Red

Performance data trend chart

Latest note



In the most recent survey, a number of streets surveyed in the Spitalfields and Whitechapel areas did not meet the expected standard and as a consequence, the overall borough target has not been achieved. We are using the findings of the most recent survey to target resources in areas with higher levels of graffiti. We are reviewing our approach to tackling graffiti.



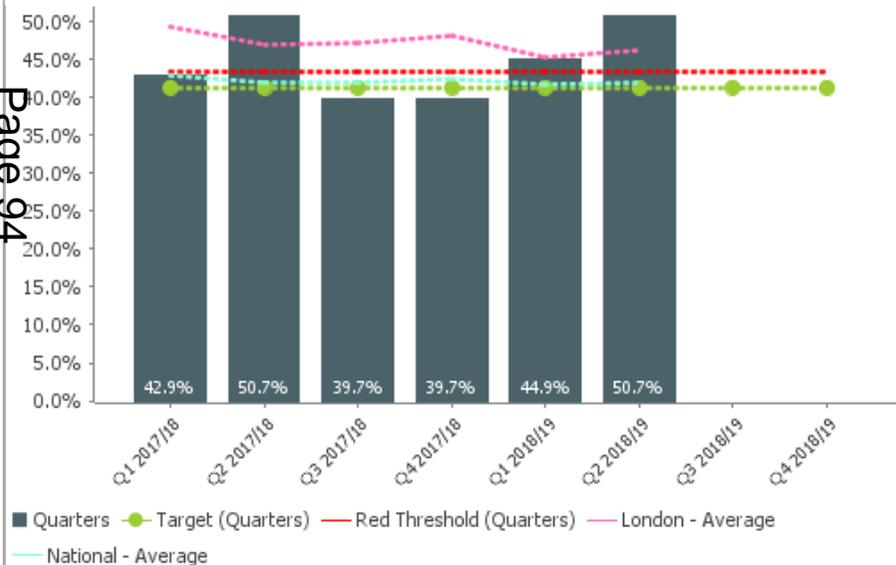
## M7.2 Reoffending by young people

Percentage of proven reoffending by young people

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Uncertain	Q2 2018/19			
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning	Strategic	No	41.3%	50.7%	Red

Performance data trend chart

Latest note



We have recently changed the way we report the reoffending rate by young people and have aligned our strategic indicator to the way the national indicator is collected and measured. As a consequence, having moved from a 12 month rolling reporting, to three monthly reporting, the data will see greater fluctuations quarter to quarter. The data indicates that the reoffending rate has increased over the past two quarters and so has the actual number of young people in the cohort.

Operationally, we consider the national indicator alongside local reoffending analysis data, including in comparison with neighbouring borough's Youth Offending Teams. We analyse links between reoffending and we are putting in place a more comprehensive support package for young people at risk of reoffending. This includes our recent focus on Education, Employment and Training and Employment (ETE) to help offer all young people on live Youth Offending Team orders access to EET, which can then directly reduce the a young person's risk of reoffending.

## Strategic plan delivery

RAG	Activity	Latest note
▶	<b>Activity 7.1</b> We will work with partners to tackle all violence including domestic abuse, serious youth violence and violence against women and girls	We delivered the Mayor's Violent Crime Summit in September which brought together key partners to discuss complex violence issues including knife crime. Our strategy for Ending Gangs, Groups and Serious Youth Violence will be replaced by a broader strategy on violence, vulnerability and exploitation.
▶	<b>Activity 7.2</b> We will provide support and protection for victims	Earlier in the year, we set up a multi-disciplinary panel to help social workers deal with the most difficult safeguarding cases. This is now fully up and running. We are now refreshing our Violence Against Women and Girls (VAWG) strategy and are running a Domestic Violence One Stop Shop weekly with improved awareness leading to increased survivor drop in. The community multi-agency risk assessment conference (MARAC) is also a valuable resource to address situations where a vulnerable adult is indicated to be involved in anti-social behaviour.
▶	<b>Activity 7.3</b> We will publish a VAWG Charter setting out the rights of victims and the local support available	We have co-produced a Violence Against Women and Girls (VAWG) Charter residents and partners and will formally launch it by November 2018. Alongside the launch, we will run a communications campaign to inform residents of the support available in the local area.
▶	<b>Activity 7.4</b> We will extend the reach of our Rapid Response Service to better engage with those at risk of involvement in gang related violent crime	We are extending the reach of the Rapid Response Service to include work with young adults. We are currently developing the new service, engaging with young adults to inform the service. Our staff are attending a ten week training course to develop their skills in working with young adults.
▶	<b>Activity 7.5</b> We will work with partners and the community to tackle crime and anti-social behaviour associated with the illegal supply of drugs and the misuse of alcohol, including treatment of those with an addiction	There are currently 11 officers (1 Sergeant and 10 Constables) within the Partnership Task Force with an agreement for a further 13 to be supplied when staff shortages in other departments of the Metropolitan Police ease. The MARAC (see 7.2 above) started in July 2018 and has managed 23 cases to date, with a Community Mental Health Service Manager from East London Foundation Trust attending as the mental health expert. The Drug Intervention Programme (DIP) has played a crucial role in attaining 5 civil injunctions with positive requirements against drug users who commit anti-social behaviour, calling for them to engage in treatment. 800 members of the public have also used the Tower Hamlets website 'Report It' function to report anti-social behaviour within their local community so far this year.
▶	<b>Activity 7.6</b> We will work with partners to reduce	The Stop and Think programme has been successfully transferred to the Streetlight project as a

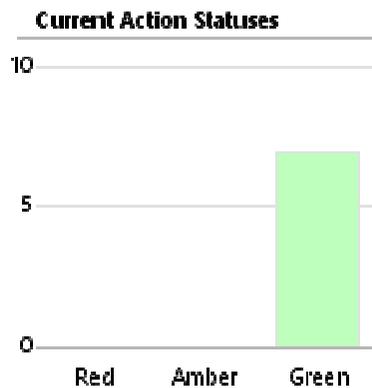
RAG	Activity	Latest note
	re-offending, focussing particularly on offences that have a big impact on the communities' feelings of safety and security	self-funding initiative and monthly sessions are delivered.
	<b>Activity 7.7</b> We will work with partners to address hate crime, tackle extremism and promote community cohesion in the borough	Our No Place For Hate (NPFH) campaign has over 3,000 pledges to date from people who have said they will stand up to hate. We have recruited a new cohort of NPFH Champions alongside a specialist LGBT Champion. We have hosted two Prevent Community Round Table discussions and our Prevent 2018/19 delivery plan incorporates all of the recommendations and learning of the February 2018 Home Office Peer Review.

**▶ Outcome 8 People feel they are part of a cohesive and vibrant community**

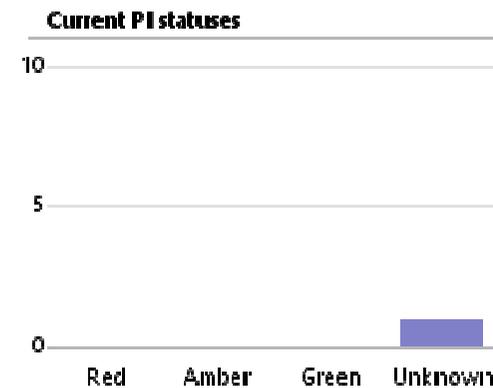
Our diversity is a source of great strength and something to be celebrated and nurtured, but it also presents us with challenges. Whilst 86% of residents say that people from different backgrounds get on well together, people have also told us that different communities in the borough lead ‘parallel lives’. There is a growing focus on social integration both nationally and regionally; the Government released its Integrated Community Strategy Green Paper and the Mayor of London released its own social integration strategy for London in March this year. We welcome this and will be developing our local approach to community cohesion to build one community which reflects the national and regional strategies as well as local needs and priorities. Through this, we will work to build and sustain a culture of mutual respect and active engagement, where people look out for one another, and where there are real opportunities to understand and appreciate our differences so that they don’t become barriers. We will welcome new communities moving into the borough; support them by offering advice, guidance and ESOL support; and help them with opportunities to volunteer in their local areas so that feel a part of the community. We will ensure that the role of Eastend women is celebrated and identify further steps to improve gender equality. We will support a range of events to bring together people from our diverse community.

**Status summary for this strategic outcome**

*Strategic action status chart*



*Strategic measure status chart*





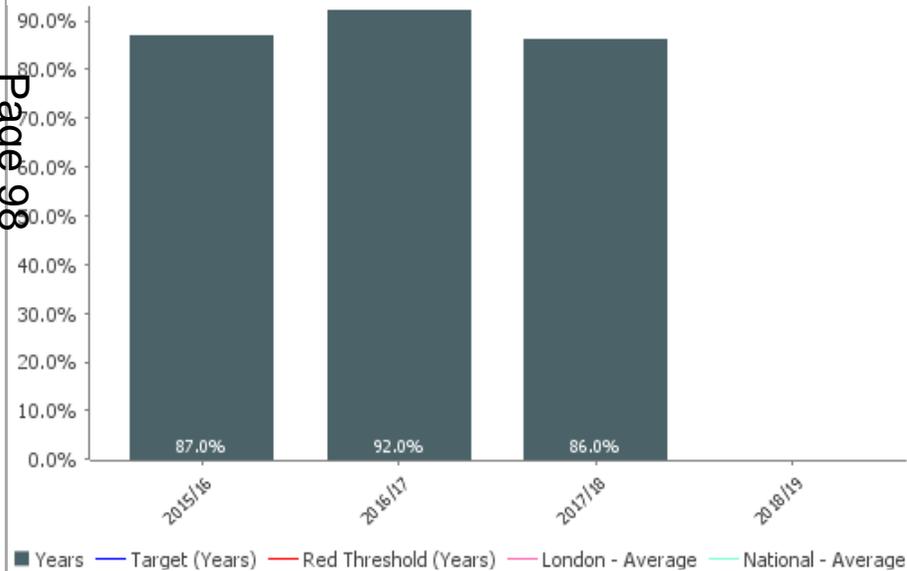
## M8.1 Community cohesion

Percentage of people from different backgrounds who get on well together

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	<input type="radio"/> Not applicable	2017/18		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director Strategy, Policy and Partnership	Strategic	Yes		86.0%	Data Only

Performance data trend chart

Latest note



Latest outturn relates to the Annual Resident Survey carried out in May 2018.

## Strategic plan delivery

RAG	Activity	Latest note
▶	<b>Activity 8.1</b> We will work with local communities to bring people together to celebrate the diverse cultures of our borough and promote community cohesion	<p>In the summer, we held two events, one in Aldgate East and one in Mile End. These events brought residents from different backgrounds together to improve their neighbourhoods, with over two hundred residents attending. Other events designed to improve community cohesion included co-producing mosaic based art; heritage photography walks; bat walks and food centred projects for parents of infants in early years to learning about food from different cultures. Feedback from these events was positive with the majority of residents feeling that they were more able to influence decisions in their local area; that they enjoyed mixing with people from different backgrounds; and that they cared more about their local community.</p>
▶	<b>Activity 8.2</b> We will work with faith communities to improve mutual understanding, increase tolerance and strengthen links between different faith communities and people of no belief	<p>We engage with faith communities through the Tower Hamlets Interfaith Forum (THIF) and other faith-based organisations, to identify and address the support needs of faith communities. So far this year, we have hosted two THIF meetings where participants discussed topics including local hate crime, the local delivery of the Prevent anti-terrorism agenda providing the community with a voice and enabling the groups to provide reassurance to the wider community. The council facilitated THIF to hold its AGM where since the first time since its formation, a female Muslim representative was voted onto the steering group.</p> <p>We have commissioned a ‘faith in schools’ programme of events with the aim of enabling pupils to develop a shared sense of belonging, a positive appreciation of diversity and strong and positive relationships with others from different faith backgrounds. It will also train sixth form students to deliver the project in primary schools. The project started in September 2018 and will be delivered over three years.</p>
▶	<b>Activity 8.3</b> We will actively engage with LGBT residents to improve service provision and representation	<p>We engage with the LGBTQI+ community through the LGBTQI+ forum. The forum holds regular monthly meetings and manages an online virtual forum with 1,390 people following across the social media platforms. The forum discusses areas of concern and includes a member of the borough’s Tension Monitoring Group. A number of organisations are engaging with the forum including Positive East, Stepforward, Let Voice Be Heard, the Royal London A&amp;E staff and patient LGBT group, Opening Doors, Queen Mary University LGBT society, and Trans Support Group.</p> <p>So far this year, we have supported a number of events and activities including International Day</p>

RAG	Activity	Latest note
		Against Homophobia, Bi-phobia and Trans-phobia (IDAHOBIT) (3 events attended by 104 people) and Bi-Diversity Day (33 people attending) in May and Pride (3 events attended by over 1,000 people) in July. Planning is now underway for events for LBGTQI+ History Month (in February) and World Aids Day (in December).
▶	<b>Activity 8.4</b> We will work with residents to develop a strategic approach to cohesion and social integration that meets local needs including funding work to address the impact of development on community cohesion	We are developing a Community Cohesion Framework to promote equality, increase participation in community life and improve relationships between people from different backgrounds. It is expected to be completed in March 2019.
▶	<b>Activity 8.5</b> We will roll out a programme of support for refugees and new migrants to help them play a fuller role in the borough, reducing barriers between new and existing residents	We have recently commissioned the Bromley-by-Bow Centre to produce a 'Welcome to Tower Hamlets' information pack for new migrants to the borough. They will also engage with new migrants, providing information and support to access a range of services. Eighty eight new migrants have been enrolled on English language proficiency pre-ESOL and ESOL classes running in the East and West of the borough. In the new year we will be offering volunteering opportunities to new migrants.
▶	<b>Activity 8.6</b> We will actively monitor and tackle emerging tensions and issues within and between communities including those generated by hate crimes and or extremism	With our partners we have established a Tension Monitoring Group (TMG) which meets on a regular basis to proactively discuss cohesion related tensions in the borough and to inform measured and unified preventative actions and responses. Since the 1st April, there have been several instances where the group has met at short notice because there has been an incident with the potential of raising community tensions, for example spikes in crime, acid attacks, an anti-Semitic tweet, and a potential visit by well-known right-wing extremist.
▶	<b>Activity 8.7</b> We will celebrate the history and heritage of the borough and all its people	In July, we hosted the Boishaki Mela, which was attended by over 45,000 people. We supported community events in our parks and open spaces and eleven of these community events received funding from the Event Fund small grants programme. Our Local History Library and Archives Service hosted a successful exhibition celebrating the contribution of Tower Hamlets women to the Suffrage movement. Over the summer we carried out outreach work for Black History Month and collated a programme of community events planned for October 2018. This included planning and outreach work for Diwali (due in Q3), Holocaust Memorial Day, Chinese New Year (due in Q4) as well as a Martyrs' Day celebration planned for Q3/4.



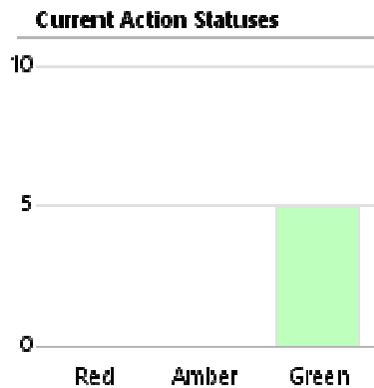
## Outcome 9 People say we are open and transparent putting residents at the heart of everything we do

We want our services to be accessible to all our residents including those who face inequality. We will redesign our services around our customers' needs, consolidating and simplifying the way we do things and embracing technology to make the most of our resources. We are investing in making our infrastructure fit for purpose, and by improving our web site and digital service we plan to support a shift from phone and face-to-face customer contact to online contact and transactions. This transfer will make information about the council and its services more open and transparent and enable us to focus our attention on better supporting our more vulnerable residents.

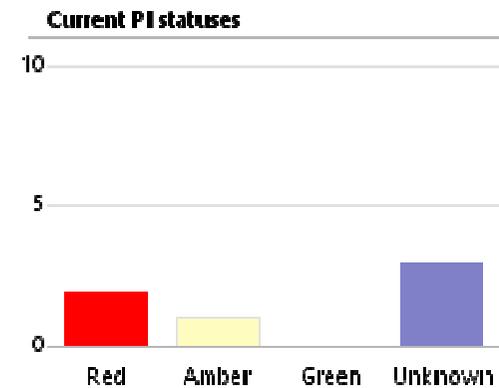
Our Community Engagement Strategy 2018-21, developed with our partners and the wider community, seeks to enable strong, active and inclusive communities who can influence and shape the borough in which they live and work.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



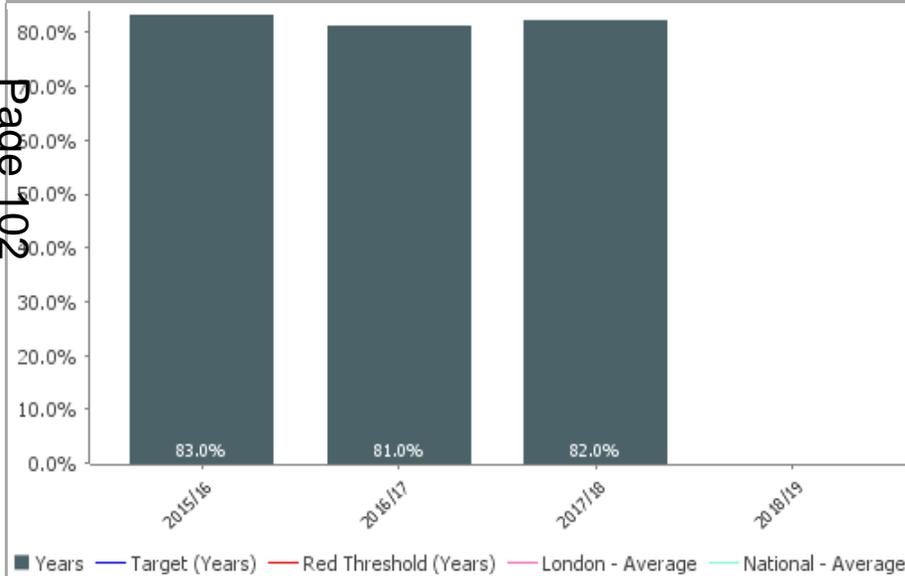


### M9.3 User satisfaction with libraries and Idea Stores

Percentage of users who rate libraries and Idea Stores as good, very good or excellent

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit		2017/18		↑	■
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	Yes		82.0%	Data Only

Performance data trend chart



Latest note

Latest outturn relates to the Annual Resident Survey carried out in early 2018.



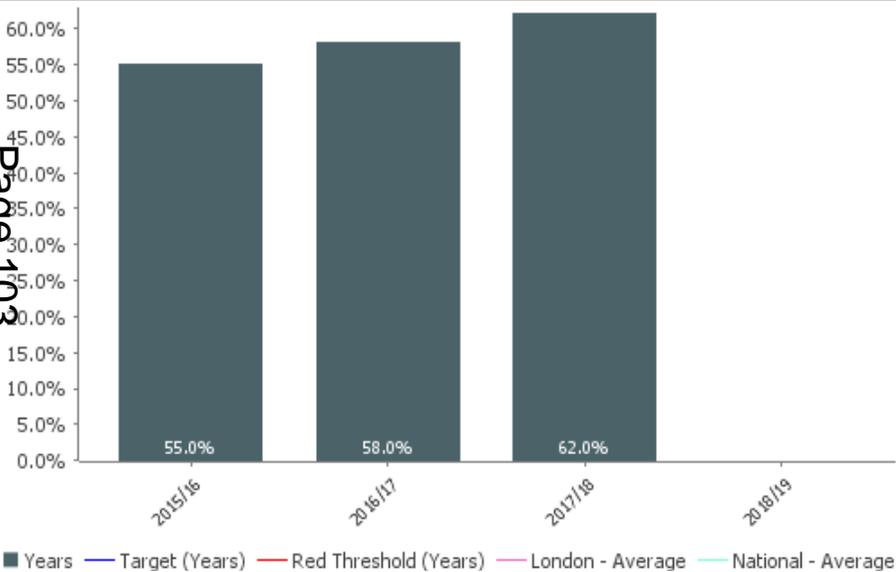
## M9.4 Resident satisfaction that the council involves residents when making decisions

Percentage of residents who agree a great deal or to some extent with the statement 'the Council involves residents when making decisions'

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor	○ Not applicable	2017/18		↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Chief Executive	Strategic	No		62.0%	Data Only

Performance data trend chart

Latest note



Latest outturn relates to the Annual Resident Survey carried out in early 2018.

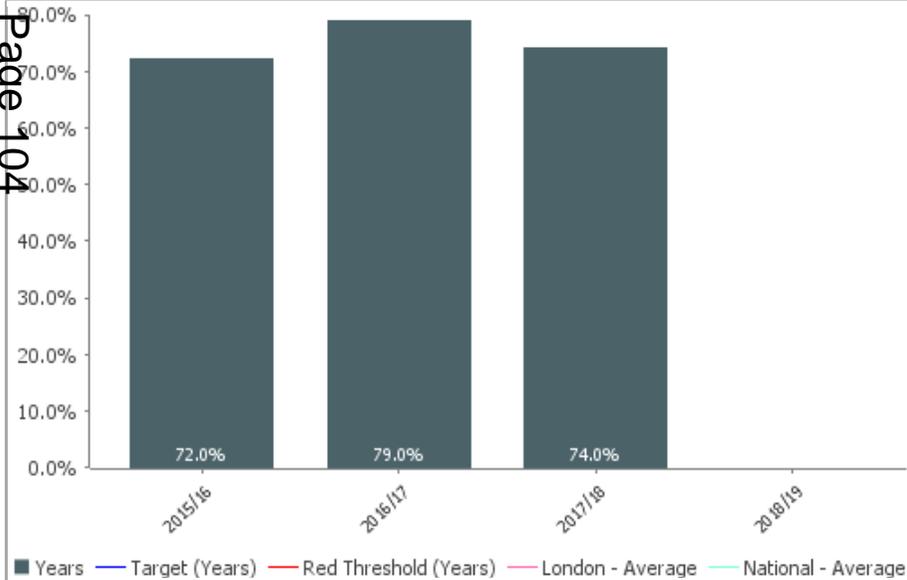


## M9.5 Resident trust in the council

Percentage of residents who feel able to influence decisions in their local community (ARS04)

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor	○ Not applicable	2017/18		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Chief Executive	Strategic	No		74.0%	Data Only

Performance data trend chart



Latest note

Latest outturn relates to the Annual Resident Survey carried out in early 2018.

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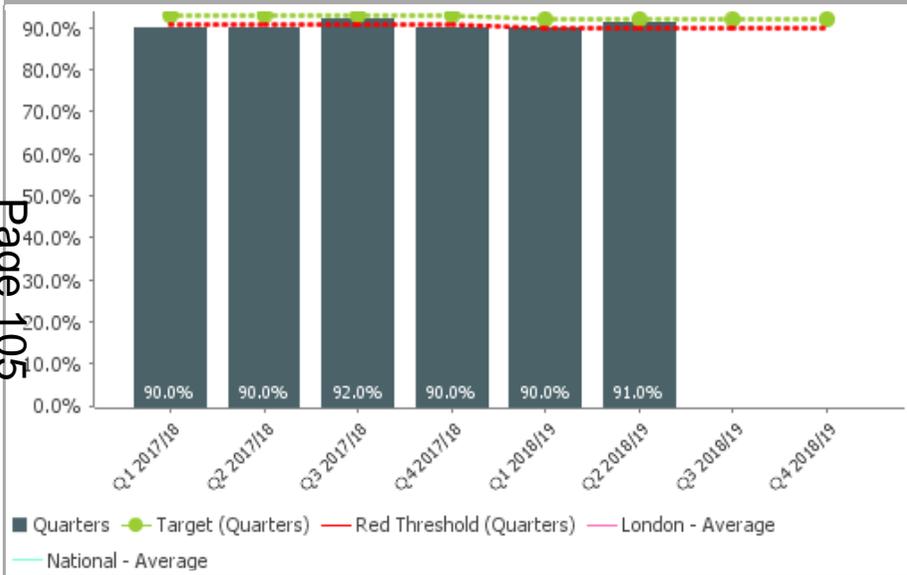
**M9.1 Customer satisfaction**

Percentage of overall customer access satisfaction (telephone contact)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	▶ On target	Q2 2018/19		↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	No	92.0%	91.0%	⚠ Amber

*Performance data trend chart*

*Latest note*



Telephone customer satisfaction exceeds the minimum expectation and falls just short of the target of 92%. 1,898 customers took the customer satisfaction survey between July and September. 1,736 rated our response as 'good', 125 rated our response as 'average', and 37 as 'poor'.



## M9.2 Freedom of Information requests

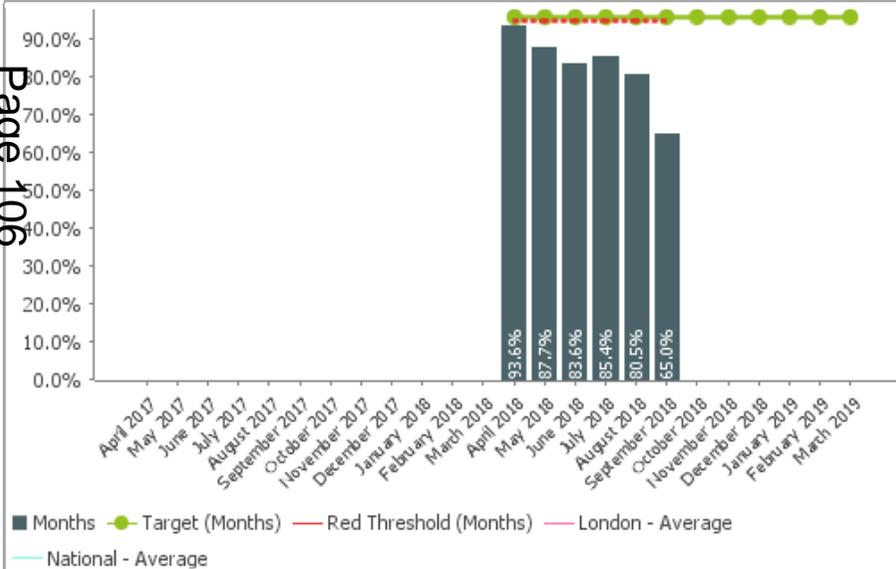
Percentage of Freedom of Information requests responded to on time

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor	Uncertain	September 2018			
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Head of Information Governance	Strategic	No	96.0%	65.0%	Red

Performance data trend chart

Latest note

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Performance has fallen for a variety of reasons, including changes in personnel and staff shortages leading to some directorates failing to respond in a timely fashion. We are working with individual directorates and services to improve response rates and also clear a backlog of overdue requests. This will mean that the month of October is likely to have poor performance while the backlog is cleared. Performance is expected to be on target by the end of March 2019.

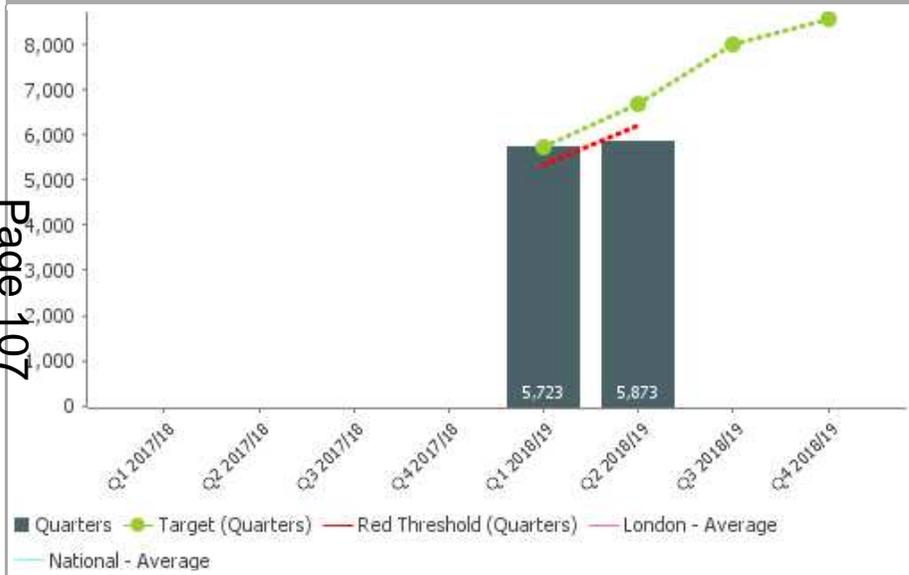


## M9.6 Subscribers to the Council newsletter

The number of residents subscribed to the Council email newsletter

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	🚩 Uncertain	Q2 2018/19		⬆️	⬆️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Communications and Marketing	Strategic	No	6,677	5,873	🔴 Red

<i>Performance data trend chart</i>	<i>Latest note</i>
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Newsletter audience numbers fell significantly across local government after the introduction of the new General Data Protection Regulation earlier this year. However, while our audience might now be smaller, it is significantly more engaged than in recent years. The quarter saw an average of 51% of email newsletters being opened by recipients. We have appointed an officer to drive engagement and growing the size of our newsletter audiences. Utilising all digital and physical channels, cross-channel promotion, specific campaigns/drives through events and competitions; and ensuring the content of the newsletter is engaging and structured in the best possible way. Work is underway to develop a pop-up sign-up message on the website and have a sign-up message as part of registering to join Idea Stores.

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## Strategic plan delivery

RAG	Activity	Latest note
▶	<b>Activity 9.1</b> We will redesign our services around our customers' needs, consolidating and simplifying the way we do things	We are currently developing a new digital customer services plan which will detail how we will simplify our services so that it is easier and quicker for customers to undertake transactional activities with us – for example, registering a birth or death, booking a wedding ceremony, sorting out parking permits, applying for housing benefit or reporting an environmental issue. In addition to this, we are also making it easier for customers to contact the council by phone so that when we have completed this work there will be one contact number rather than the 17 hotlines that currently exist.
▶	<b>Activity 9.2</b> We will improve our customer services by increasing the availability of digital transactions and services, making it easier to contact us by telephone, and provide a greater range of services at our Idea Stores	We are finalising the design and testing of a council service kiosk (Local Presence kiosk) and will trial it at Idea Store Whitechapel in December. This will allow residents to access a wider range of services online than currently available. After this trial, we will roll out this facility to our other Idea Stores.
▶	<b>Activity 9.3</b> We will provide citizens with the skills and tools which will empower and enable community participation	We have developed a Community Insight Network with the aim of improving the way we engage with residents and draw on their skills, knowledge and expertise to improve our services and outcomes. We two events for the network and have released one Community Insight newsletter. We have developed a Community Insight Research Framework and we have recruited four Community Insight Researchers, alongside a Community Insight Research Co-ordinator.
▶	<b>Activity 9.4</b> We will identify and use community assets including the skills, knowledge, experience and enthusiasm of residents to shape our priorities and services	<p>We have made a commitment in the Community Engagement Strategy 2018-21 to work with residents to shape priorities and services.</p> <p>We are changing the way we fund voluntary and community sector organisations so that they are funded according to the improved outcomes we want to achieve. We are working closely with the voluntary and community sector to develop the new Local Community Fund Programme together through co-production. To help prepare organisations to bid for funding for this new programme we are running a series of training and support events</p> <p>We are also working with local voluntary and community groups to develop a new partnership group called Co-operate where the council and the VCS can discuss how we work better together</p>

RAG	Activity	Latest note
		to meet the needs of local residents.
▶	<b>Activity 9.5</b> We will deliver a comprehensive learning and development programme for Councillors and provide them with the right tools to support effective decision making	All councillors have received an extensive Member Induction programme of training following the local elections in May. Training includes ethics and probity; corporate parenting and safeguarding of children; Prevent counter terrorism; civil contingencies; dealing with constituency case issues on a range of subject issues such as homelessness, housing, planning and parking. In addition, the Centre for Public Scrutiny has delivered training on a range of topics including effective questioning and chairing skills.



## Outcome 10 The council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for our residents

We want to be an effective and efficient council delivering best value across all of our services. We will root out duplication to reduce cost and complexity so that we focus on the things that really matter to our residents.

We will work collaboratively with the Tower Hamlets Strategic Partnership to improve outcomes for local people by pooling our resources and skills and delivering excellent public services. Through the new Tower Hamlets Plan we will focus on tackling inequality by building a strong, inclusive and fair borough with a focus on four themes of good jobs and employment, strong, resilient and safe communities, better health and well-being and a better deal for children and young people.

We will enter into coproduction where we share resources and decision making in an equal and mutual relationship, bringing together professionals, service users, and their families and neighbours to design and deliver public services.

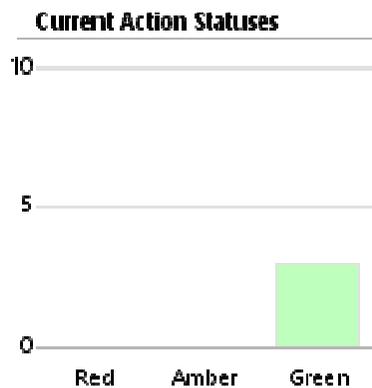
We will use our buying power to commission services that get the best outcomes. Wherever it is practical to do so, and provides value for money, this will be through local providers and those offering the optimum social value to the borough and its residents. We will work with partners to address the digital exclusion of some residents by supporting them to improve their digital skills.

We will continue to support local voluntary and community sector provision of services through better collaboration and supporting them to deliver services.

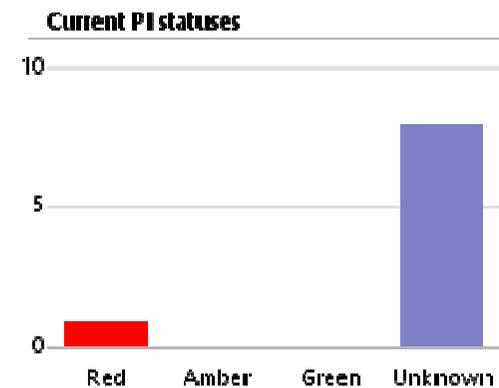
We will continue making the best use of Council assets, progressing the Community Hubs Programme and with a new Town Hall supporting the co-location of services and delivering better outcomes for residents.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



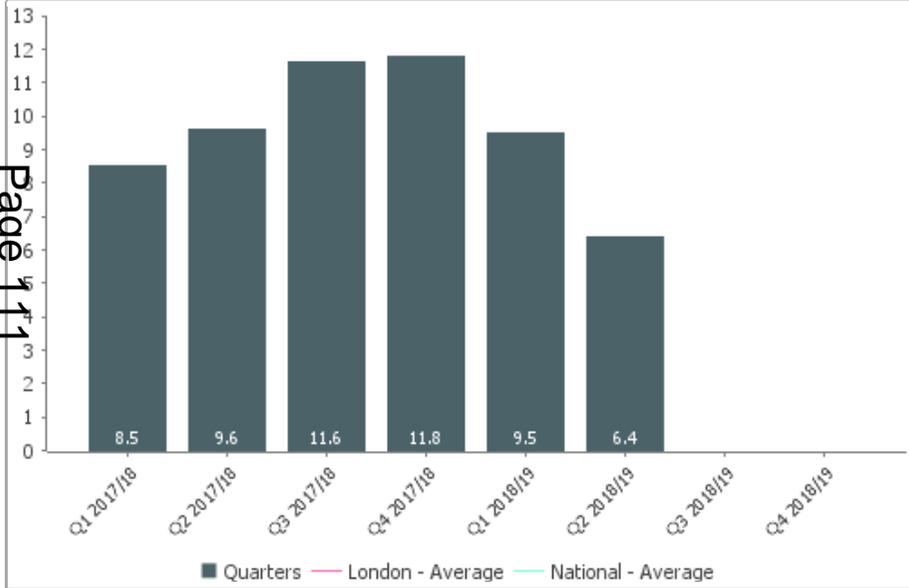


### M10.6 Employment rate gap between Tower Hamlets and London

Overall employment rate gap, between the Borough employment rate and London average rate, for people aged from 16 to 64 years old (WORK2)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	<input type="radio"/> Not applicable	Q2 2018/19			
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	Yes		6.4	Data Only

<i>Performance data trend chart</i>	<i>Latest note</i>
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Target not set for this measure

Tower Hamlets employment rate is 67.8 percent. London average employment rate is 74.2 percent. The gap between the Borough employment and the London average rate is 6.4 percentage points.



## M10.2 Key Stage 4 (GCSE) - Attainment 8

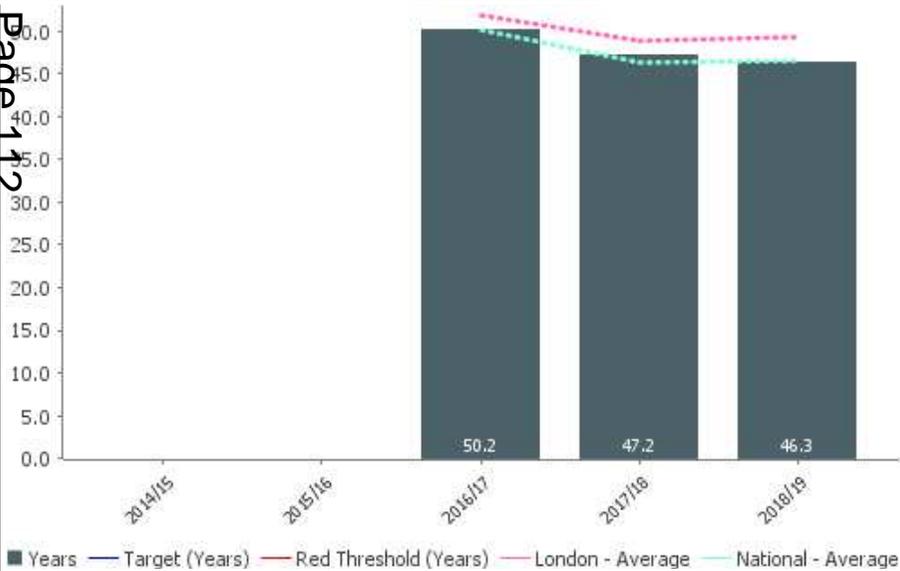
Average Attainment 8 score per pupil

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	○ Not applicable	2018/19		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	Yes		46.3	Data Only

Performance data trend chart

Latest note

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Provisional outturn for the academic year 2017/18 - final out turn data available in January 2019.



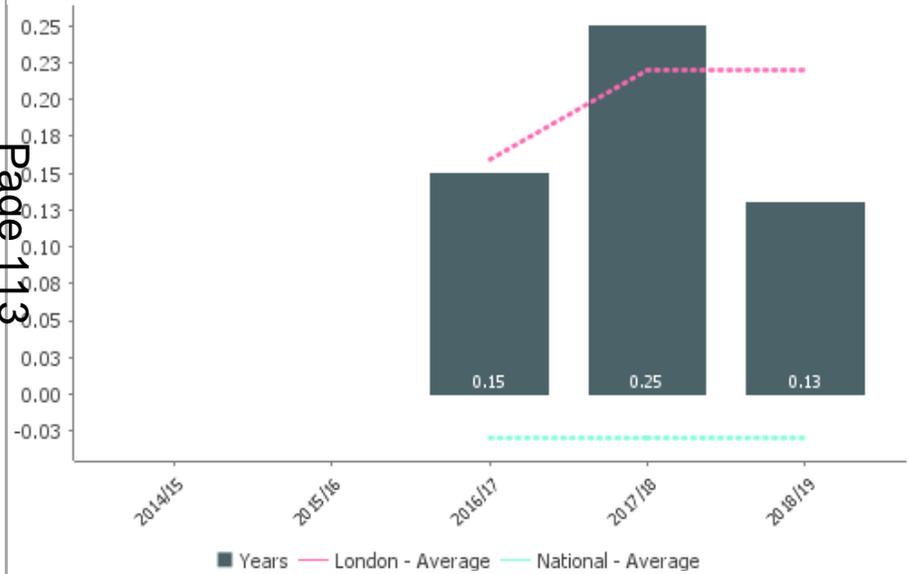
### M10.3 Key Stage 4 - Progress 8

#### KS4 (GCSE) - Progress 8

Lead member	Expected Outcome	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	○ Not applicable	2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating	
Divisional Director, Education and Partnership	Strategic	Yes		0.13		Data Only

#### Performance data trend chart

#### Latest note



Provisional out turn for the academic year 2017/18 - final out turn data available in January 2019.



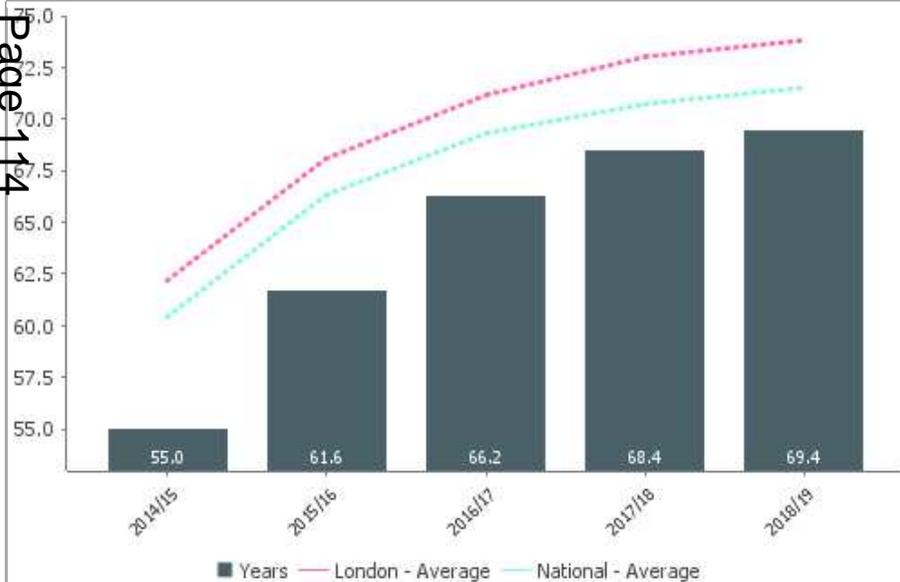
## M10.4 Early years achievement

Early Years Foundation Stage Profile: percentage of children achieving a Good Level of Development (GLD)

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	○ Not applicable	2018/19		↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	Yes		69.4	Data Only

Performance data trend chart

Latest note



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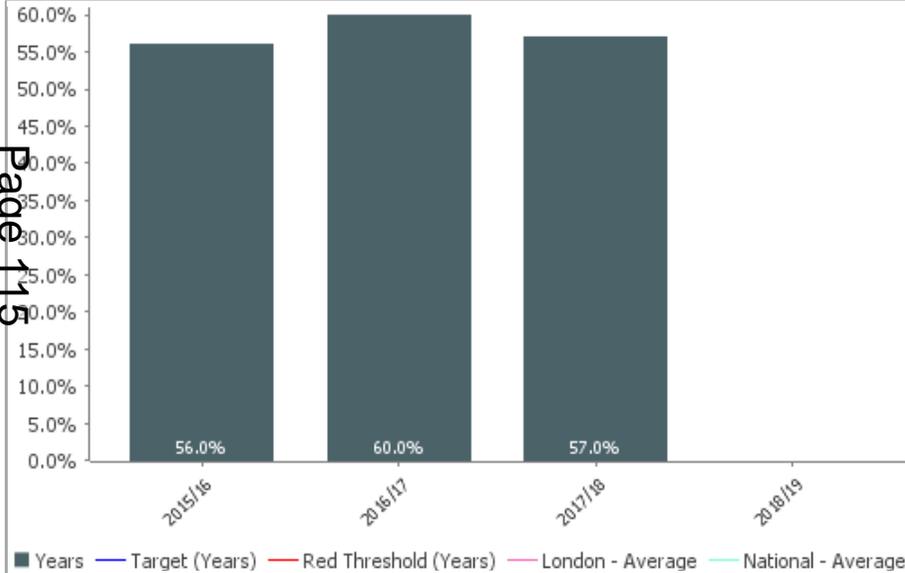


## M10.5 Resident satisfaction with response to Anti-Social Behaviour (ASB)

Extent to which residents feel the police and other local services are successfully dealing with Anti-Social Behaviour (ASB)

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	○ Not applicable	2017/18		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm	Strategic	Yes		57.0%	Data Only

Performance data trend chart



Latest note

Latest outturn relates to the Annual Resident Survey carried out in early 2018.



## M10.7 First time entrants to the youth justice system

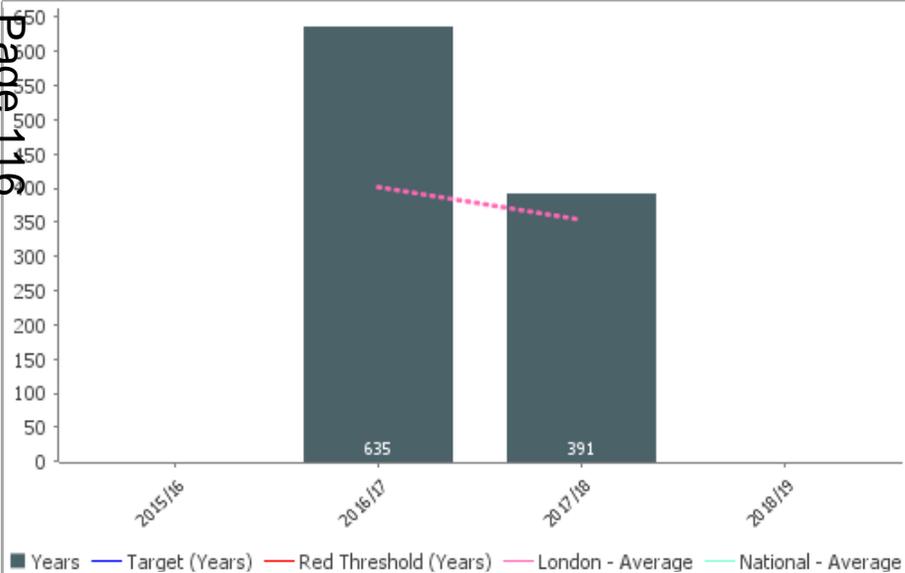
First time entrants to the youth justice system (JCE9) rate per 100,000

Lead member	Expected Outcome	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	○ Not applicable	Q1 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating	
Divisional Director, Youth and Commissioning	Strategic	Yes		391		Data Only

Performance data trend chart

Latest note

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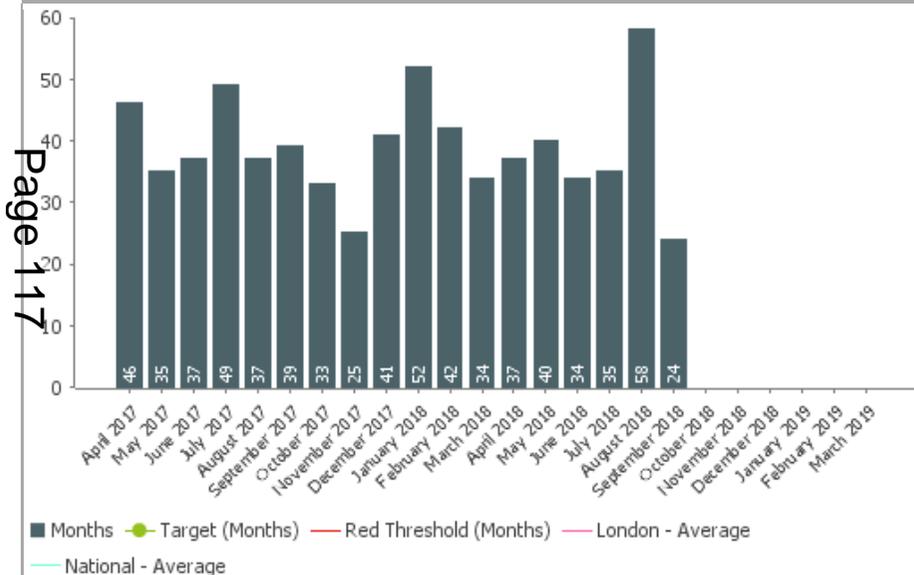


## M10.8 Arrests supported by the Council's CCTV room

The number of arrests as a result of the Council's CCTV room working jointly with police on the street

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	○ Not applicable	September 2018		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Public Realm	Strategic	Yes		24	Data Only

Performance data trend chart



Latest note

228 arrests so far this year, compared to 243 in the same period last year.



## M10.9 Arrests as part of Operation Continuum

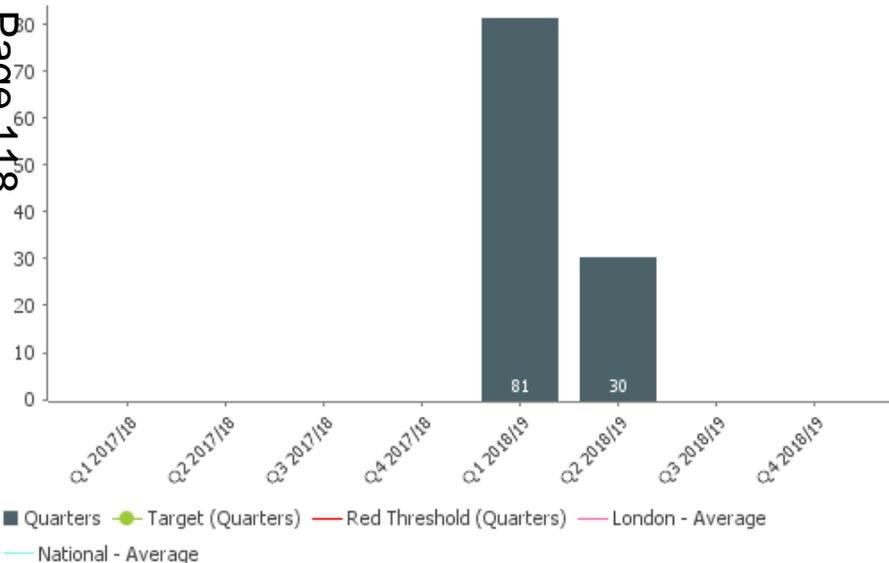
The number of arrests for drug trafficking offences as part of Operation Continuum, our joint operation with the police to tackle drug related crime

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	○ Not applicable	Q2 2018/19		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	Yes		30	Data Only

Performance data trend chart

Latest note

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Target not set for this strategic measure

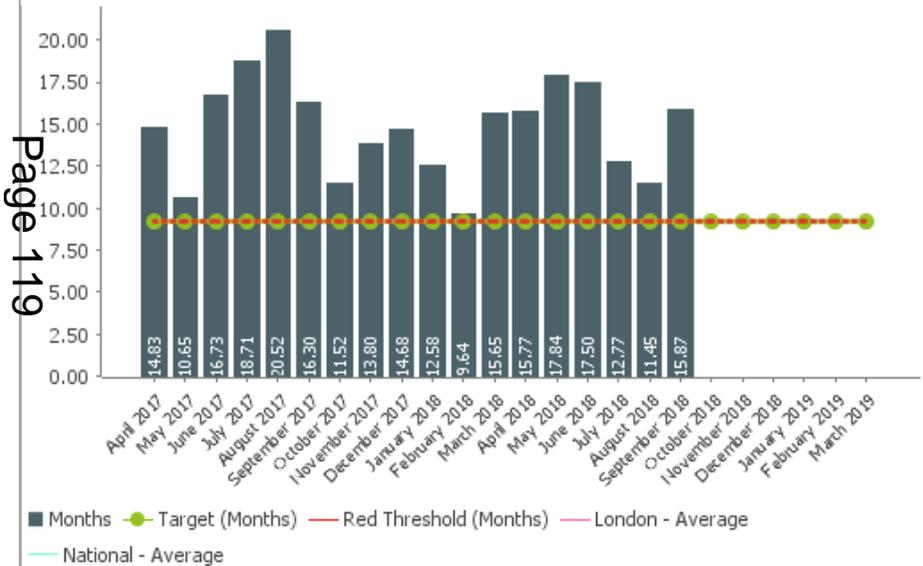
**M10.1 Delayed transfers from hospital care (average daily bed days)**

Delayed Transfers of Care from hospital (All Delayed Transfers of Care - NHS, Social Care and Joint NHS/Social Care) - average daily bed days (ASC:2C(1) JCE)

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing		September 2018		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care Divisional Director, Integrated Commissioning	Strategic	Yes	9.17	15.87	Red

Performance data trend chart

Latest note



The high level of delays for this measure is due to delays within the NHS process, as delays attributable to social care or joint NHS and social care are both below target at the current time.

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## Strategic plan delivery

RAG	Activity	Latest note
▶	<b>Activity 10.1</b> We will work collaboratively with the Tower Hamlets Strategic Partnership to develop and deliver the Tower Hamlets Plan	<p>Last year, with our partners, we re-established the Tower Hamlets Partnership, a way in which organisations in Tower Hamlets can work together to try and tackle some of the high profile issues facing the borough. The first Partnership Summit will take place in November and will focus on children and young people. A second summit will be held in April 2019 and will focus on accessing good jobs and employment.</p> <p>Our Brexit Commission was launched on 6th September 2018. It was set up to examine the impact that Brexit will have in key areas such as the local economy, the delivery of public services, and the lives of residents in the borough. So far, we have delivered a road show with expert advice and support provided for EU citizens living in the borough on EU settlement rights. Evidence gathering events are taking place with key businesses, public sector services and members of the public, for an impact report which is due to be launched in January 2019.</p>
▶	<b>Activity 10.2</b> We will continue to deliver the Community Hub programme (through start on site at both Raines and Granby Hall) and start construction on the new Town Hall	<p>Our community hubs are versatile, bookable spaces, designed to host a number of community groups run by local groups, the voluntary and community sector and local residents. The space at Granby Hall is due to be refurbished into a hub starting before the end of this year, whilst the space at Raines House will be started in 2019.</p> <p>We are finalising our contract for a main contractor to start building works on the new Town Hall, ready for our move in 2022.</p>
▶	<b>Activity 10.3</b> We will continue to deliver integrated care through the Tower Hamlets Together Partnership	<p>Each work stream of the Tower Hamlets Together Partnership (THT) is now established, has a comprehensive work plan, and has good attendance from across the health and social care system. Staff are encouraged to attend information sessions where they can find out about THT and its work and a Workforce and Organisational Development Group is exploring areas such as protocols around joint learning, development, commissioning and delivery, and multi-agency approaches to commissioning.</p>



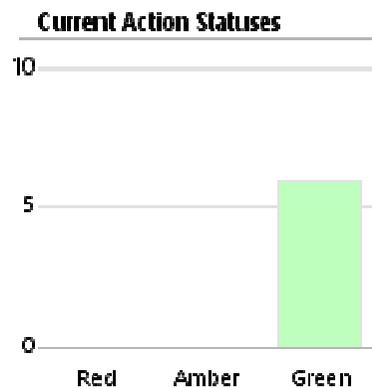
## Outcome 11 People say we continuously seek innovation and strive for excellent to embed a culture of sustainable improvement

As our funding from central government continues to reduce we need to make sure that we use our resources even more effectively than we do now and constantly challenge the way we do things. We have made significant progress on our improvement journey over the past three years. We have put into place robust arrangements to improve services and strive towards excellence. Our organisational change programme is focused on giving our staff the right skills and tools to embrace a rigorous approach on achieving outcomes for our residents.

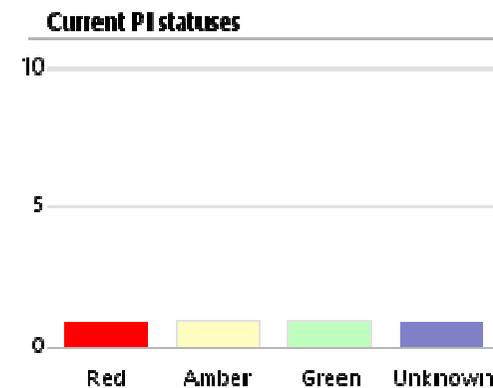
Now is the time to build on those foundations and accelerate the pace of change and innovation. This means embedding Best Value into everything we do, learning from our recent Local Government Association Corporate Peer Challenge, and continuing to work towards an improved Ofsted rating for Children's Services.

### Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





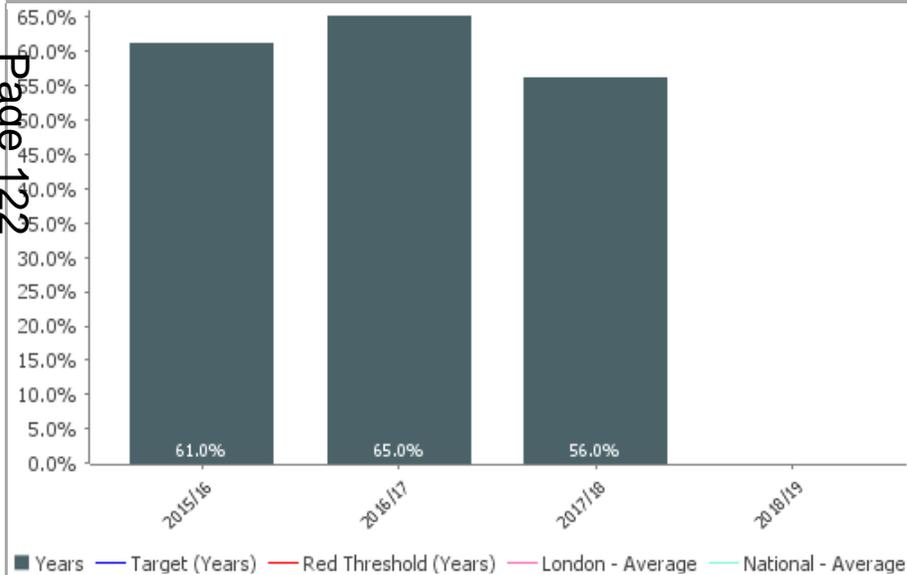
### M11.4 Resident satisfaction in the council doing a better job than a year ago

Percentage of residents who agree a great deal or to some extent, that the council is doing a better job than a year ago (ARS12)

Lead member	Expected Outcome	Last update		Short term trend arrow	Long term trend (DOT)
Executive Mayor	<input type="radio"/> Not applicable	2017/18		↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Chief Executive	Strategic	No		56.0%	Data Only

Performance data trend chart

Latest note



Latest outturn relates to the Annual Resident Survey carried out in early 2018.

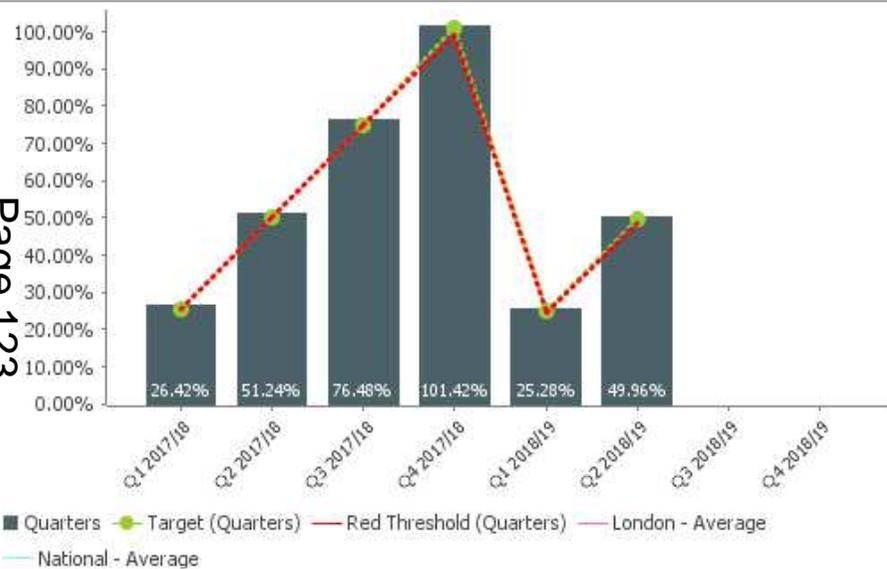
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 **M11.1 Council Tax collection**

Percentage of Council Tax collected (budgeted)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	 On target	Q2 2018/19			
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Revenue Services	Strategic	No	49.50%	49.96%	 Green

*Performance data trend chart* *Latest note*



This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

Target achieved.

**M11.2 Business Rates collection**

Percentage of Non-Domestic Rates collected (budgeted)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	⚠️ Uncertain	Q2 2018/19		⬇️	⬇️
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Revenue Services	Strategic	No	48.96%	48.65%	⚠️ Amber

*Performance data trend chart*

*Latest note*



This measure is cumulative and the numbers increase throughout the year, always providing the year to date figure.

The amount raised through business rates has continued to fall due to changes in valuations of vacant floors undergoing substantial alterations. Further new regulations will come into effect in November 2018 and we are working with the Valuation Office Agency to try and estimate how this will impact on business rate income in Tower Hamlets.

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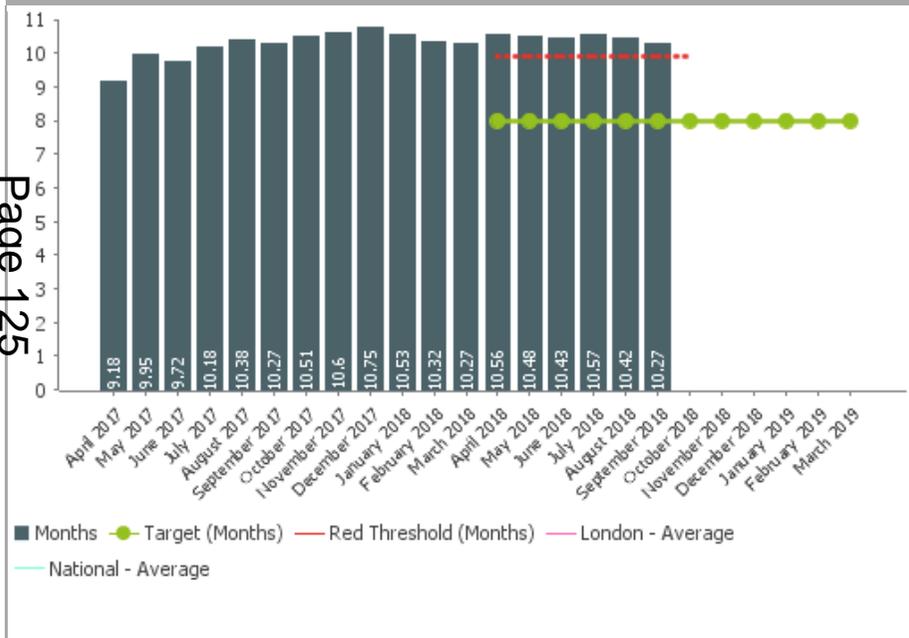
### M11.3 Staff Sickness absence

Number of working days / shifts lost to sickness absence per employee (not including schools) (BV12) (CE046a)

<i>Lead member</i>	<i>Expected Outcome</i>	<i>Last update</i>		<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	Unlikely	September 2018			
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, HR and Transformation Divisional Director, HR and Transformation	Strategic	No	8	10.27	Red

*Performance data trend chart*

*Latest note*



The target was missed as absence levels are still exceeding the minimum expectation of 9 days.

We are putting in place a number of interventions to improve sickness absence levels:

- a new set of outcome focused performance measures to assess compliance with our procedure and the impact it has
- consideration of piloting a Day One (those who have triggered the sickness procedure) Absence Management Strategy by a third party
- mandatory sickness management training and annual refresher course for all managers;
- annual Flu Clinics; Physiotherapy services including a 6 week rehabilitation programme; Free Employee Assistance Programme; Managers' helpline for difficult situations

It is unlikely that the target of 8 days will be reached by year end although we expect the figure to reduce over the next 6 months. However, we expect our actions to see more profound results by end of Quarter 2 2019/20.

## Strategic plan delivery

RAG	Activity	Latest note
▶	<b>Activity 11.1</b> We will work smarter together to become a dynamic outcomes-based organisation that delivers excellent services with fewer resources, using insight and intelligence to inform our decisions	<p>We have recently set up an Organisation and Culture Board to change the way we work to an outcomes focussed organisation. Our staff have been attending workshops which are aimed at enabling a better understanding of the changes that need to be made to achieve better outcomes for residents. We are also restructuring our frontline services in order to be able to deliver our services in a more outcomes-oriented way, and our IT services are being improved so that we can work in a more reliable, efficient and productive way.</p> <p>We have taken on board the feedback from our August monitoring visit conducted by Ofsted and the Department for Education which looked at support for looked after children and their permanence arrangements. The learning and direction which we gleaned from the visit has helped us to refocus service delivery so that we remain committed in our journey towards a good Ofsted rating by 2019. We have implemented a revised internal quality assurance (QA) framework which met the approval of Ofsted. A number of initiatives are in place and improving the quality of our children's social care workforce, one of which, 'Grow Your Own' which provides a 3 year support plan to newly qualified social workers—is the first offer of its kind in the country.</p>
▶	<b>Activity 11.2</b> We will continue to ensure that our workforce is diverse, reflects the people we serve, and has the right tools to deliver excellent services to our residents	<p>We have supported this activity by undertaking a Gender Pay Gap audit which was published in April. This included data relating to staff disability and ethnicity for all staff including contracted out services. We will take corrective action where the findings show staff have been disadvantaged.</p> <p>A leadership programme, which aims to be representative of our workforce and the communities that we serve, has been set up, funded by the Government's Apprenticeship Levy.</p>
▶	<b>Activity 11.3</b> We will undertake activities which see Tower Hamlets recognised nationally and locally as an inclusive employer that recruits, develops and supports staff from different backgrounds	<p>As a committed equal opportunity employer we have recently submitted our annual application for the Stonewall Equality Index, demonstrating our commitment to LBGTQI+ inclusion in the workplace. We will find out whether we have remained in the Stonewall top 100 employer index early in 2019.. In September we were successfully reassessed as a Disability Confident employer, meaning we have been recognised as an employer which recruits, retains and supports disabled people and people with health conditions for their skills and talent.</p>
▶	<b>Activity 11.4</b> We will build on our continuing journey of innovation, excellence and	<p>We have set up a new Mayoral Improvement and Transformation Board which will take forward improvement activities across the council. The board meets for the first time in December and will</p>

RAG	Activity	Latest note
	improvement by embedding Best Value improvements into service delivery and by developing a new way of measuring how we are performing as an organisation	<p>consider an action plan responding to the recommendations from the recent Corporate Peer Challenge.</p> <p>Our scrutiny work programme has been developed to support both the council's improvement agenda and effective decision making. The Overview and Scrutiny Committee will be scrutinising progress on improving Children's Services.</p> <p>We want to raise the profile of Tower Hamlets as an innovative council which is leading the way in a number of areas and we want to improve the quality and range of our communications to our customers. Activities we have promoted this year include: the launch of the Brexit Commission; the Violent Crime Summit through the Safer Together campaign; the launch of the Young WorkPath; and the Breathe Clean campaign on air quality. Our work has been positively received in local and trade press such as the Local Government Chronicle, the Municipal Journal, the Estates Gazette, and the East London Advertiser.</p>
▶	<b>Activity 11.5</b> We will protect our resources by carrying out anti-fraud measures to tackle tenancy, parking and other types of fraud	We take our duty to protect our scarce resources seriously. In conjunction with Tower Hamlets Homes, we have run two counter-fraud campaigns targeting social housing fraud, and we will be running another in early 2019. We are providing our staff with guidance and training to spot fraud.
▶	<b>Activity 11.6</b> We will develop a medium-term financial strategy (MTFS) and associated saving and investment proposals to take account of the impact on our local Council Tax payers of any changes to the level of Council Tax	Every year we consult local people and businesses on our budget proposal. This year's budget consultation will run from October to December, and the new MTFS proposals will be presented to January Cabinet.

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<p><b>Overview and Scrutiny Committee</b> <b>17<sup>TH</sup> December 2018</b></p> <p><b>Cover Sheet</b></p>	
<p>Children's Services Improvement Quarterly Progress Report (Quarter 2- 2018/19)</p>	

This report provides an update on progress in delivering improvements to Children's Services in response to the report published by Ofsted in April 2017 which rated our services 'inadequate'. The Council's improvement plan aims to achieve a standard of 'good' at its next inspection, in 2019.

Endorsement is sought for the progress made in delivering the Children's Services improvement Programme.

OSC are asked to note the report and comment on the report and progress for Quarter 2.

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<b>Cabinet</b>	 <b>TOWER HAMLETS</b>
19th December 2018	
<b>Report of:</b> Debbie Jones, Corporate Director Children's Services	<b>Classification:</b> Unrestricted
<b>Children's Services Improvement- Quarterly Progress Report (Quarter 2 2018/19)</b>	

<b>Lead Member</b>	<b>Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People</b>
<b>Originating Officer(s)</b>	Nazma Rabbani Children's Services Improvement Manager
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	No
<b>Forward Plan Notice Published</b>	30 <sup>th</sup> October, 2018
<b>Reason for Key Decision</b>	N/a
<b>Community Plan Theme</b>	<b>A fair and prosperous community</b>

**Recommendations:**

The Mayor in Cabinet is recommended to:

1. Endorse the progress made in delivering the children's services improvement programme.
2. Agree the next steps in the improvement journey which will be updated on in the next report.

**1. REASONS FOR THE DECISIONS**

- 1.1 Corporate and political leadership of the Children's Services improvement agenda is a critical part of ensuring its success. Consideration of this report in Cabinet will support this leadership and help to facilitate public scrutiny of progress.

**2. ALTERNATIVE OPTIONS**

- 2.1 There are no alternative options to consider.

### **3. DETAILS OF THE REPORT**

#### **Where Were We?**

This report provides an update on progress in delivering improvements to Children's Services in response to the report published by Ofsted in April 2017 which rated our services 'inadequate'. The Council's improvement plan aims to achieve a standard of 'good' in summer 2019, when it is likely to be next inspected. This is a bold aspiration but we believe the minimum our children and families deserve.

The most recent visit, on 15-16 August 2018, focused on Permanency Planning and the Public Law Outline (PLO), i.e. how the council performs its obligations as a corporate parent. Inspectors evaluated the quality of care planning for children in care, in particular the achievement of timely permanence for all children who are unable to live with their birth parents. They assessed progress since the last inspection and focused on areas of practice that had required significant improvement. The monitoring visit letter was published on 10<sup>th</sup> September.

Ofsted highlighted some particular areas of focus which they will expect to see progress in by the time of their next visit in December. These are:

- Permanency Planning – we must make decisions for the long term placement of children in our care at the earliest possible stage. This will often include pursuing multiple options at the same time so that there is no delay in achieving a positive, long term outcome for all children.
- Assessments – there are a number of children in the Looked after Service without a recent assessment. It has been made clear to all staff that the expectation is that all looked after children have an updated assessment at least annually.
- Through-care Service – the implementation of the new Through-care service will be prioritised to ensure that we are providing the best service to our older looked after children as they transition to adulthood.
- LAC Medicals – we are working closely with colleagues in the CCG in order to improve performance this area.

The overall level of progress over the past 18 months has been strong, however the August monitoring visit highlighted that the rate of progress previously seen other parts of the Division were not as strongly embedded and evident within the "Looked After" Children's service.

We have agreed with Ofsted that the fifth monitoring visit (11<sup>th</sup>-12<sup>th</sup> December) will again focus on Looked After children, with the addition of also looking at practice for Care Leavers. We expect one further (and final) monitoring visit in March/April 2019 which is likely to re-visit the practice at the front door. The full re-inspection will take place at any point within the six months following the final monitoring visit. Ofsted have also recently confirmed that the re-inspection will be a two week inspection under the new ILACS inspection system.

### 3.1 Our key areas of improvement/challenge

- a) Exploitation
- b) Staff retention and workforce stability
- c) Permanence
- d) Quality Assurance/Performance
- e) Consistency of thresholds
- f) Children “missing”
- g) Sufficiency and quality foster placements for looked after children.

## PROGRESS UPDATE

### 3.2 Staff Recruitment and Retention

In February 2018 48% of Social Work staff were agency staff, this was the highest across London. Our work to provide better working conditions and caseloads, along with the development of the SW Academy has been able to reduce this reliance on Agency staff to 32% (September 2018). The Inner London average for agency Social Workers is 27.7%.

We have also reduced staff turn-over from a high of 23.3% in February 2018 to 15.7% in September 2018, which is now slightly lower than the London average of 16%.

Although it is positive that we have made progress in stabilising our workforce, there are still a number of challenges and initiatives that we need to pursue. These are;

- Conversion of Agency staff to Permanent positions (Divisional Director’s event for staff is scheduled for late November)
- Review and streamlining of HR recruitment processes to “fast-track” SW applications. A Task and Finish Group has recently been set up to undertake this work.
- Commissioning of a specialist recruitment agency to source experienced SW’s interested in joining Tower Hamlets.

Level 3 - Service	Average FTE Days Lost	Average FTE Days Lost
	End March 2018	End Sept 2018
Assessment & Early Intervention	18.69	10.31
Child Protection and Reviewing	5.51	4.91
Children Looked After & Leaving Care	13.58	7.38
Children's Resources	11.62	10.32
CWD AND CAMHS	4.44	9.24
Family Support & Protection	5.44	7.39
	<b>10.26</b>	<b>8.45</b>

	Reported Figure 17/18 (TH)	Q2 18/19 (TH)	London Average
Average Caseload	19.3	16	16
Rate of Turnover	25.4%	15.1%	16%
Agency SW's	49%	33.5%	27.7%
Staff Absence	4.1%	3.3%	2.1%

### 3.3 Social Work Academy

The creation of the Social Work Academy is also one of the key ways we are seeking to establish stability within our workforce and reduce staff turn-over. This will be the first programme of its type nationally to include a three-year NQSW (Newly Qualified Social Worker) Programme to ensure newly qualified social workers have a sustained wrap-around service as well as career mobility. The vision is to make Tower Hamlets an attractive place for professionals to seek and remain in employment.

The ultimate aim of the Academy is that it will cover both Children's and Adults Services, however learning from other local authorities who have attempted to launch in this way indicates that a phased approach is more likely to succeed. Following discussion at CLT a project team has been commissioned to oversee this work and a dedicated project officer has now been assigned. We have now formed a Social Work Academy Board, chaired by the Divisional Director of Children's Social Care, which will oversee the setting up of the Academy and ensure that the tight time-scales are adhered to.

The Social Work Academy is now live, with the majority of the first year cohort starting in October and November. Further, smaller intakes are due to start in January. The Academy will be officially launched at an event on 5<sup>th</sup> December 2018. The three strands of the Children's Workforce strategy and the impact on the permanent workforce are in the table below:

3 Pronged Recruitment Projection Snapshot						
		Year 0	Year 1	Year 2	Year 3	Activity Total
1	Hire Newly Qualified Social Workers (NQSW)		40	40	40	120
2	Convert Agency Workers to Permanent		6	4	2	12
3	Targeted recruitment of Experienced Social Workers		14	25	25	64
	<b>Total Recruits</b>		60	69	67	196
	Projected Annual Staff Turnover (15%)	50 (19%)	39 (15%)	39 (15%)	39 (15%)	167
	<b>Net Recruits</b>		21	30	28	79
	<b>Total Vacancies (Total posts 262)</b>	114	93	63	35	
	<b>Total Vacancies in %</b>	<b>44%</b>	<b>35%</b>	<b>24%</b>	<b>13%</b>	

**3.4 Restorative Practice** we have completed the first phase of engagement with staff and partners on a new model of social work practice following a decision to move away from the ‘signs of safety’ model, which had been poorly implemented. Restorative Practice has a strong international and national evidence base underlining its value.

A number of high performing local authorities in the UK have embedded the approach to best effect including Leeds, which became a good authority following an inadequate judgement, alongside other local authorities such as Wolverhampton & West Berkshire. The Task and Finish Group has now become a Steering Group, chaired by a Service Manager from within Children’s Social Care rather than an independent consultant, as was the case previously.

Following the “Big Restorative Practice Discussion” a rolling programme of training on the Restorative Practice model has continued throughout the summer, ten cohorts of training courses have been delivered, with approximately 216 staff trained across Children’s Social Care by the end of September. We begin a further round of training in October/Nov, and this round of training will now include partner agencies. This will ensure that the model has a multi-agency approach and that families can experience a consistent model of intervention and planning. Senior Leaders undertook their first training session on the 11<sup>th</sup> October 2018. It has been agreed for Leeds City Council to become one of our improvement partners. Arrangements are now in place for a visit to Leeds in February 2019.

### **3.5 Single Assessments**

Single assessments are undertaken at the initial referral stage to gather information about a child and their family, to analyse and understand the needs of individual children to determine what services to provide and action to take.

The August 2018 monitoring visit highlighted that too many assessments of our “Looked After” children were not sufficiently up to date. This meant there was no up-to-date analysis of their needs, views and how the foster placement might support the young person towards the best possible outcomes.

At the time of the visit there were 186 Single Assessments that were over 12 months old, which was felt to be sufficiently out of date. Since that time we have updated all of these Single Assessments, as well as developing a tracking system for managers that now alerts them to future assessments. That will require updating so that we can remain on top of this process and ensure that all CLA young people now have a relevant assessment of their needs and how we plan to support them.

### **3.6 Permanency**

New guidance on permanency decision making has been developed and issued to staff. Training on permanency has been delivered to staff by the Royal Holloway College. Work has also been undertaken to change workflows to ensure all permanency decisions are now endorsed via a reconfigured Permanence Panel. This has been followed up by audits and dip samples of cases in order to monitor the impact on practice. It’s clear from these audits

that planning for permanency and ensuring that decisions are taken concurrently require considerable more work in order for them to become fully embedded. This will mean continued focus on permanence within our future audit activities.

### 3.7 Initial Health Assessments

Every Looked After child must have an initial health assessment to understand their health /medical needs which is undertaken by a registered medical practitioner at the initial stage of coming into care, then at specified interval depending on the child's age.

We are working very closely with colleagues at Barts Health and the Clinical Commissioning Group to address this very important issue. At the point of the August Monitoring visit our performance was at 22%. In October and September our performance had improved to 50%. Although there is still some way to go with regard to improving this figure it is clear that performance is continuing to improve and the work has engendered some positive cross partnership working.

We have undertaken to ensure that paperwork is provided to colleagues at Barts Health in a much more timely fashion to ensure that they have as much time as possible to arrange and complete the Initial Health Assessment. We have amended some of our internal processes and ensured that all social workers, team managers and service managers are placing a high priority on ensuring this is done. This has resulted in paperwork being sent much more quickly and on many occasions within our four day target with performance continuing to improve. Early indications are that more children are having their health assessments within the 28 day timescale.

### 3.8 Audit Culture

Our quality assurance and audit programme was fully launched in August 2017 and we are continuing to use audit activity systematically to inform our improvement activity. Ofsted commented in their second monitoring visit that the use of audit was becoming more embedded although they felt that some improvement was needed in its effectiveness to support the improvement journey. In addition to the full audit schedule, dip sampling continues to take place to support the understanding of social work delivery for children.

In September we audited and moderated 35 cases, and in October we audited and moderated 30 cases. These cases will be provided to Ofsted inspectors in December so that they can randomly select a group of 15-20 cases to inspect.

In reviewing the audits and moderations, specific themes emerged- some good and some requiring improvement. The learning from both will support CSC in developing practice. In addition, re-training has been delivered to staff in order to support the QA process and help people understand what "good" looks like.

During the course of the improvement journey so far, there have been areas which have shown **considerable improvement**, though taking away that there is still more to do. Those areas include:

- The pre-proceedings episodes, tracked from the legal planning meeting, have significantly reduced and are within the minimum range of the Children Act guidelines (12 – 16 weeks).
- When partner agencies support the family plan prior to and during the PLO process the outcome for children has been the most positive.
- In regard to ongoing work: in only a few cases, partners failed to work together effectively.
- Management understanding and oversight is visibly recorded in case notes and reflective group supervision and 1:1 supervision is held regularly. Management oversight is now consistently recorded at between 95%-99%
- A child's diversity is explored and understood in most cases.
- There is clear evidence of sustained improvement around compliance to statutory time-scales and processes. The majority of Audits and Moderations in September 2018 focus on the quality of care plans and have assessed cases as 'does not meet good' where the plans are not SMART and outcome focused.
- The voice of the child and direct work, is evidenced in most cases audited.

It is evident that we have now seeing sustained good performance in relation to the frequency, timeliness of visits, assessments and reviews. The challenge within phase two of the improvement journey will be to build on the consistency and quality of direct practice and written work.

**There are some areas which require further improvement:**

- The use of chronologies varies and there is not always a consistent standard maintained. Where they are present, they are not always updated or complete. In practice this means that themes and patterns in the child's journey are not identified and this has a direct impact on the quality of assessments and planning.
- Both of the pre-birth cases that were audited this month indicated training needs for CLA managers and social workers around pre-birth assessments, planning and CP procedures
- Delays in permanency planning were also identified as a concern and the need to consider at an earlier stage in the child's journey long term permanent plans.
- Notifications to IROs of children who move placement are largely absent. This has meant there is a lack of challenge to operational teams where children move. The Group Manager for the service is already working on an automatic notification process to allow for IRO scrutiny to be improved.

The above findings were borne out by the recent Ofsted visit, where inspectors noted that case file audits are completed regularly but more work is needed to sustain the focus on the quality of practice and not just the process.

As part of embedding Quality Assurance at all levels, Ofsted recommended that we take forward "Practice Week", where senior leaders spend time with frontline social workers reviewing cases and shadowing their work with children and

families in order to better understand their day to day experience. Practice Week takes place on a quarterly cycle, with the Chief Executive and Corporate Director of Children's Services taking part, alongside the Mayor, lead member for Children's Services and lead Overview and Scrutiny member for Children's Services, the divisional director and the LSCB chair. This includes attending social work visits, meeting student social workers, spending time with social work teams and observing professional meetings about children. These observations are informing our improvement activity going forward. The next Practice Week will take place week commencing 19<sup>th</sup> November 2018, supported by the London Borough of Islington, and with a focus on the looked after children and leaving care service.

### 3.9 Remaining Challenges

**Social Work Academy – Retention and reducing costs** we are currently in the process of introducing new ASYE's into Teams and therefore are beginning to reduce the number of agency social workers. This will need to be undertaken with care.

**Through Care Service Launch** the Leaving Care service will move into Mulberry Place by mid-November 2018. A fresh round of consultation with staff and the Children In Care Council has also taken place. A task and finish group to plan transfer of cases are scheduled to commence in December 2018.

#### **Preparation for the Ofsted re-inspection**

As part of the new ILACS Inspection Framework, each local authority hosts an annual engagement meeting with senior officers from Ofsted. Our meeting will take place on the 20<sup>th</sup> November. We will present a summary of our current position in the form of three questions.

- What do you know about the quality and impact of social work practice in your local authority?
- How do you know it?
- What are your plans for the next 12 months to maintain or improve practice?

We are in the process of creating a presentation that will be delivered during the meeting.

Focus groups for Social Workers and Managers have been arranged which will be led by Sir Alan Wood on the 14<sup>th</sup> November, this will be reflected and fed back as part of staff engagement at the meeting.

We have reformatted the new improvement plan to take into account the fact that we are definitely going to be inspected under ILACS. The ILACS has different criteria so we are having to ensure that we are assessing ourselves against these updated outcomes. We have updated the draft plan to reflect this and have begun to process of updating the commentary and RAG ratings. The plan is to assess ourselves against the different headings, including identifying what data

we hold, both quantitative and qualitative to evidence this. We will use this to develop a higher level document, likely covering the three key areas of

- The experiences and progress of children who need help and protection
- The experiences and progress of children in care and care leavers
- The impact of leaders on social work practice with children and families

#### **4. EQUALITIES IMPLICATIONS**

- 4.1 Ensuring that we are providing good services to vulnerable children and their families will ensure that some of our most disadvantaged children are effectively supported to maximise their life chances.

#### **5. OTHER STATUTORY IMPLICATIONS**

- 5.1 Safeguarding children is a core focus of the improvement plan.
- 5.2 The Ofsted judgement rated our local safeguarding children board 'inadequate.' Work is underway to address this finding and improve the work of the board.
- 5.3 Work is ongoing to develop new safeguarding arrangements consistent with new regulations as set out in *Working Together 2018*.

#### **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 Significant additional resources have already been identified as part of the 2017 2020 MTFS; in particular total additional growth of £5.2m addressing pressure in a range of areas, most of which feature in the improvement plan.
- 6.2 Additional one-off investment funding via the Council's Transformation Reserve is being used to support the implementation of the Children's Services improvement plan. The estimated cost of this plan over 2 years is expected to be £4.2m (of which £1.9m was spent in 2017/18)
- 6.3 The level of one-off funding is based on a detailed assessment of the costs associated with the improvement plan and the improvements that will be achieved as a result of the investment have also been identified and are regularly monitored.

#### **7. COMMENTS OF LEGAL SERVICES**

- 7.1 The framework for Ofsted inspections of Children's Services is set out in sections 135-142 of the Education and Inspection Act 2006 ('the Act') and associated Employment and Education Act 2006 (Inspection of Local Authorities)

Regulations 2007 ('the Regulations'). Tower Hamlets was inspected in January 2017 under Ofsted's "Framework and evaluation schedule for the inspections of services for children in need of help and protection, children looked after and care leavers and Reviews of Local Safeguarding Children's Boards" ('the SIF'), which sets out a single assessment framework for assessing local authorities during inspections conducted under section 136 of the Act. Local authorities are graded outstanding, good, requires improvement or inadequate in each of the areas inspected.

- 7.2 Under Ofsted's "Framework, evaluation criteria and inspector guidance for the inspections of local authority children's services" introduced in November 2017 ("the ILACS, information held about each local authority is used to inform decisions about how best to inspect that authority. This sets out that Ofsted will usually re-inspect an inadequate local authority using the same framework under which they were judged inadequate. However, Ofsted may also take a decision to re-inspect under the ILACS framework.
- 7.3 Ofsted will inform inadequate authorities if they no longer plan to undertake monitoring visits meaning a re-inspection should take place within six months. If the outcome of the subsequent re-inspection is better than inadequate, that authority will then begin to follow the pathway for local authorities which either require improvement, or are graded good.
- 7.4 The recommendations that the Mayor in Cabinet should endorse the progress made in delivering the children's services improvement programme and agree the next steps in the improvement journey, are consistent with the Council's duty to secure continuous improvement in its functions. Failure to make the necessary improvements to children's services could result in the Secretary of State appointing a Children's Services Commissioner or removing service control from the Council.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

- NONE

### **Background Documents – Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012**

- NONE

### **Officer contact details for documents:**

N/A

<p><b>Cabinet</b></p> <p>19<sup>th</sup> December 2018</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Neville Murton (Acting Corporate Director of Resources)</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>MTFS Budget Update 2019-22</b></p>	

<b>Lead Member</b>	<b>Councillor Candida Ronald, Cabinet Member for Resources and the Voluntary Sector</b>
<b>Originating Officer(s)</b>	[Damon Lawrenson (Interim Divisional Director, Finance Procurement and Audit)]
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	Yes
<b>Forward Plan Notice Published</b>	20 <sup>th</sup> November 2018
<b>Reason for Key Decision</b>	To set the budget for 2019-20 and agree the 3 year MTFS to 2022
<b>Strategic Plan Priority / Outcome</b>	<p><b>1. People are aspirational, independent and have equal access to opportunities;</b></p> <p><b>2. A borough that our residents are proud of and love to live in;</b></p> <p><b>3. A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough.</b></p>

### Reasons for Urgency

The Council’s Budget Consultation ended 10<sup>th</sup> December 2018 and responses were still being analysed at the Cabinet publication deadline of 11 December. This report must be presented to the Cabinet on 19 December to allow sufficient time for the implications of the budget consultation to be considered by the Mayor in Cabinet prior to a draft budget and MTFS being prepared for the next scheduled Cabinet meeting on 9 January 2019.

### Executive Summary

This report aims to update Cabinet on the Budget for 2019-2020 and Medium Term Financial strategy (MTFS) for the period 2019 - 2022. This report highlights any new developments that have an impact on the general fund budget position reported to Cabinet in October 2018 and options being considered to close any gaps that arise. The report also outlines the impact of the Chancellor’s recent budget announcement and the Local Government Settlement for 2019-2020; updates on the 2019-2020

London Business Rates Retention Scheme; progress made on the new governance arrangements for the capital programme and the outcomes from the recent budget consultation. The report also explores options for setting the level of Council Tax and reviews the adequacy of reserve balances over the period 2019-2022.

### **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Note the changes to the draft budget position for 2019-2020 and over the MTFFS period 2019-2022.
2. Note the illustrative modelling for the 2019-20 London Business Rates Retention Scheme.
3. Note the decisions of London Councils to participate in the 2019-20 London Business Rates Retention Scheme.
4. Note the options for Council Tax levels over the MTFFS period 2019-2022.
5. Note the analysis and outcomes from the Your Borough Your Future budget consultation in Appendix A and have due regard to the issues raised in finalising its detailed budget proposals.
6. Note the additional resources required over the MTFFS to cover estimated risks and uncertainties.
7. Note proposed increase to tenanted service charges by 3.4% from the first week in April 2019.
8. Note the Equalities Impact Assessment / specific equalities considerations as set out in section 4 of the report.

## **1. REASONS FOR THE DECISIONS**

- 1.1 The Council is under a duty to set a balanced and sustainable budget and maintain adequate reserves such that it can deliver its statutory responsibilities and priorities.
- 1.2 A Medium Term Financial Strategy (MTFS) covering the entirety of the resources available to the Council is considered to be the best way that resource prioritisation and allocation decisions can be addressed and agreed in a way that provides a stable and considered approach to service delivery and takes into account relevant risks and uncertainty.
- 1.3 Statutory budget consultation is required with business ratepayers, however, a broader consultation with all residents and other relevant stakeholders is considered to represent best practice.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Whilst the Council will adopt a number of approaches to the identification of measures aimed at delivering its MTFS there is no alternative other than to set a legal and balanced budget and agree its Council tax before the statutory deadline.

## **3. DETAILS OF THE REPORT**

- 3.1 The medium term financial planning process is an essential part of the Council's resource allocation and strategic service planning framework. The Medium Term Financial Strategy (MTFS) integrates strategic and financial planning over a three year period. It translates the Strategic Plan priorities into a financial framework that enables the Mayor and officers to ensure policy initiatives can be delivered within available resources, and can be aligned to priority outcomes.
- 3.2 The drivers for the Council's financial strategy are:
- To set a balanced budget over the life of the MTFS whilst protecting residents from excessive Council Tax increases, as defined by the government, through the legislative framework covering Council tax referenda.
  - To fund priorities agreed within the Strategic Plan, ensuring that service and financial planning delivers these priorities.
  - To deliver a programme of planned reviews and savings initiatives designed to keep reductions to service outcomes for residents to a minimum.
  - To maintain and strengthen the Council's financial position so that it has sufficient contingency sums, reserves and balances to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents.
  - Ensuring the Council maximises the impact of its spend to deliver priority outcomes in the context of reducing resources.
- 3.3 The Council continues to implement an Outcomes Based approach to deliver its MTFS. At the heart of its financial planning and decision making process, the Council aims to link its financial resources to Members' Strategic Priority Outcomes.
- 3.4 The MTFS update report in October 2018 identified savings of £44m required over the MTFS period 2019-2022. This included previously approved savings of £14.7m (2019-20) and £9m (2020-21). Officers estimated additional new growth and inflation totalling £20m will be required over the period.
- 3.5 A series of budget meetings between officers, the Mayor and Cabinet have taken place during October and November to address a number of key issues including:

- A review of savings and growth proposals including high level business cases.
- The extended MTFS for the period 2019-2022; identifying the gap arising from recent funding announcements and the Council's options for managing these strategic issues;
- A review of the current Capital Strategy including the governance arrangements for capital projects and programmes, resource prioritisation, funding sources and strategies and consideration of any new projects and programme.
- Consideration of any proposals for the continuation of the London Business Rates retention scheme in 2019-2020 and the potential benefits from business rates income.

**3.6 Table 1 below shows the revised MTFS Position for the Period 2019-2022.**

<u>High Level MTFP</u>			
	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>As Reported October 2018</b>	£'000	£'000	£'000
Revised Budget Requirement	337,117	332,317	345,688
Total Funding	(331,895)	(327,388)	(325,664)
<b>Budget Gap Reported October 2018</b>	<b>5,222</b>	<b>4,929</b>	<b>20,024</b>
<b>Additional Investment in Services</b>	2,500	3,500	3,500
<b>Prior Year Savings Written Off</b>	610	610	610
<b>Revised Budget Requirement December 2018</b>	<b>8,332</b>	<b>9,039</b>	<b>24,134</b>

**Budget Gap 2019-2022 as reported - October 2018**

- 3.7 Within the approved MTFS, officers had made a number of assumptions concerning the impact of demographic pressures and inflation required over the MTFS period. This assumption was revised in light of extending the MTFS to include an additional year 2021-2022.
- 3.8 Following an initial review of the MTFS for the period 2019-2022, additional growth of £13.5m arising from demographic pressures, new requirements or responsibilities had been identified and reported to Cabinet in October 2018.
- 3.9 Also reported to Cabinet in October 2018 were additional inflationary requirements in respect of pay and other non-pay costs estimated to amount to £6.5m for the period to 2021-2022.
- 3.10 In total additional growth and inflation requirements over the MTFS period were estimated at £20.0m in October 2018.

- 3.11 The following issues have impacted finalising the MTFs subsequent to that presented to Cabinet in October 2018;
- Chancellor's Budget Announcement – 29<sup>th</sup> October 2018
  - Local Government Settlement 2019-2020 – Delayed
  - Budget Investment in service areas
  - Prior year savings written off

### **Chancellors Budget Announcement 2018 – 29<sup>th</sup> October**

#### **Social Care**

- 3.12 **Adult Social Care Funding** – Tower Hamlets received £1.46m of the 2018-2019 winter funding pressures money which was based on the Adults Resource Needs Formulae. This funding will be used to alleviate winter pressures on the NHS, getting patients home quicker and freeing up hospital beds across England. In 2019-2020, this will continue at the same level and be pooled into the Better Care Fund via the Improved Better Care Fund.
- 3.13 **Funding for Adults and Children's Social care** – It is estimated Tower Hamlets will receive an additional £2.5m in 2019-2020 to ensure that adult and children social care pressures do not create additional demand on the NHS. Local Councils can also use this funding to improve their social care offer or older people, people with disabilities and children. Funding will be allocated according to the existing Adult Social Care Relative Needs Formula.
- 3.14 **Funding to help children stay at home safely** - £84m over 4 years starting in 2019-2020 with £45m to help children stay at home safely with their families. There is very little detail available against this proposal; up to 20 Local Authorities are referenced but no clarity as to which, or whether this is subject to a bid process.

#### **Schools**

- 3.15 **Schools have been allocated £400m in 2018-19 to spend on equipment and facilities** - The distribution methodology for this is currently unclear but has been estimated in the media at £10,000 for primary schools and £50,000 for secondary schools. This is assumed to be for capital purposes.

#### **Business Rates**

- 3.16 **Small business rate relief announced for 2 years** - Businesses with Rateable Value (RV) of less than £51,000 will receive 1/3rd reduction in their rates bill; the government has said that Council's will be fully compensated for this measure through a S31 grant.
- 3.17 For Tower Hamlets we have identified relevant businesses that qualify for this relief; which equates to £6,603,301 in the first year and £6,748,573 in year 2 (based on CPI uplift). This is based on 2,967 properties and assumes that the rules are largely the same as the previously awarded retail relief, i.e. excludes banks, estate agents and betting shops etc. also large chains as the term "independent" was used in the Chancellor's speech.

### **Housing**

- 3.18 **Removal of the HRA borrowing cap** - The government announced the HRA debt cap would be removed with immediate effect. Removing the HRA debt cap means that instead of having a limit HRA borrowing will in future – along with General Fund borrowing - be subject to the Prudential Code, meaning that borrowing must be affordable, prudent and sustainable.
- 3.19 Under current rules, although interest charges on outstanding debt must be paid, the HRA has not made any provision for debt repayment in recent years. As non-repayment of debt is not sustainable over the long-term, ( it would result in increasing levels of interest charges being incurred on a scheme), the Chief Financial Officer considers that the charging of Minimum Revenue Provision (MRP) should be introduced to ensure the repayment of any borrowing takes place over the usable lifespan of the assets, similar to the Minimum Revenue Provision arrangements that operate for the Council's General Fund. If MRP is not charged, future administrations will inherit ongoing debt costs that will be very difficult to reduce within budget constraints.

### **Local Government Settlement 2019-2020**

- 3.20 In 2016, the Government offered a multi-year finance settlement, which was accepted by 97 per cent of councils, designed to provide funding certainty over the medium term. The 2019-20 provisional settlement will constitute the final year of this four year deal, and is also expected to confirm additional resources provided at Autumn Budget 2018, including £650 million for Social Care.
- 3.21 Due to the recent Brexit debates, the announcement of the provisional settlement for 2019-2020 has been delayed further by 1 week. It is expected that the provisional settlement will be announced sometime week commencing the 10<sup>th</sup> December. The delayed announcement will not affect the usual period for making representations on the provisional Local Government Finance Settlement.
- 3.22 Cabinet will be provided with an update of the impact of the announcement in the Budget Report to Cabinet on 9 January 2019.

### **Budget Investment in Services (Additional Growth) - £3.5m**

- 3.23 In addition to the new growth requirement of £20m reported to Cabinet in October 2018; officers have identified the need for a further £3.5m over the MTFS to support costs arising from the following;
- implementing the new pay spine changes by 1st April 2019 (£2m) - As Tower Hamlets uses the national pay spine as agreed at a London level without any local variations the move across to the new spinal column points is mandatory, and will form part of our contractual terms and conditions.
  - financing costs (£1.5m) – to support the assumed borrowing requirements of the pending 10 year capital programme

### **Savings to be written off - £0.6m**

- 3.24 The following previously agreed savings are no longer deliverable
- Regional Adoption Agency (£250k) – In December 2016, Cabinet agreed for the authority to join a London Regional Adoption Agency and hoped the new arrangement will lead to efficiencies and better support for adoption services. It has now been confirmed that the savings expected to be generated through the arrangement is unlikely therefore the savings will need to be written off.
  - CCTV (£200k) – This was a speculative saving agreed by Council in February 2016 based on income potential earning opportunities from fibre optics. The latest consultant's report identified that potential income of £200k could be achieved in the future, however the current market shows that generating a constant income stream is unlikely.
  - Animal Warden Service (£160k) - A saving was agreed by Council in February 2016 for an alternative service delivery model for animal warden service. To date this has not been delivered and there is a need to continue the service.

### **Revised Budget Requirement 2019-2022**

- 3.25 Table 1 shows the updated MTFs position for the changes proposed above and a revised estimated budget gap of £24m over the period. Officers have been working closely with their lead members and the Mayor to identify potential options for closing the gap.

### **Savings**

- 3.26 Full council have approved previously savings of £14.7m (2019-2020) and £9.0m (2020-2021). Additional growth means that there is a need to identify further savings of £24m over the MTFs period to 2021-2022. The total savings required over the MTFs period to 2019-2022 are therefore £48m.
- 3.27 The budget consultation ended on the 10<sup>th</sup> December 2018. The outcome of the budget consultation will inform discussions and help with decisions on new savings proposals for the 2019-2020 budget and MTFs. Final savings proposals will be published as part of the Budget Report to Cabinet on 9 January 2019.
- ### **Adequacy of Reserves**
- 3.28 It is important to set out the expected position on earmarked reserves and the General Fund to show the full financial picture.
- 3.29 Earmarked reserves  
The Council has a number of earmarked reserves that have been set aside for specific reasons. These reserves can be split into two categories:

- Those required to be kept by statute or accounting guidance. For example School balances and revenue grants reserves.
  - Those set aside for a future event that has a high probability of occurring. For example the Risk and Transformation reserves.
- 3.30 In light of increasing levels of risk and uncertainty, service demands and increased probability of resources being required to support service delivery, a full review of useable reserves and provisions will be undertaken to ensure appropriate levels of reserves are held to mitigate risks.
- 3.31 General Fund reserves  
 In the February 2018 Budget report, the estimated level of the General Fund reserve at the 31st March 2018 was £32.3m. The MTFs assumed a requirement of £5.6m from general fund balances in 2018-19. The expected level of general fund reserve at the 31st March 2019 was therefore £26.7m. Currently, an in-year overspend of £0.5m is estimated, as per the Quarter 2 budget monitoring report. Therefore, the revised estimated general fund balance at 31st March 2019 is £26.2m. With the council facing significant cuts in funding, increasing demand and high risk levels, it is important to review the minimum level for the MTFs update in February 2019, taking into consideration both risk and affordability.

#### Risks and Opportunities

- 3.32 When setting the draft MTFs, officers have provided their best estimate of service costs and income based on the information currently available. However there will always be factors outside the Council's direct control which will affect the key planning assumptions underpinning those estimates.
- 3.33 There are a number of significant risks that could affect either the level of service demand (and therefore service delivery costs) or its main sources of funding. In addition there are general economic factors, such as the level of inflation and interest rates that can impact on the net cost of services.
- 3.34 Similarly there are opportunities to reduce costs or increase income which will not, as yet, have been fully factored into the planning assumptions.

The main risks and opportunities are summarised below:

- 3.35 **Impact of Brexit** - London Boroughs are still determining the impact of leaving the EU under a range of scenarios. Some of the key points to consider whether financial provision is required are:
- Workforce impact arising from direct or indirect employment of EU nationals.
  - Supply chains could be affected by any changes in procurement legislation, and there are potential cost implications associated with currency fluctuations that must be considered.
  - The implications for pension funds are mixed as global investment vehicles have already priced in much of the uncertainty, but valuations on balance sheets and the cost of borrowing may lead to greater vulnerability.

- Commercial strategies may need to take into account the potential for any downturn in demand for properties in their investment portfolios which impact rental income and profitability.

The council is currently exploring risks and opportunities around three possible scenarios for Brexit. These include No Deal, an EU – UK Free Trade Agreement and staying in the single market.

- 3.36 **Fair Funding Review** - The government has committed to reforming the way local authorities are funded. Its Fair Funding Review aims to introduce a new funding formula from April 2020.
- 3.37 The government has said that the Fair Funding Review will:
- Set new baseline funding allocations for local authorities;
  - deliver an up-to-date assessment of the relative needs of local authorities;
  - examine the relative resources available to local authorities;
  - focus initially on the services currently funded through the local government finance settlement;
  - be developed through close collaboration with local government to seek views on the right approach.
- 3.38 It is considered likely that London authorities will be adversely affected by the changes and it is therefore sensible to plan for a variation in funding levels even after allowing for transitional arrangements.
- 3.39 **Non Delivery of Savings** remains a key risk to the Council and will be monitored during the year.

### **Closing the gap**

#### **London Business Rates Retention Scheme**

- 3.40 London Council's executives agreed the continuation of the London Business rates retention pilot in 2019-20 based on:
- 75% retention of Growth above baseline; and
  - The removal of the 'no detriment' clause

Based on the latest 2018-2019 estimates of growth, an additional one-off sum of £4m has been included for 2019-2020 only.

#### **Council Tax**

- 3.41 Council Tax also continues to be an important source of revenue for the Council with £98m estimated from that source in 2019-2020. At the time of the provisional settlement in 2017, the government announced changes to the Adult Social Care (ASC) precept. Local authorities could increase the ASC precept by up to 3% per annum. However, authorities are only permitted to go ahead with a maximum of 3% increase each year provided that the total increase over the three-year period 2017-2020 does not exceed 6%.

- 3.42 In order to assist with the financial sustainability, options are being explored which illustrate additional income that could be generated through increases in Council Tax.
- 3.43 Table 2 below illustrates additional annual income that could be generated through an increase in Band D rate Council tax.

**Table 2: Council Tax**

<b>Council Tax</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
<b>Each 1.0% Increase</b>	£1.0m	£2.0m	£3.0m
<b>Weekly cost per household</b>	0.19p/wk	0.19p/wk	0.19p/wk
<b>2.99% Increase (maximum permitted)</b>	£3.0m	£6.0m	£9.0m
<b>Weekly cost per household</b>	0.57p/wk	0.57p/wk	0.57p/wk

- 3.44 In February 2017, the Council agreed, in respect of the ASC precept, to implement increases of 3%, 2%, and 1% respectively for the years 2017-18 to 2019-20.
- 3.45 The MTFs therefore currently assumes a 1% increase in Council Tax in respect of the ASC precept. This would yield £1m in each year of the MTFs and go towards supporting the increased budget pressures within Adult Social Care. The demographic growth budget required to support on-going increased pressures in that area is £2.9m for 2019-2020.
- 3.46 Referendum levels are currently set at 'no more than 3%' (excluding ASC Precept) and any proposals to increases Council Tax levels beyond this would require a referendum.
- 3.47 **Fees & Charges** – The current MTFs assumed additional income of £419k in 2019-2020. Officers are currently working to finalise any additional income that could be generated due to proposals for the introduction of new fees. The Fees and Charges report 2019-2020 is due to be presented at a Cabinet meeting in January 2019 and will include details of proposed new fees and estimated additional income for 2019-20.

**Capital Strategy and Programme 2019-2020 onwards - Update**

- 3.48 The new capital governance arrangements are underway with 2 working group meetings held in October. New bids have been developed and presented to the Asset Management and Capital Delivery Board for review and challenge. Subsequently the Capital Strategy Board has been provided with high level details of the proposed new schemes and the overall required investment over the next 10 years.
- 3.49 Further meetings are scheduled for all groups in December to discuss; agree and finalise a revised Capital programme over the period. Cabinet will be

presented with a proposed capital programme for approval; an initial provision for the cost of additional borrowing of up to £48m has also been provided in the MTFs.

### **Housing Revenue Account**

#### Rent Reduction

- 3.50 On 31st October 2018, the Mayor in Cabinet noted that the 1% annual rent reduction which came into effect in 2016-17 continues for four years until 2019-20. The effect of this reduction has been incorporated into the 2019-20 HRA budget.

#### New Service Charges

- 3.51 It is proposed that tenanted service charges be increased by 3.4%. This is consistent with the previously adopted Government rent policy which increased rents in accordance with the previous year's September Consumer Price Index +1%. In this case, the September 2018 CPI was 2.4%, which will lead to an average weekly increase in tenanted service charges of approximately £0.28. It should be noted that energy charges are billed separately based on actual costs incurred.
- 3.52 The current year's budget for tenanted service charges is £4,818,000. As a result of the proposed increase in charges and the movements in stock arising from property acquisitions and disposals (including right to buy sales), the 2019-20 budget is estimated at £4,887,000. This is reflected in the 2019-2020 budget.
- 3.53 Details of the HRA budget will be included within the main budget report to Cabinet on 9<sup>th</sup> January 2019.

### **The Dedicated Schools Budget Strategy**

- 3.54 The Dedicated Schools Grant (DSG) is a ring-fenced grant used to fund pupil-led education spending. The initial notification of the value of the grant is received in the December preceding the financial year in question and updated at various stages as new data becomes available. This is ring-fenced grant and any under or overspends are carried forward into future years. The DSG announcement has also been delayed.

#### DSG 2019-2020

- 3.55 The indicative DSG allocation based on October 2017 pupil numbers and the guaranteed Primary and Secondary Units of funding (PUF and SUF) for 2019-2020 was issued in July. This will be updated in mid-December when the October 2018 census data becomes available. Both the High Needs Block and the PUF and SUF have been uplifted to include the 0.5% per-pupil increase agreed by the Government in the case of the SUF the increase is 0.7%. Table 3 sets out the indicative allocation.

### **Table 3: Schools Budget**

<b>Block</b>	<b>2019-2020</b>	<b>2018-2019</b>	<b>Change</b>
	£m	£m	£m
<b>Schools Block</b>	260.193	259.176	1.017
<b>CSSB</b>	4.798	4.851	(0.053)
<b>High Needs Block</b>	49.574	49.058	0.516
<b>Early Years Block</b>	29.528	29.528	0.0
<b>Total</b>	<b>344.093</b>	<b>342.613</b>	<b>1.480</b>

Note: The EYB will not be updated from 2018-19 until the January 2019 census is available.

- 3.56 The report to Schools Forum in December 2018 sets out the proposed use of the Schools Block of the Dedicated Schools Grant for 2019-2020 and covers:
- The outcome of the consultation with schools on the proposed schools funding formula for 2019-2020.
  - The proposed transfer of £0.9m from the Schools Block to the High Needs Block.
  - Changes to the Growth Fund for 2019-2020.
  - The proposals for de-delegation of:
    - Delegated funding.
    - Former Education Services Grant (ESG) general duties elements.

- 3.57 The details of the final schools budget for 2019-2020 will be presented to Cabinet at its meeting 9th January 2019 and will form part of the draft MTFS budget report.

#### **Budget Consultation and Scrutiny process 2019-2022**

- 3.58 The Council must undertake statutory budget consultation with Business Rate payers in the borough and it is also good practice to consult with Council Tax payers and a broad range of other stakeholders. In addition, meaningful consultation must take place with service users before any changes to service provision are implemented. Furthermore, the council's budget framework sets out the need for the Overview and Scrutiny Committee to be fully involved in the setting of the council's budget.
- 3.59 The Council launched the six week Your Borough Your Future budget consultation campaign on Monday, 29 October 2018. Your Borough Your Future provides the Council with an overarching brand identity for public consultations around budget setting. In the first instance, and for the purposes of this report, Your Borough Your Future relates to the general consultation run between 29 October and 10 December 2018, which sought to provide residents with details of the financial challenges the council currently faces and requested feedback on priorities for Council services. It also asked how the Council should consider its approach in light of the budgetary pressures it faces.

- 3.60 A campaign narrative was agreed with the Mayor and Cabinet which identified and articulated the key drivers for the council's approach via Your Borough Your Future. The key messages in this narrative are:
- Significant real terms government core funding cuts since 2010 (64%, which is £148m) and growing pressure on services mean the Council has to find an estimated additional £44m of savings by 2022.
  - Tough choices will have to be made to maintain good quality services, and to support our most vulnerable residents.
  - The Council has made significant savings (£176m since 2010) while continuing to find ways to deliver cost effective services and generate income from additional sources.
  - Residents can get involved by giving their views on what matters most to them, and suggesting ways in which Tower Hamlets can do things differently to help make savings.
- 3.61 The campaign aimed to engage as many residents as possible during a six week consultation period. A wide range of high visibility communication methods were employed, including press releases, dedicated budget content and consultation on the council website, major social media channel promotion, on-street advertising, plasma screens in public buildings, as well as direct mail of a dedicated budget consultation booklet to every household in the borough. A budget consultation roadshow took the campaign on the road to four busy locations in the borough including evenings and weekend periods; Idea Store Whitechapel and market, Idea Store Bow/Roman Road market, Idea Store Chrisp Street/market and Victoria Park. The campaign also ensured representative views were sought (i.e. there was opportunity for people from all parts of the borough and from different age groups and ethnicities, to take part). To that end, the council employed a dual approach of self-selection (opting-in to the online consultation) and targeted outreach (via a telephone survey, face-to-face interviews and a focus group with partners) to ensure a representative set of responses.
- 3.62 The consultation on Your Borough Your Future closed on 10 December 2018. A total of 2,024 responses were received; whilst most people identified with the demographic and geographic breakdown, not all responses were fully completed and no assumptions have been made where these have been left blank. Appendix A of the report provides an overarching summary as well as detailed analysis of the feedback received as part of this consultation. The fuller report includes more detail on how different parts of the community responded to each question, as well as information on the research methodology.
- 3.63 Key findings of the Your Borough Your Future consultation include:
- Overall, children's services and education, public health and community safety were the most valued services in Tower Hamlets. Furthermore, community safety is seen as the most important service the council should prioritise.
  - Nearly two-thirds felt the Council should reduce spending on temporary agency staff.

- The majority felt that efficiency, availability and quality will decline as a result of further savings.
- Over half said it was most important for the Council to make services more efficient.
  - Around half of respondents support a 3% increase in council tax. Residents were significantly more likely to support the proposal (58%) compared to businesses (23%)
  - Overall, 68% respondents support the additional 1% increase in council tax to support adult social care services. Residents were significantly more likely to support an increase (76%) compared to business respondents (44%)
- More than 8 in every 10 support the council expanding its approach to income generation.

3.64 A detailed report of the budget consultation has been included in Appendix A of this report.

### **Next Steps**

3.65 A further report will be brought to Cabinet in January providing a detailed update of the financial planning assumptions underpinning the current MTFS.

3.66 In the January Cabinet report, Members will be presented with updated information relating to assumptions for Council Tax and Business Rates and any impact those changes have on the MTFS.

3.67 The report will also include considerations from the Council's budget consultation processes and seek to finalise draft savings and investment proposals, covering in full the medium term planning period to 2022 alongside a strategy that fully meets the identified funding gap.

3.68 The draft timetable for the budget setting process is as follows:

<b>Activity</b>	<b>Date</b>
Review of the Existing MTFS in light of the settlement. Capital Strategy & programme. Options to close the budget gap	9 <sup>th</sup> and 30 <sup>th</sup> January Cabinet
Overview and Scrutiny	14 <sup>th</sup> January 2019 and 4 <sup>th</sup> February 2019
Agree Final budget and setting of the Council Tax	By 1 <sup>st</sup> March 2019 Full Council

#### **4. EQUALITIES IMPLICATIONS**

- 4.1 Strategic budget implications in respect of the Council's available funding and budget risks will tend to apply equally across all groups with protected characteristics or otherwise. This is because with few exceptions funding resources are un-hypothecated.
- 4.2 The Adult Social Care precept must be allocated to expenditure on ASC services, the HRA and DSG are ring-fenced funding allocations with prescriptions governing their use. In addition a number of grants received by the Council can only be used in accordance with specified conditions.
- 4.3 The Council must maintain a Local Council Tax Reduction Scheme which will prescribe those individuals that can gain relief from the full cost of their Council tax bill. Government legislation also preserves some historic protections for other groups such as those not of working age.
- 4.4 Individual budget proposals will also be subject to consultation which will consider specifically the impact on groups with protected characteristics and where appropriate put in place mitigation measures.

#### **5. OTHER STATUTORY IMPLICATIONS**

- 5.1 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. It is important that, in considering the budget, Members satisfy themselves that resources are allocated in accordance with priorities and that best value is achieved.
- 5.2 The sustainable action for a greener environment implications of individual proposals in the budget will be set out in the papers relating to those proposals.
- 5.3 Managing financial risk is of critical importance to the Council and maintaining financial health is essential for sustaining and improving service performance. Setting a balanced and realistic budget is a key element in this process. Specific budget risks will be reported to Cabinet as the budget process develops.
- 5.4 In addition the Council will maintain a range of budget provision (contingency) earmarked reserves for specific risks and general reserves for unforeseen events and risks.
- 5.5 The crime and disorder implications of individual proposals in the budget will be set out in the papers relating to those proposals.
- 5.6 The safeguarding implications of individual proposals in the budget will be set out in the papers relating to those proposals.

## **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 This report is primarily financial in nature and reflects the advice of the Council's Chief Financial Officer. No additional comments are required.

## **7. COMMENTS OF LEGAL SERVICES**

- 7.1 The report proposes consideration of a revised medium term financial plan. This is a matter that informs the budget process and may be viewed as a related function. It is, in any event, consistent with sound financial management and the Council's obligation under section 151 of the Local Government Act 1972 for the Council to adopt and monitor a medium term financial plan.
- 7.2 The report provides information about risks associated with the medium term financial plan and the budget. This is, again, consistent with the Council's obligation under section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is also consistent with the Council's obligation under the Accounts and Audit Regulations 2015 to have a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. The maintenance and consideration of information about risk, such as is provided in the report, is part of the way in which the Council fulfils this duty.
- 7.3 The Council is a best value authority within the meaning of section 1 of the Local Government Act 1999. As such the Council is required under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (the best value duty). The setting of a medium term financial plan is one of the ways in which the Council can achieve best value.
- 7.4 When considering the medium term financial plan, any savings proposals and the strategic plan, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). A proportionate level of equality analysis is required to inform the consideration required by the public sector equality duty. To the extent that savings proposals involve service changes which impact on individuals, consultation may be required to understand the impacts on those people.
- 7.5 Any consultation carried out for the purposes of either the best value duty or the public sector equality duty will need to comply with the following requirements: (1) it should be at a time when proposals are still at a formative stage; (2) the Council must give sufficient reasons for any proposal to permit

intelligent consideration and response; (3) adequate time must be given for consideration and response; and (4) the product of consultation must be conscientiously taken into account. The duty to act fairly applies and this may require a greater deal of specificity when consulting people who are economically disadvantaged. It may require inviting and considering views about possible alternatives.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE.

### **Appendices**

Appendix A –**Budget Consultation Document**

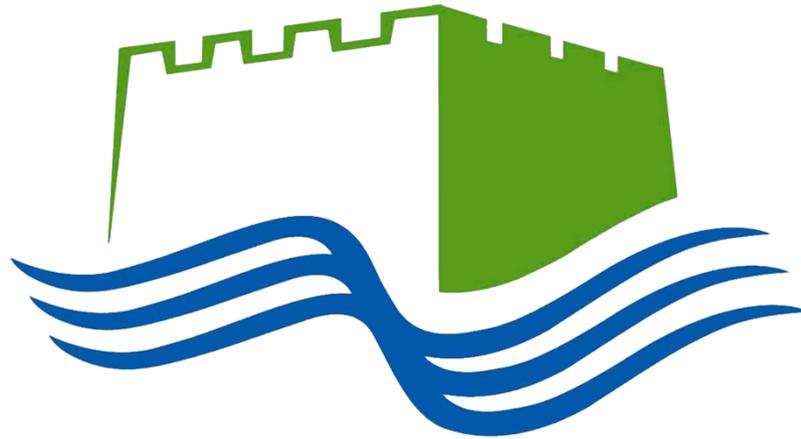
### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE.

### **Officer contact details for documents:**

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# TOWER HAMLETS

Budget Consultation 2018  
On behalf of London Borough of Tower Hamlets

Prepared by

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## 1.0 Headline Findings

### 1.1 Headline findings

Overall, **children's services and education; public health and community safety** were deemed to be the most valuable services in Tower Hamlets. Over two-fifths (42%) considered children's services and education to be amongst the three council services they value the most, making it the top priority. Over a third of respondents (36%) regarded both public health and community safety as amongst their most valued services; placing these services within the top three. Highways and transport services was revealed to be the least valued service that Tower Hamlets Council provides (19%).

There was a shift in results when considering only business respondents. Perhaps, to some extent predictably, business respondents placed the most value on economic growth and job creation; highways and transport services and street cleaning, waste and public realm services.

When considering limited availability of resources, respondents in Tower Hamlets believed that community safety should be prioritised (44%) alongside children's services and education (40%) and housing services (36%). Furthermore, when asked to confirm which service is most important to prioritise, the same three services were rated highest amongst respondents with community safety the outright priority; a fifth of respondents (18%) choosing this option.

Nearly two-thirds (64%) felt the council should reduce spending on temporary agency staff and just under half (43%) preferred that more commercial income should be generated to help tackle reductions in core council funding and savings targets. A reduction of spending on frontline services was the least preferred action with only 6% selecting this option.

The majority felt that efficiency, availability and quality will decline as a result of further savings. More than 8 out of every 10 concluded the impact of further savings on the borough will mean fewer services will be available and over three-quarters (79%) believed that service quality would go down. Over two-thirds (68%) thought that efficiency would be affected by the impact of further savings; believing that the council will be less efficient.

Similarly to previous attitudes towards tackling shrinking core council budget and savings, respondents cited a combination of efficiencies and income generation as the most important options to minimise the impact of savings. Over half (55%) took the position the council should make services more efficient to minimise the impact of savings, and 82% support the council expanding its approach to generating income to help protect frontline services and limit the impact of government cuts.

Around half (49%) said that they would support a proposal to add an increase to council tax by up to 3 per cent. Support amongst those responding as a resident was higher (58%) with the overall results tempered by lower levels of support from businesses with under a quarter (23%) backing such a rise.

Support amongst respondents strengthened towards a 1 per cent increase to council tax to specifically aid adult social care services with over two-thirds (68%) confirming they would accept this rise. When considering residents and businesses separately, almost 8 out of every 10 residents (76%) said they would support this increase. Again, businesses took a more reserved standpoint with less than half (44%) supporting such a rise.

High levels of support were revealed towards Tower Hamlets Council expanding its approach towards income generation in order to protect frontline services and limit the impact of government cuts. Overall, 8 in every 10 said they would support the council taking this approach with considerable backing from both residents and businesses (86% and 70% respectively).

## 2.0 Introduction

### 2.1 Background

Since the Government's austerity programme started in 2010, Tower Hamlets Council has worked hard to protect vulnerable children, adults and frontline services while making savings of £176 million. During this time, core government funding has been cut in real terms by 64%, which equates to £148m.

The council has made a number of tough choices to minimise the impact on those services residents say that they rely on the most. This includes reducing running costs, being more efficient and reducing its workforce by a third since 2010. As the pressures continue to grow, Tower Hamlets Council will need to prioritise what matters most to residents' lives.

The council ran a budget consultation from 29 October to 10 December to understand the impact savings may have on people living and working in Tower Hamlets, as well as their priorities. The consultation included an online survey hosted on the council's website and a telephone and face to face survey with residents, businesses and community groups. The council commissioned SMSR Ltd, an independent research company, to manage the telephone and face to face survey. The council also commissioned the Campaign Company to run four public engagement events, encouraging people to fill in the online survey. All survey questions were the same and the results within this report are a combination of all responses received during the six week consultation period.

### 2.2 Report structure

Included in this report are a set of headline findings which provide quick reference to all the questions asked throughout the survey. In addition, all questions have been analysed by demographic groupings and any differences in opinion are commented on throughout the report.

It should be noted that when the results are discussed within the report, often percentages will be rounded up or down to the nearest one per cent. Therefore occasionally figures may add up to 101% or 99%.

### 2.3 Acknowledgements

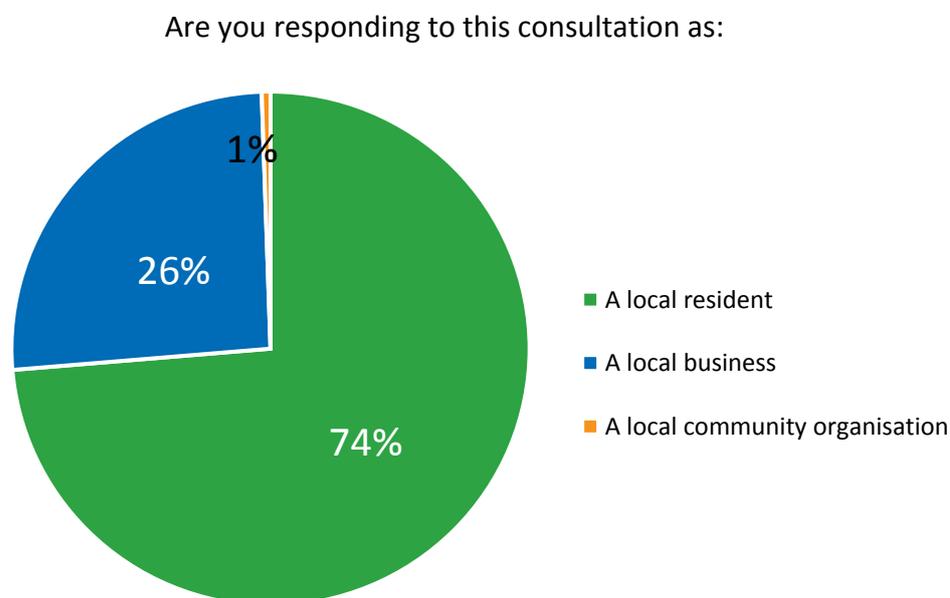
SMSR would like to thank the 2,024 Tower Hamlets residents, businesses and community groups who took part in the consultation.

### 3.0 Sample / Methodology

An interviewer led, telephone and CAPI (face to face) questionnaire was designed by SMSR in conjunction with staff from Tower Hamlets Council. The survey script mirrored the online consultation open to all residents in the borough located on the council’s website.

Interviews were conducted using quota sampling to ensure the sample was representative. Quotas for age, gender and ethnicity were set using the mid-2017 census figures for the residents’ consultation and the sample included representation from each of the ward within the borough. Quotas for business interviews were set by business size.

Respondents were asked to identify as a local resident, a local business or a community group:



A total of 2024 residents, businesses and community groups took part in the consultation, overall. A representative sample of 1100 residents were interviewed by SMSR Ltd, predominantly by telephone and supported by face to face interviewing at Idea Stores across the borough. A further sample of 500 businesses was interviewed by SMSR Ltd, using the same methodologies. In addition, a total of 392 residents, businesses and community groups responded to an online consultation, hosted on the council’s website. Overall, three quarters responded as a local resident (74%), a quarter responded as a business and just 1% as a local community organisation. All responses have been combined in this report.

The demographic and geographic breakdown of residents and businesses was as follows:

## Residents

Please note that not all residents provided demographic information.

Gender	Number	Percentage of sample
Male	693	47%
Female	753	51%
Prefer to self-identify	2	0%
Prefer not to say	33	2%

Age	Number	Percentage of sample
16-24	215	15%
25-34	439	30%
35-44	365	25%
45-54	229	15%
55-64	110	7%
65+	97	7%
Prefer not to say	26	2%

Ethnicity	Number	Percentage of sample
White	769	52%
BAME	659	45%
Prefer not to say	47	3%

Ward	Number	Percentage of sample
Bethnal Green	96	6%
Blackwall & Cubitt Town	61	6%
Bow East	78	6%
Bow West	64	5%
Bromley North	32	3%
Bromley South	44	4%
Canary Wharf	53	6%
Island Gardens	48	5%
Lansbury	63	5%
Limehouse	29	2%
Mile End	74	7%
Poplar	36	2%
St Dunstan's	52	4%
St Katharine's & Wapping	39	4%
St Peter's	44	7%
Shadwell	38	5%
Spitalfields & Banglatown	83	5%
Stepney Green	47	4%
Weavers	41	5%
Whitechapel	75	6%
Not known*	383	26%

\*Please note that no geographical information was collected during the online consultation.

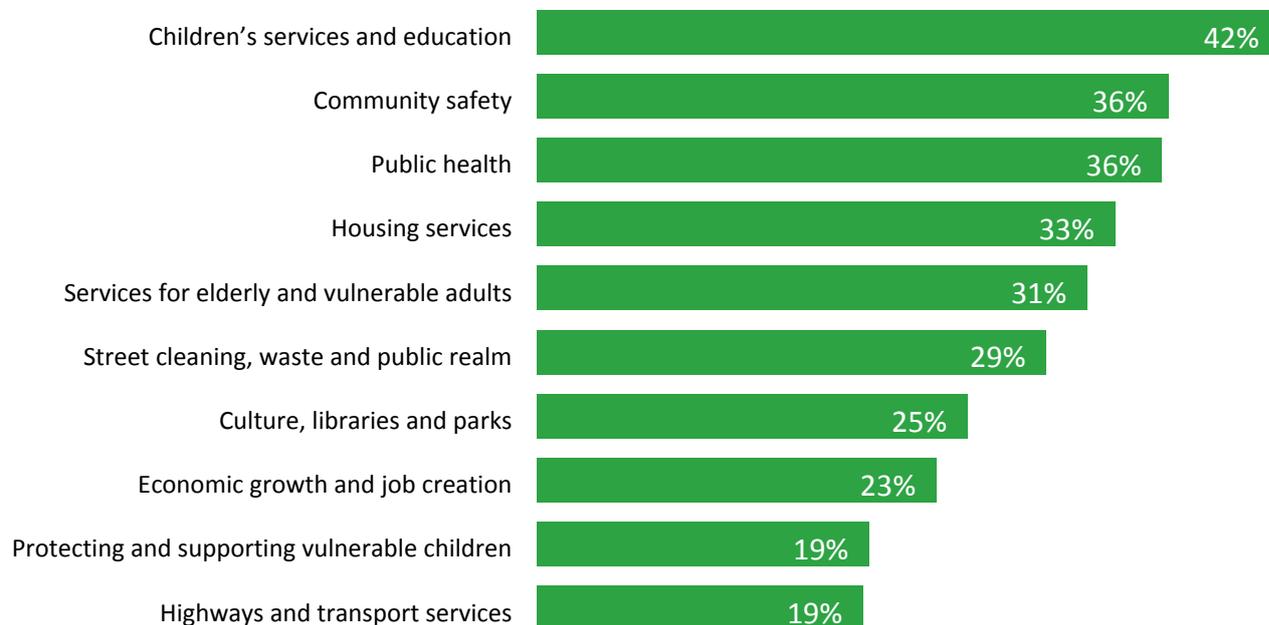
## Businesses

Business size	Number	Percentage of sample
Micro (0-9 employees)	426	85%
Small (10-49 employees)	61	12%
Medium (60-249 employees)	7	1%
Large (250+ employees)	6	1%

Ward	Number	Percentage of sample
Bethnal Green	61	12%
Blackwall & Cubitt Town	20	4%
Bow East	23	4%
Bow West	18	3%
Bromley North	3	1%
Bromley South	0	0%
Canary Wharf	33	6%
Island Gardens	2	0%
Lansbury	49	9%
Limehouse	0	0%
Mile End	26	5%
Poplar	12	2%
St Dunstan's	13	3%
St Katharine's & Wapping	0	0%
St Peter's	34	7%
Shadwell	69	13%
Spitalfields & Banglatown	20	4%
Stepney Green	10	2%
Weavers	79	4%
Whitechapel	85	16%
Not known	2	0%

## 4.0 Findings

In your opinion, which council service(s) do you value the most? Choose up to three options:



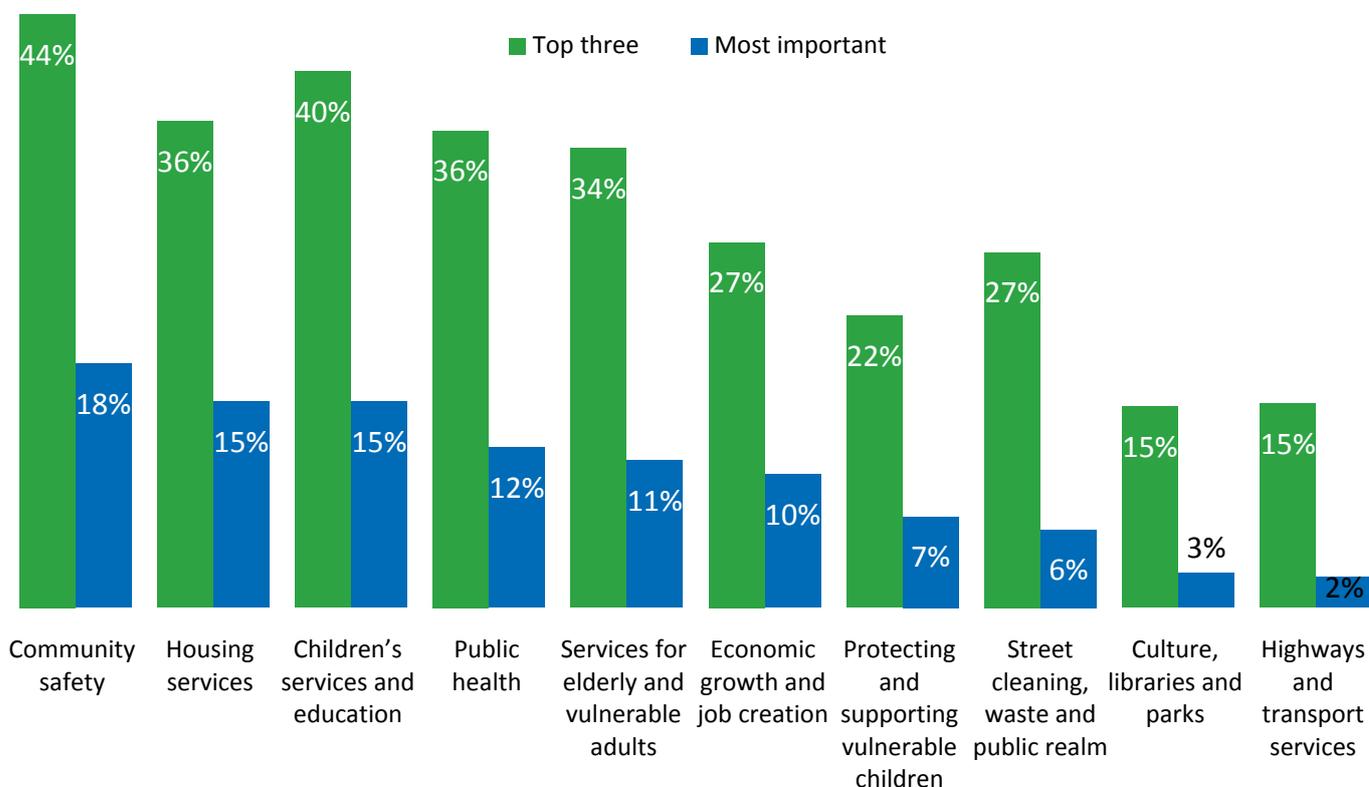
Over two-fifths valued children's services and education the most (42%) and over a third thought that community safety (36%) and public health (36%) were amongst the top three most valuable services provided by Tower Hamlets Council. Protecting and supporting vulnerable children and highways and transport services were deemed less important overall, with under a fifth considering these services to be the most valuable.

Females were significantly more likely to value children's services and education the most when compared to males (49% and 38% respectively), as were younger respondents; with over half of those aged 16-24 (56%) rating this service as the most valuable. The percentage of respondents who placed value on this service decreased with age, however, over a third (34%) of those 65 or over still considered this service as one of their most valued.

Furthermore, those in Limehouse (83%), Bromley South (66%) and Blackwall and Cubitt Town (58%) were all more likely to value this service.

When considering the most valuable services to those who responded as a local resident, over half mentioned children's services and education (52%) followed by public health (39%) and services for elderly and vulnerable adults (38%). Conversely, business respondents placed more value on economic growth and job creation (54%), highways and transport services (45%) and street cleaning, waste and public realm services (40%).

In your opinion, with limited resources available, which council services do you think the council should prioritise?



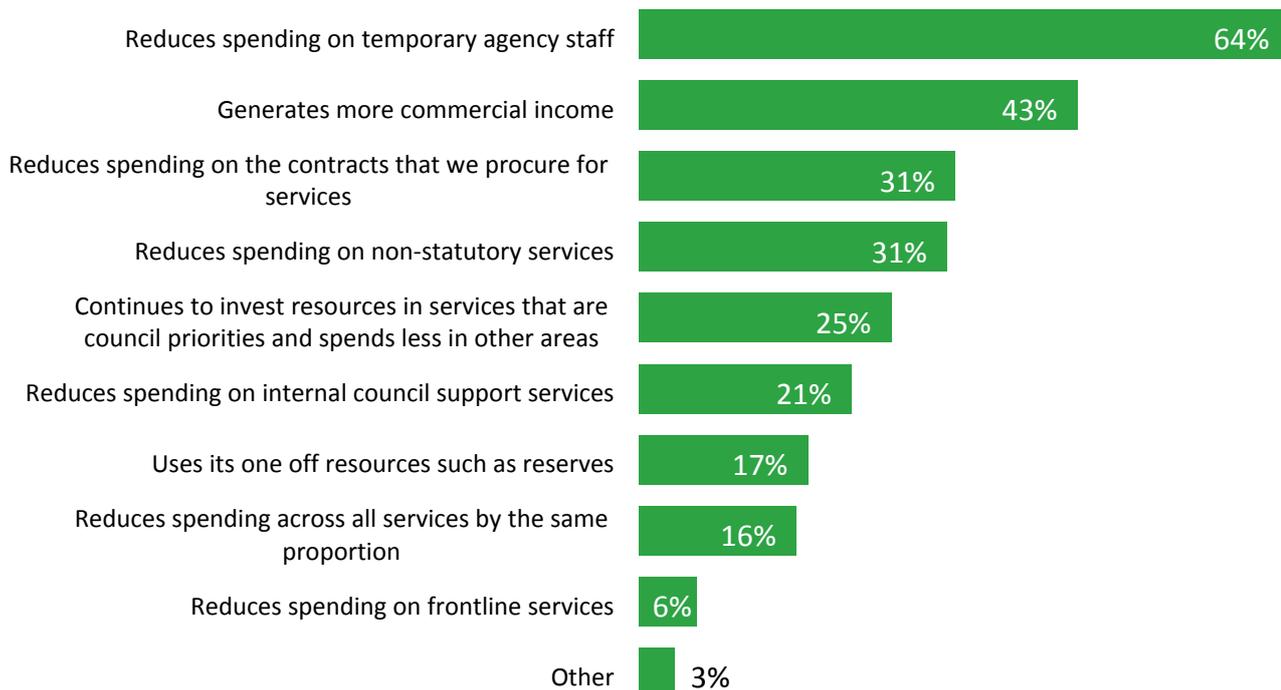
Respondents were asked to consider, with limited resources available, which council services should be prioritised. Respondents were asked to provide their top three priorities, followed by the service they regarded as the most important for Tower Hamlets Council to prioritise.

Overall, respondents said that community safety, housing services and children's services and education should be prioritised. Those aged 25-54 were more likely to view community safety as the most important priority (25-34: 18%; 35-44: 21%; 45-54: 19%), compared with those aged 65 and over (9%). Residents and businesses in the wards of Island Gardens and Lansbury were also more inclined to state that community safety as their main priority (both 26%).

When considering housing; age proved to be a factor in prioritising this service with residents aged 16-24 (23%) the most inclined to choose this option compared with other age categories. Housing was also deemed more important amongst BAME respondents (18%) compared with White (14%).

Affirming previous attitudes towards the value of services, residents in Tower Hamlets deemed children's services as the most important to prioritise (20%). Businesses, on the other hand, ranked community safety as the most important to prioritise (25%).

As our core government funding continues to fall and we have to save a further £44m by 2022, would you prefer that the council:

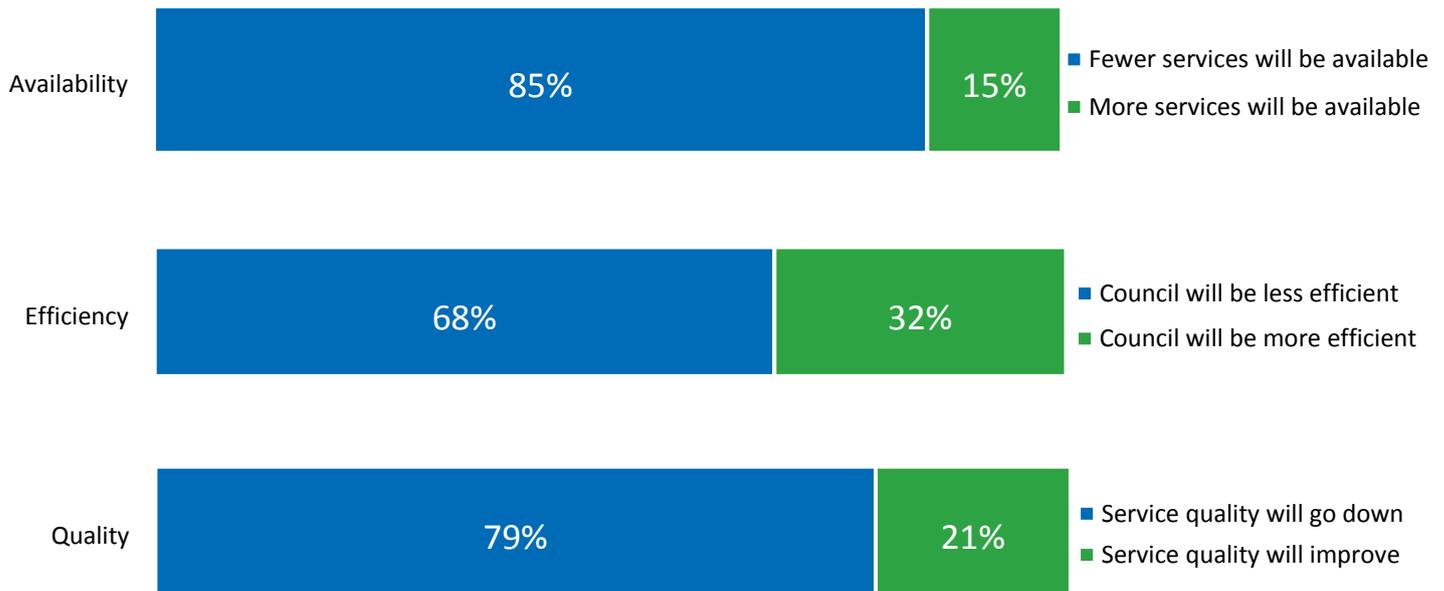


Respondents were presented with options that may help Tower Hamlets Council tackle savings required to be made by 2022 and asked which three they would prefer. Overall, two-thirds of respondents (64%) would prefer the council reduces spending on temporary agency staff and just under half would prefer Tower Hamlets Council generate more commercial income (43%). Reducing frontline services was the least preferred option (6%). Reducing spending on temporary agency staff appealed both to residents and businesses as the most preferred option.

In general, older respondents preferred a reduction in spending on temporary agency staff with those aged 65+ more likely to opt for this preference compared to younger age groups, notably those aged 16-24 (52%). White respondents were also more inclined to prefer the council undertake this action compared to BAME respondents (67% and 62% respectively).

When exploring business responses, generation of more commercial income ranked lower in order of preference (22%), compared to reducing spending on non-statutory services (41%); reducing spending on procurement (29%); investing in priorities (27%) and reducing spending on internal council support services (20%).

Do you think the impact of further savings on the borough will mean?



Respondents were asked to provide their thoughts on the impact of further savings on the availability, efficiency and quality of services in the borough. There was strong sentiment that further savings would impact on each aspect with more than 8 out of every 10 believing fewer services would be available, two-thirds (68%) forecasting the council will be less efficient and more than 7 out of every 10 of the impression that quality will go down.

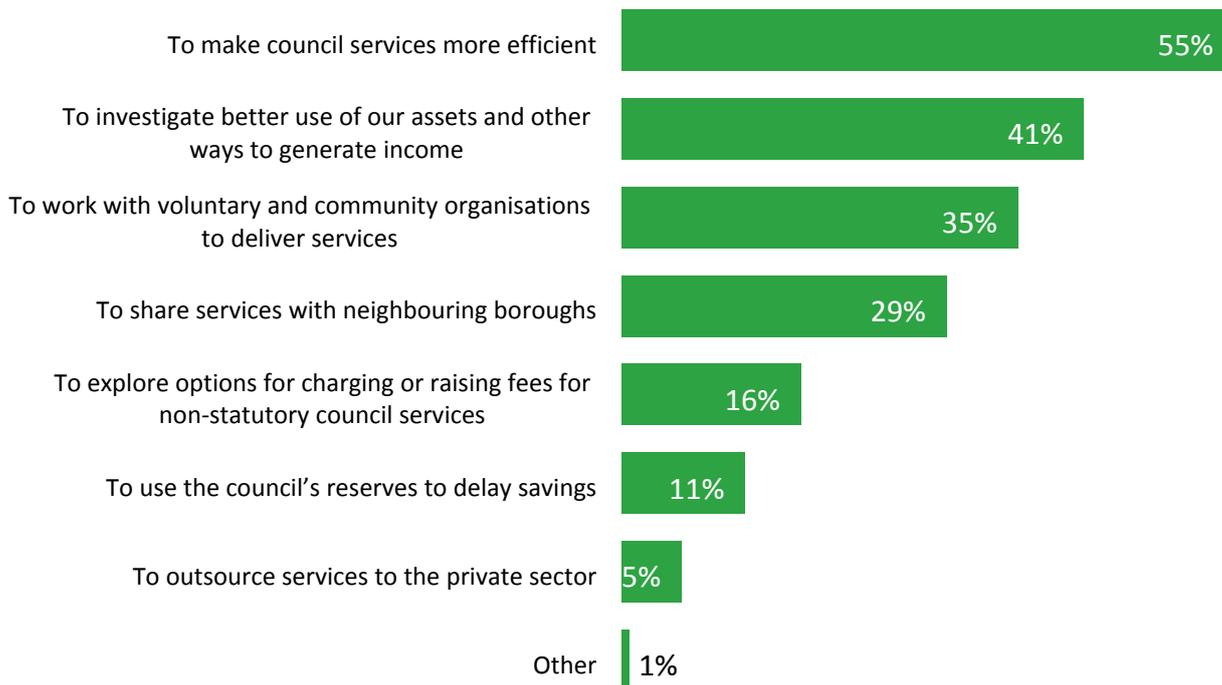
The youngest respondents, specifically those aged 16-24 were the least likely to believe that further savings will have a negative effect of availability (80%), efficiency (62%) and quality (71%) of services compared to all other age groups.

Furthermore, White respondents more likely to feel availability (91%) and quality (84%) will decline as a result of further savings than BAME residents (80%, 75% respectively).

Geographically and, in general, those in Bow West, Bromley South and Spitalfields and Banglatown more likely to feel efficiency, availability and quality will decline as a result of further savings. Those in Shadwell, Poplar and St Katherine's and Wapping were less likely to feel efficiency, availability and quality will decline as a result of further savings.

Both residents and business respondents agreed on the impact of further savings across all three aspects with residents more likely in general to feel that availability (87%), efficiency (69%) and quality (80%) will decline as a result of further savings.

If we had to pursue just two options below, which are most important to you?

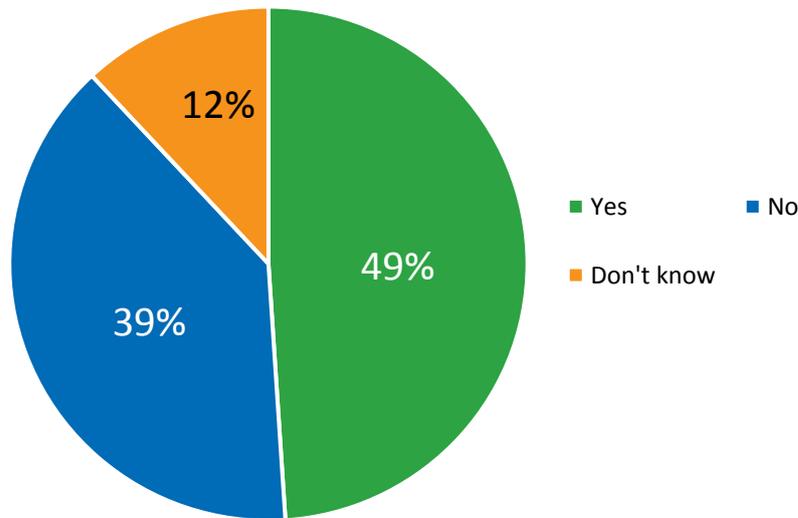


Tower Hamlets Council is exploring a range of options to minimise the impact of the savings the council is required to make. Respondents were asked to choose two options which they thought were most important for the council to pursue.

Over half of respondents, overall, specified the council should strive to make services more efficient (55%). Additionally, over a third thought the council should investigate better use of assets and other ways to generate income (41%) and work with voluntary and community services to deliver services (35%). The least favourable option was outsourcing services to the private sector (5%).

Although residents and business respondents both agreed that making council services more efficient was most important, business respondents were more inclined to believe this to be the most important course of action (60%) when compared to residents (53%).

Would you be prepared to support a proposal to add an increase to council tax by up to 3 per cent?



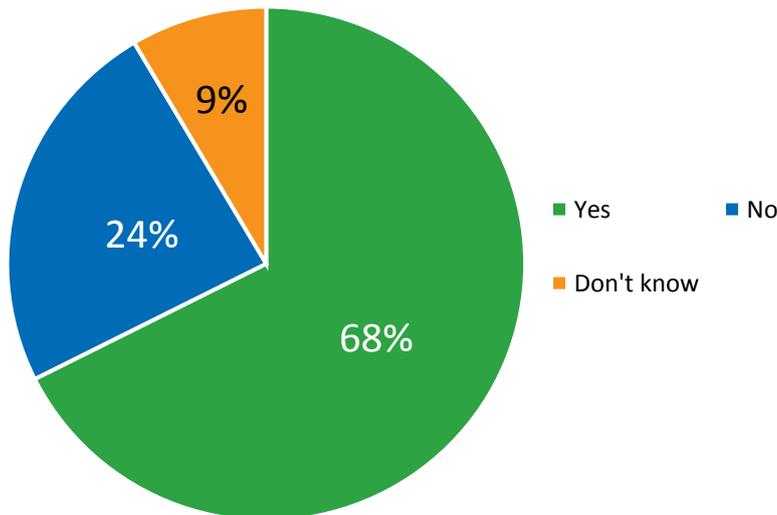
Respondents were asked if they would be prepared to support a proposal to add an increase to council tax by up to 3 per cent. Around half (49%) supported the proposal; two-fifths did not support the proposal and 12% were unsure.

Those aged 65 and over (63%) were more likely to support an increase of up to 3% to council tax, with those aged 16-24 (34%) and 35-44 (44%) least likely to be in favour of the increase. White respondents (60%) were also more inclined to support an increase than BAME respondents (41%).

Residents and businesses in Limehouse (72%), Bow West (67%) and Stepney Green (63%) revealed the most support towards a 3% increase to council tax compared with Lansbury (39%), Weavers (37%), Poplar (35%), Shadwell (33%), and St Dunstan's (31%).

Residents were significantly more likely to support the proposal (58%), compared to businesses (23%). In fact, just under two-thirds of those responding as a business (60%) did not support the proposal, perhaps taking into account the impact this may have on household income in the borough.

Do you support a 1 per cent increase in council tax to support adult social care services?



Based on an estimate that additional cost pressures to Tower Hamlets Council for adult social care services in 2019/20 will be £2.9m, respondents were asked if they would support a 1% increase in council tax to support adult social care services.

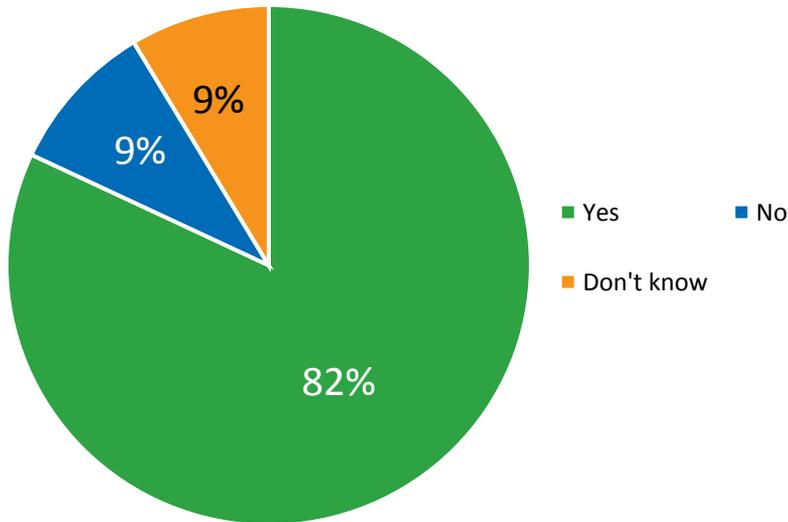
Overall, two-thirds (68%) said they would support this increase in council tax to aid adult social care services. A quarter (24%) did not support the proposed increase and a tenth (9%) did not know.

Female respondents (71%) were more inclined to support an increase than males (67%). Those aged 35-44 (64%) and 45-54 (65%) were significantly less likely to support a 1 per cent increase in council tax than those aged 65+ (80%) and 16-24 (74%). White respondents (76%) were more inclined to favour an increase to support adult social care services compared to BAME respondents (63%).

When examining ward trends, residents and businesses in Limehouse (86%), Bow West (82%), Bromley North (83%) and Bow East (81%) were most likely to favour the 1% increase whereas those in St Katherine's and Wapping (58%), Shadwell (53%) and St Dunstan's (53%) were least likely to be in favour of this increase.

As seen in previous trends, residents were significantly more likely to support an increase with three quarters (76%) willing to pay more to uphold adult social care services, when compared to business respondents (44%).

Do you support the council expanding this approach to income generation so we can continue to protect frontline services, and limit the impact of government cuts?



One of the ways Tower Hamlets Council already generates income is by hiring out unique council-owned assets such as parks, and the use of venues for ceremonies and sporting activities. Fees and charges are compared against other councils and the council is exploring more innovative ways to raise income. Respondents were asked if they support the council expanding this approach.

Over 8 out of every 10 confirmed they support the council expanding this approach, overall with less than a tenth (9%) stating they do not and a further 9% mentioning that they did not know.

Those aged 25-34 (86%) were found to be more supportive towards the council than other age groups, the least supportive being those aged 65+ (77%). White respondents (86%) were more inclined to favour expanding this approach compared to BAME residents (80%).

Residents and businesses located in St. Katherine's and Wapping (95%), Limehouse (93%) and Canary Wharf (91%) were more likely to support the council expanding its approach to income generation compared to Spitalfields and Banglatown (75%), Bromley South (75%) and Shadwell (73%).

Both residents and businesses strongly supported the council in expanding this approach; residents more so (86%) compared to businesses (70%).

## 5.0 Appendices

### 5.1 Questionnaire

# Tower Hamlets Council

## Budget Consultation

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### Introduction

Good morning / afternoon / evening. My name is ..... and I am calling / speaking to you on behalf of Tower Hamlets Council from SMSR Ltd, an independent research company.

We are speaking to residents in the borough to get their views on what priorities matter the most to you. The Government has cut the Council's core funding by 64% since 2010 and continued cuts and rising pressures on services mean they now have to save an extra £44m by 2022.

Do you have a few minutes to get your thoughts on this today?

Q1 Are you responding to this consultation as:

- a local resident
- a local business
- a local community organisation

### Services you value

Q2 In your opinion, which council service(s) do you value the most? Choose up to three options:

- Services for elderly and vulnerable adults
- Children's services and education
- Protecting and supporting vulnerable children
- Housing services
- Public health
- Culture, libraries and parks
- Community safety
- Highways and transport services
- Street cleaning, waste and public realm
- Economic growth and job creation

## Services to prioritise

Q3a In your opinion, with limited resources available, which three council services do you think the council should prioritise?

- Services for elderly and vulnerable adults
- Children's services and education
- Protecting and supporting vulnerable children
- Housing services
- Public health
- Culture, libraries and parks
- Community safety
- Highways and transport services
- Street cleaning, waste and public realm
- Economic growth and job creation

Q3b Please tell me which of the options you think is most important to prioritise?

- Services for elderly and vulnerable adults
- Children's services and education
- Protecting and supporting vulnerable children
- Housing services
- Public health
- Culture, libraries and parks
- Community safety
- Highways and transport services
- Street cleaning, waste and public realm
- Economic growth and job creation

## Reducing spending

Q4 As our core government funding continues to fall and we have to save a further £44m by 2022, would you prefer that the council: (choose up to three options)

- reduces spending across all services by the same proportion
- reduces spending on internal council support services
- reduces spending on frontline services
- reduces spending on temporary agency staff
- reduces spending on the contracts that we procure for services
- reduces spending on non-statutory services (services the council is not legally required to provide)
- continues to invest resources in services that are council priorities and spends less in other areas
- generates more commercial income
- uses its one off resources such as reserves
- Other

Please specify other:

## Impact of further savings

Q5a **Availability.** Do you think the impact of further savings on the borough will mean:

- Fewer services will be available
- More services will be available

Q5b **Efficiency.** Do you think the impact of further savings on the borough will mean:

- Council will be less efficient
- Council will be more efficient

Q5c **Quality.** Do you think the impact of further savings on the borough will mean:

- Service quality will go down
- Service quality will improve

## Minimising the impact

Q6 Around 40% of the savings will need to be found in the first year of our three year budget. We are exploring a range of solutions to minimise the impact of the savings the council is required to make.

If we had to pursue just two options below, which are most important to you?

- to work with voluntary and community organisations to deliver services
- to share services with neighbouring boroughs
- to use the council's reserves to delay savings
- to make council services more efficient
- to outsource services to the private sector
- to investigate better use of our assets and other ways to generate income
- to explore options for charging or raising fees for non-statutory council services (services we are not legally required to provide)
- Other

Please specify other:

## Support for a council tax rise

Q7 The Government has said it expects councils to increase their council tax rate by an amount every year to cover inflation. It has limited this increase to a maximum of 3 per cent. It also allows councils to add an additional charge to their council tax for adult social care to support some of their most vulnerable residents. This is called the adult social care precept.

In 2018/19, Tower Hamlets Council froze council tax other than for the adult social care precept.

Every 1 per cent increase in council tax that the council raises generates approximately £1 million, which can be used to protect services. Each 1 per cent rise in council tax costs households an average of 19p extra per week.

Would you be prepared to support a proposal to add an increase to council tax by up to 3 per cent?

- Yes
- No
- Don't know

## Council tax rise to support adult social care

- Q8 The Government allows councils to add an additional charge to their council tax for adult social care to support some of their most vulnerable residents. In 2019/20, the maximum increase would be 1 per cent, which would raise approximately £1 million and cost households on average 19p extra per week.

We estimate that the additional cost pressures to Tower Hamlets Council for adult social care services in 2019/20 will be £2.9m.

Do you support a 1 per cent increase in council tax to support adult social care services?

- Yes  
 No  
 Don't know

## Generating income

- Q9 The council is looking at ways it can generate income to contribute towards the budget shortfall and minimise the impact of cuts on our services.

One of the ways the council already generates income is by hiring out our unique council-owned assets such as parks for events and filming, and the use of venues for ceremonies and sporting activities. We also continually compare our fees and charges against other councils and look at how we can be more innovative in raising income.

Do you support the council expanding this approach to income generation so we can continue to protect frontline services, and limit the impact of government cuts?

- Yes  
 No  
 Don't know

## Demographics

- Q10 How old are you?

- 16-24  
 25-34  
 35-44  
 45-54  
 55-64  
 65+  
 Prefer not to say

Q11 What is your ethnic origin?

- |   |   |
|---|---|
| <input type="checkbox"/> White: British                               | <input type="checkbox"/> Asian or Asian British: Any other background |
| <input type="checkbox"/> White: Irish                                 | <input type="checkbox"/> Mixed/Dual Heritage: White & Black African   |
| <input type="checkbox"/> White: Gypsy/Roma or Traveller               | <input type="checkbox"/> Mixed/Dual Heritage: White & Asian           |
| <input type="checkbox"/> White: Any other background                  | <input type="checkbox"/> Mixed/Dual Heritage: White & Black Caribbean |
| <input type="checkbox"/> Black or Black British: African              | <input type="checkbox"/> Mixed/Dual Heritage: Any other background    |
| <input type="checkbox"/> Black or Black British: Caribbean            | <input type="checkbox"/> Other Ethnic Groups: Vietnamese              |
| <input type="checkbox"/> Black or Black British: Somali               | <input type="checkbox"/> Other Ethnic Groups: Chinese                 |
| <input type="checkbox"/> Black or Black British: Any other background | <input type="checkbox"/> Other Ethnic Groups: Arab                    |
| <input type="checkbox"/> Asian or Asian British: Bangladeshi          | <input type="checkbox"/> Other Ethnic Groups/ Any Other Group         |
| <input type="checkbox"/> Asian or Asian British: Indian               | <input type="checkbox"/> Prefer not to say                            |
| <input type="checkbox"/> Asian or Asian British: Pakistani            | <input type="checkbox"/> Other  |

Q12 Which of the following describes how you think of yourself?

- Male  
 Female  
 Prefer to self identify  
 Prefer not to say

Please specify:

Q13 Is your gender identity the same as the sex you were assigned to at birth?

- Yes                       No                       Prefer not to say

Q14 What is your sexual orientation?

- Bisexual                       Gay man                       Prefer to self identify  
 Gay woman/lesbian                       Heterosexual/straight                       Prefer not to say

Please specify:

Q15 What is your religion or belief system?

- |                                      |                                   |  |
|--------------------------------------|-----------------------------------|--|
| <input type="checkbox"/> No Religion | <input type="checkbox"/> Jewish   | <input type="checkbox"/> Humanist          |
| <input type="checkbox"/> Agnostic    | <input type="checkbox"/> Buddhist | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Muslim      | <input type="checkbox"/> Sikh     | <input type="checkbox"/> Other             |
| <input type="checkbox"/> Christian   | <input type="checkbox"/> Hindu    |  |

Q16 What is your relationship status?

- |  |                                      |  |
|--|--------------------------------------|--|
| <input type="checkbox"/> Civil partnership | <input type="checkbox"/> Single      | <input type="checkbox"/> Widowed           |
| <input type="checkbox"/> Married           | <input type="checkbox"/> Co-habiting | <input type="checkbox"/> Prefer not to say |

Q17 Do you consider yourself to have a disability according to the terms given in the Equality Act 2010?

Yes

No

Prefer not to say

Q18a Tower Hamlets Council are currently looking for people to take part in various on-line surveys and other consultation exercises. Would you be interested in us e-mailing you details of this?

Yes

No

Q18b **IF YES:** Thank you. Please can I take your name and email address?

Name

Email

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<p><b>Cabinet</b></p> <p>19 December 2018</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Ann Sutcliffe – Acting Corporate Director, Place</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Homelessness and Rough Sleeping Strategy 2018 - 2023</b></p>	

<b>Lead Member</b>	<b>Councillor Sirajul Islam, Cabinet Member for Housing</b>
<b>Originating Officer(s)</b>	Rafiqul Hoque, Head of Housing Options; Mark Baigent, Divisional Director, Housing and Regeneration, and Seema Chote, Statutory and Advocacy Team Manager
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	Yes
<b>Forward Plan Notice Published</b>	Yes
<b>Reason for Key Decision</b>	Impact on all Wards
<b>Strategic Plan Priority / Outcome</b>	People are aspirational, independent and have equal access to opportunities

## Executive Summary

It is a legal requirement under the Homelessness Act 2002 for local authorities to carry out a Homelessness Review and formulate a Homelessness Strategy based on the results of the review every five years. Following the publication of The Government’s Rough Sleeping Strategy in August 2018, the Government indicated that it will require all Local Authorities to have a Homelessness and Rough Sleeping Strategy in place by 2019.

Tower Hamlets 5 year Homelessness and Rough Sleeping Strategy underpins a key priority and area of work on tackling and preventing homelessness in the borough which requires considerable and continuing resources.

The Homelessness and Rough Sleeping Strategy sets out the intentions of the Council and its partners to prevent and address homelessness in the borough.

Information is provided in this report on why the Homelessness and Rough Sleeping Strategy is needed and how it has been developed.

## **Recommendations:**

The Mayor in Cabinet is recommended to

1. Approve a draft of the joint Homelessness and Rough Sleeping Strategy 2018-2023. The draft Strategy is attached at Appendix A.
2. To agree the annual homelessness delivery plan and the annual review of the plan, which will involve taking into account feedback from the Homelessness Partnership Board.

### **1. REASONS FOR THE DECISIONS**

- 1.1 The Council must produce and formulate a Homelessness Strategy at least every five years under Section 1(1) of the Homelessness Act 2002.
- 1.2 The Government has indicated that the Council must produce and formulate a Rough Sleeping Strategy by 2019.

### **2. ALTERNATIVE OPTIONS**

- 2.1 To not adopt a Homelessness and Rough Sleeping Strategy and risk challenge by way of Judicial Review.

### **3. BACKGROUND**

- 3.1 Under the Homelessness Act 2002 all housing authorities must have in place a homelessness strategy. It must be renewed at least every 5 years.
- 3.2 The Ministry of Housing, Communities and Local Government (MHCLG) indicates that it is also a requirement due to recent release of its Rough Sleeping Strategy and the Mayor's Rough Sleeping Plan of action for Local Housing Authorities to have in place a Rough Sleeping Strategy.

The London Borough of Tower Hamlets' current Housing Strategy was adopted by the Council in December 2016, and covers a full range of housing issues that include meeting overall housing need, new housing supply including affordable housing, regeneration, tackling poor conditions in the private rented sector and a commitment to partnership working.

In relation to tackling homelessness, the Strategy committed the council to:

- Refresh our Homelessness Statement into a Strategy and align it with the 2016-21 Housing Strategy
  - Reconvene the Homelessness Partnership Board which will assist with the production and delivery of the action plan, with monitoring being carried out by officers.
- 3.3 The strategy is informed by a Homelessness Review of the resources, diverse needs, trends and partnerships in Tower Hamlets regarding homelessness and prevention. Circumstances that might prompt modification of a homelessness and rough sleeping strategy include but are not be limited to: anything that may affect the composition of homelessness and/or the risk of homelessness in the district; anything that may change the delivery of the strategy; changes to the relationships between the partners involved in the strategy; or changes to the organisational structure of the housing authority.
- 3.4 The Homelessness and Rough Sleeping Strategy along with its action plan will provide a purpose to ensure the council's homelessness service maintains a clear strategic direction for preventing and tackling homelessness.
- 3.5 The Homelessness and Rough Sleeping Strategy 2018-23 will follow on from the Homelessness Statement 2013 to 2017.

#### **4. Homelessness and Rough Sleeping Priorities**

- 4.1 The Homelessness and Rough Sleeping Strategy 2018 – 2023 aims to tackle homelessness and respond to key trends on a national and regional basis. Homelessness is increasing on a national basis, particularly due to private rented sector terminations as well as a steep rise in rough sleeping. Tower Hamlets has seen trends which are directly correlated to this. Along with the lack of affordable housing and Local Housing Allowance rates (under Welfare Reform Act), not being able to cover market rents, the challenges to prevent homelessness remain high. Due to this increase there is a requirement to ensure that early intervention and prevention strategies remain our key focus as is the accessibility to affordable homes.
- 4.2 The key aims of the Homelessness and Rough Sleeping Strategy are listed below. Please be aware that they are listed how they appear and not in the order of any importance:

##### **A focus on Prevention of Homelessness:**

- Particularly in ensuring that good practice in early intervention and prevention continues and we fully embed the requirements of the Homelessness Reduction Act.

The provisions of the Homelessness Reduction Act 2017 came into effect on 3rd April 2018.

The government through its Rough Sleeping Strategy published in August 2018, makes a commitment to half rough sleeping by 2022 and eliminate Rough Sleeping completely by 2027 and ensuring an action plan is in place to combat the key challenges.

- Ensuring that the focus on prevention continues by increasing our supply of permanent and temporary accommodation

**Providing services to homeless households and vulnerable people:**

- Reducing and eliminating Rough Sleeping and,
- By supporting families, young people and vulnerable adults.

This clearly focuses the need to strengthen partnership working and collaborating with other key partners and agencies in providing vital services.

**5. The development of the Homelessness and Rough Sleeping Strategy**

5.1 Tower Hamlets Homelessness and Rough Sleeping Strategy has been developed using findings from a comprehensive review of homelessness undertaken during the first half of 2018.

This involved:

- Setting up of a Homelessness Partnership Board made up of statutory and voluntary organisations to oversee the review and development of the strategy.
- A review and evaluation of outcomes from the previous homelessness statement 2013 - 2017 and action plan
- A review of statistical data and trends about homelessness.
- Analysis of recent Census and MCHLG and GLA population data to understand the demographics and potential growth in population in Tower Hamlets for the future.
- Data on homelessness is captured in the updated LBTH 2018 Housing Evidence base, GLA and CHAIN street homeless data.

A copy of the evidence base is attached at Appendix D.

## **6 How the 2018–2023 Homelessness and Rough Sleeping Strategy is set out**

- 6.1 The Homelessness and Rough Sleeping Strategy has two main themes; Homelessness Prevention, and Response of services, each with two priorities.

### **Theme 1 – Prevention of Homelessness:**

- Preventing homelessness through advice and compliance with the Homelessness Reduction Act.
- Preventing homelessness by access to Affordable Housing Options.

### **Theme 2 – Response of Services to homeless households and vulnerable people:**

- Tackling Rough Sleeping
- Supporting Children, Families and Young People and Vulnerable Adults.

## **7. Homelessness Strategy and Rough Sleeping Action Plan**

- 7.1 An action plan is being implemented which will review and monitor the Homelessness and Rough Sleeping Strategy. This will prove to be a measure on how well Homelessness Services are progressing as well as taking on board what needs to improve to deliver outcomes. The information supplied in the action plan will rely heavily upon the case led data reported to MHCLG for Homelessness Reduction Act cases.

- 7.2 It is vital to note that under the Homelessness Reduction Act, case led data is reported to MHCLG which is administratively burdensome and has caused delays in reporting. Ensuring the accuracy of this data and working through the technical issues with the IT system is key in ensuring that case led data is officially reported. This is likely to improve as each quarter progresses and with MHCLG working closely with Local Housing Authorities in resolving the issues.

## **8. Consultation**

- 8.1 In producing the 2016-2021 Housing Strategy, the Council undertook a comprehensive consultation exercise on all aspects of housing policy which demonstrated substantial support for the Council's approach to meeting housing need and tackling homelessness.

The consultation included nearly 20 public engagements, 15 internal and partner meetings including an all Member seminar and over 450 surveys completed by the public. Several strong messages emerged including:

- Major concern over the shortage of affordable housing in the borough and concern that future higher rents set by the Council and housing associations will force people out of the borough.
  - Lack of housing choices for young people brought up, living and working in the borough meaning many on average incomes will be forced to stay at home or move out and pay high rents in poor quality private rented housing.
  - Support for the development of 'living rent' homes for this group at sub market levels on new build schemes developed on council estates.
  - Concern over population growth, impact on the environment and green spaces and whether vital infrastructure including schools, health centres, waste collection and transport links will be developed to match the needs of the population.
  - General support for the Council's approach to meeting housing need and homelessness through prioritisation of households in most need and a comprehensive advice service.
  - Common themes around how to tackle homelessness by adopting early intervention models.
  - Managing expectations of homelessness applicants who approach by educating and putting forward the realities of demand conditions and limited supply of housing.
  - Concerns that the Welfare Reform Act is contributing to homelessness.
  - More needs to be done to make privately rented accommodation an attractive offer for applicants and landlords.
- 8.2 The Council has undertaken a lighter touch consultation update to help inform the development of this strategy which has included:
- Four rounds of consultation with Housing Options Staff which included two further sessions held due to staff interest in the development and contribution of the Homelessness Strategy. It should also be noted that the Housing Options team was restructured in 2017 in order to ensure the Council was prepared to meet the challenges of implementing the Homelessness Reduction Act.
  - Homelessness Applicant focused Consultation groups
  - A web link access to the Draft Homelessness Strategy and an online questionnaire which ran for eight weeks from July to September 2018. Around 50 responses were received; there was overwhelmingly positive support for the Council's approach.

- Circulation of the draft strategy to neighbouring Boroughs, the GLA, the East London Housing Partnership, third sector partners and internal colleagues in Adult services and Health services.

It should be noted that the Government is planning further comprehensive research into Rough Sleeping as part of its new Strategy that the Council will contribute towards.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 An equality impact assessment has been carried out and is attached at Appendix B. The assessment demonstrates that the Homelessness and Rough Sleeping Strategy is expected to have either positive or neutral impacts on the nine protected equalities groups.

## **10. OTHER STATUTORY IMPLICATIONS**

- 10.1 Reducing Homelessness and Rough Sleeping will contribute to improving the street environment and community safety objectives.
- 10.2 A range of support measures are also being made available to help rough sleepers exit the street safely, sustain accommodation and maintain their independence. These include early intervention, provision of advisory services, referrals concerning accommodation, health care, practical support to ensure that risk factors which expose rough sleepers to a higher level of vulnerability and community safety issues are minimised.
- 10.3 Additionally, the council will continue to implement a Support and Enforcement model to support rough sleepers and reduce anti-social behaviour. Genuine offers of support and accommodation will always be the main approach to end rough sleeping but where this approach is consistently unsuccessful, we will work closely with enforcement agencies and the wider community to reduce the anti-social behaviour that some of our rough sleeping population exhibit (e.g. aggressive begging, littering, blocking public byways with encampments, setting up tents in public parks, creating excessive noise).
- 10.4 Offers of support will continue to be made even when enforcement actions are being taken against an individual to ensure the safeguarding of rough sleepers.

## **11. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 11.1 This report seeks the approval of the Mayor in Cabinet of the draft Homelessness and Rough Sleeping Strategy 2018-2023 which is one of a number of policies and statements supporting the Council's overall Housing Strategy which was approved by Council in December 2016.

- 11.2 The implementation of the various elements of the Strategy will be subject to the availability of funding, and further reports assessing the financial impact of individual proposals will be submitted in future to the Mayor in Cabinet. The Strategy sets out the demands that the service and its partners will face over coming years in an environment of changing need and reforms in legislation. Delivery of the Strategy will require a co-ordinated approach and alignment of funding from all major partners, and will also require that best value is obtained from limited sources of external funding, given that the Council's mainstream resources to support the Strategy are limited.
- 11.3 An action plan to support the delivery of the Strategy has been developed. This contains activities that will contribute towards continued improvements in service delivery and although there are no specific financial consequences arising directly from the recommendations, ultimately the Strategy will underpin key decisions in relation to service provision and must be considered within the context of the Council's funding gap and the Medium Term Financial Strategy.
- 11.4 The costs associated with the development of the Strategy are mainly staffing related and are financed from within existing resources.

## **12. COMMENTS OF LEGAL SERVICES**

- 12.1 The Homelessness Act 2002 states that a local housing authority should exercise its powers to carry out a homelessness review and to ensure that a new homelessness strategy is published within 5 years of the last published strategy. The purpose of the review is to prevent homelessness , secure that accommodation is or will be available in the area for the homeless or those who become homeless and to provide support for people in their area.
- 12.2 The Homelessness & Rough Sleeping Strategy Action Plan which follows from the review includes the involvement of voluntary sector agencies who have been consulted during the course of the review.
- 12.3 A local housing authority has a duty under the Housing Act 1996 to secure that accommodation is available for eligible applicants who are homeless, in priority need and not intentionally homeless.
- 12.4 Once the local housing authority is satisfied that a housing duty is owed, it may discharge its duties by making
- (a) an offer of suitable accommodation under section 193 of the Housing Act 1996;
  - (b) a final offer of suitable accommodation by way of allocation through Part 6 Housing Act 1996; or
  - (c) an offer of an assured shorthold tenancy with a private landlord
  - (d) referring the applicant to another local housing authority
- 12.5 The Authority's previous Homelessness Statement 2013-2017 referred to the commitment to reduce rough sleeping. Exercising it's power in this way, under

S192 gave effect to the requirements of the Homelessness Act 2002 to strategically prevent homelessness. The current review will continue to do so.

- 12.6 The introduction of the Homelessness Reduction Act 2017 has increased the authority's obligations. The Act enables and encourages local authorities to intervene at an earlier stage to prevent homelessness and to improve the provision of support to anyone who is eligible and homeless, regardless of priority need or intentional homelessness. The Act has also changed the timeframe so that "a person is threatened with homelessness if it is likely that he will become homeless within 56 days" instead of 28 days.
- 12.7 The two additional duties introduced are as follows:
- a) the "Prevention Duty" where an authority has to take reasonable steps to help the applicant to secure that accommodation does not cease to be available'. i.e prevent the threatened homelessness of anyone eligible (s4)
  - b) the "Relief Duty" applies to all eligible people who are homeless, where the authority has to take reasonable steps to help the applicant to secure that suitable accommodation becomes available(S5)
- 12.8 The Council is required when exercising its functions to comply with the duty set out in section 149 of the Equality Act 2010, namely to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity between those who share a protected characteristic and those who do not, and foster good relations between those who share a protected characteristic and those who do not. An Equality Impact Assessment has been carried out and the review is expected to have either a positive or neutral impact on the protected groups.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

**Appendix A:** Homelessness and Rough Sleeping Strategy 2018 – 23

**Appendix B:** Equality Impact Assessment

**Appendix C:** Evidence Base

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- Housing Strategy 2016 – 2021  
[https://www.towerhamlets.gov.uk/Documents/Housing/TH\\_Housing\\_Strategy\\_exec\\_summary.pdf](https://www.towerhamlets.gov.uk/Documents/Housing/TH_Housing_Strategy_exec_summary.pdf)

- MHCLG Rough Sleepers Strategy,  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/733421/Rough-Sleeping-Strategy\\_WEB.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/733421/Rough-Sleeping-Strategy_WEB.pdf)
- Homelessness Statement 2013 -2017,  
<https://www.towerhamlets.gov.uk/Documents/Housing/Housing-provision/Homelessness/Homeless-statement-July-13-Final.pdf>
- Greater London Authority: Rough Sleeping Plan of action.  
[https://www.london.gov.uk/sites/default/files/rough\\_sleeping\\_plan\\_of\\_action\\_1.pdf](https://www.london.gov.uk/sites/default/files/rough_sleeping_plan_of_action_1.pdf)
- [Homelessness Reduction Act](#)  
<http://www.legislation.gov.uk/ukpga/2017/13/contents/enacted>

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# Homelessness and Rough Sleeping Strategy 2018 – 2023

## Foreword

Welcome to the new Homelessness and Rough Sleeping Strategy which sets out the Council's priorities for tackling homelessness and rough sleeping over the next five years.

Recent welfare changes against a back drop of increasing local rents have put increasing pressure on the affordability of housing for residents. This along with a shortage of affordable homes and a range of complex social and health factors have led to an increase in homelessness and rough sleeping over the last 5 years, nationally, regionally and within the Borough.

Locally, we have worked hard with our partners and made good progress in preventing homelessness and alleviating rough sleeping since the adoption of our last Homelessness Statement. However, there is still more to do.

Recent changes in legislation through the Homelessness Reduction Act place additional responsibilities on the Council to work with partners to provide appropriate support to prevent homelessness at an earlier stage.

This strategy sets out the Council's ambition to meet these challenges, working in partnership with local providers to deliver better outcomes for our households at risk of homelessness and to reduce rough sleeping.

I would like to thank everyone who has helped develop this strategy, in particular those stakeholders and partners who will help us deliver the priorities contained within to prevent homelessness and eradicate rough sleeping.

## Introduction

*“Homelessness is about more than rooflessness. A home is not just a physical space; it also has a legal and social dimension. A home provides roots, identity, a sense of belonging and a place of emotional wellbeing*

While rough sleeping (those who sleep or live on the street), is often the most visible and concerning form of homelessness, the definition of homelessness extends much wider than this.

It also includes anyone who does not have access to suitable accommodation and may be staying with friends or family (sofa surfing), living in squats or in temporary accommodation provided by the Council.

This Homelessness and Rough Sleeping Strategy sets out how we will, over the coming five years, prevent homelessness including rough sleeping and support those who face homelessness or who are at risk of becoming homeless. Our actions are targeted across the following work streams;

### **Theme 1 – Prevention of Homelessness:**

- Priority 1 Homeless Prevention and Tackling the Causes of Homelessness and implementing the Homeless Reduction Act.
- Priority 2 - Preventing homelessness by access to Affordable and Sustainable Housing Options.

### **Theme 2 – Response of Services to homeless households and vulnerable people:**

- Priority 1 - Preventing and Responding to Rough Sleeping.
- Priority 2 - Supporting Children, Families and Young People and Vulnerable Adults.

## National Picture

The incidence of homelessness and rough sleeping has dramatically increased within the last 8-10 years, with official estimates of rough sleeping indicating an increase of 169% since 2010.

In addition to official estimates, since 2009/10, the number of annual homelessness acceptances by Councils has increased by 19,000 across England, a 48% increase from the 2009/10 baseline.

There are a number of factors which can cause a person to be homeless. These are often complex and can include the lack of affordable housing, family / relationship breakdown, poor mental/physical health, loss of income / poverty leading to an inability to sustain or secure suitable accommodation.

The recent increase in statutory homelessness can, from national and local estimates, be attributed to the sharp rise in numbers made homeless from the private rented sector.

As a proportion of all statutory homelessness acceptances, those stemming from the private rented sector have risen, from 11% to 31% from 2009/10 to 2016/17.

Welfare reform and freezing of the Local Housing Allowance since 2011 are key contributing factors, especially in London where private rents have increased substantially.

Reduced income against a backdrop of rising private rents has led to the private rented sector being an increasingly unaffordable and unsustainable tenure of housing.

High demand on social housing stock and limited supply of affordable social housing to meet need has led to restricted social housing being available, leaving residents fewer options and leading to homelessness.

Ministry of Housing, Communities and Local Government figures, published in 2017, highlight that the number of people sleeping rough in England has increased by 73% over the last 3 years, and 169% in the last 7 years.

This is echoed by regional figures for rough sleeping which highlight that in 2010/11, 3,975 people spent at least one night sleeping rough in London. This has more than doubled in 2017/18 to 8,108.

While rough sleepers are exposed to a greater risk of crime and may be victims of violence, sustained periods of rough sleeping can lead to the development of additional complex needs such as substance misuse, mental and physical health issues. The development of these additional needs can then make the journey to securing sustainable accommodation, through addressing these issues, even more difficult.

### Local Picture & Context

Tower Hamlets is one of the fastest growing local populations in the country. This increase in population brings with it significant housing challenges concerning demand outstripping supply and a rising cost of living and housing.

The relationship between high housing costs and low incomes is evident. Tower Hamlets has the 12th highest average monthly rents in London, and one of the highest levels of poverty in the UK, with 44% of households in the Borough experiencing income poverty.

The combination of these factors can mean people in the Borough, particularly those on low incomes are being priced out with an increased risk of homelessness.

A sustained increase over the medium to long term in the supply of rented accommodation, that is affordable to local residents, could lead to a reduction in homelessness.

Even with the increased funding available to support the delivery of affordable rented housing, it is still unlikely that supply will match the level of need. It is therefore essential for the Council to increase prevention work and intervene earlier to alleviate homelessness.

One key challenge we are facing is the ability to procure affordable private sector temporary accommodation to fulfil our statutory duties to homeless households. This is resulting in a substantial increase in the cost of temporary accommodation.

The availability of affordable private rented accommodation is at risk of diminishing further, unless Local Housing Allowance and temporary accommodation subsidy are increased to more closely match market rents.

As part of this strategy we are taking steps to actively plan for the future by diversifying the supply of temporary accommodation. This is to reduce the dependence on expensive private rented accommodation and achieving an affordable pipeline of homes for the prevention and relief of homelessness.

The lack of affordable housing supply in-Borough has led to the placement of families outside of Tower Hamlets in order to fulfil our statutory duty. In these circumstances, those placed out of Borough may have left jobs, family and support networks and require additional support to resettle in a different location. We are committed to sourcing accommodation which is local and work with our neighbouring Boroughs to place homeless households within the wider locality.

Tower Hamlets has one of the youngest populations in the country, leading to a potentially greater risk of younger people experiencing homelessness who are more likely to receive lower incomes to afford local rents.

Care leavers also face an increased risk of homelessness in part as they often enter the care system as a result of the breakdown of their birth family. As a result, care leavers can often lack the emotional and practical support from families that other young people can rely on.

The need to support care leavers in developing the skills to live independently is reflected in the range of accommodation options, with varying levels of support, for young people who are entitled to Through Care services. Cases are considered by the Independent Placement Panel prior to the young person reaching the age of 16 and a half.

As part of our Corporate Parenting responsibilities, we are committed to ensure that the prevention of homelessness among care leavers is managed via support to find and sustain accommodation. Local authorities also now have a duty to provide Personal Adviser (PA) support to all care leavers up to the age of 25, if they want this. Some care leavers may experience continuing challenges, including the risk of homelessness, and they can now return for PA support to help address such issues.

Similarly, those who run away from home, in particular those who are LGBTQI+ are also at increased risk of homelessness with limited practical support from families.

A number of people are also made homeless as a result of domestic violence, largely in the case of women fleeing the principal home to escape violence. In these circumstances homeless women may be concealed as 'hidden homeless', staying with friends or relatives or indeed rough sleeping.

In 2017/18, 168 homelessness preventions were made where assistance supported residents to remain in their accommodation. 38% of these cases involved the provision of alternative accommodation due to domestic violence.

16% of the 168 preventions involved mediation/conciliation, 17% specific advocacy to remain in the Private Rented Sector and 14% requiring financial recourse to resolve the issue.

A key priority of this strategy is to put steps in place to ensure that we work with partners to deliver a greater focus on the prevention of homelessness. Specific measures are in place concerning key vulnerable groups such as young adults, care leavers, those with substance misuse problems and/or mental health issues as well as victims of domestic violence. These are set out under Theme 2, Priority 2 of this strategy.

Tackling the issue of rough sleeping within the borough is also a high priority. The total number of rough sleepers seen by our commissioned outreach team has increased from 331 in 2012/13 and 395 in 2015/16 to 475 in 2017/18.

We know that rough sleeping is harmful and dangerous. Recent studies indicate that the average life expectancy for a rough sleeper is 47 years for men and 42 for women.

Additionally, rough sleepers (and those who are homeless or at risk of homelessness) are at particular risk of suicide, in part due to high levels of related risk factors such as poverty/debt, mental ill health, drug and alcohol issues as well as isolation.

Rough sleepers with a Tower Hamlets local connection often have very complex needs (e.g. people with a triple diagnosis and/or a serious forensic history, co-dependent couples and people with pets) and therefore need very sophisticated and personalised accommodation and support options.

Prolonged periods of rough sleeping can lead to the development of additional complex needs such as substance misuse, poor mental and physical health issues.

Those who are very entrenched in a street lifestyle can often be resistant to taking up offers of support (including health and substance misuse support) and accommodation options. We are committed to never giving up on individuals and will continue to offer support.

There is an increasing need to place rough sleepers in accommodation options out-of-Borough due to all options within Tower Hamlets having been exhausted. Some clients with a local connection to Tower Hamlets are unwilling to access accommodation in another area.

There are a number of people who return to rough sleeping in the Borough after a period of time in either temporary or long-term accommodation. We are committed to working with those who return to rough sleeping to identify sustainable housing solutions.

We work with partners to better identify rough sleepers and intervene more rapidly to support as well as provide accommodation as set out under Theme 2, Priority 1 of this strategy.

### **National Policy**

Recognising the rise of homelessness as a significant issue, the Chancellor of the Exchequer reiterated a number of the

government's manifesto commitments around homelessness as part of his 2017 Budget speech. This included;

- A commitment to halve rough sleeping by 2022 and eliminate it by 2027
- The creation of a Homelessness Reduction Taskforce to develop a cross-government strategy to deliver the manifesto commitment.
- £28m investment into 'Housing First' pilot projects which prioritise an individual's need for stable housing rather than the traditional approach of moving them through different "levels" of supported accommodation.

Since the adoption of the LBTH Homelessness statement in 2013, the largest change in national policy has been the introduction of the Homelessness Reduction Act which came into force in April 2018.

#### The Homelessness Reduction Act

The Homelessness Reduction Act provides new legislation in preventing homelessness for households and individuals at risk through the following clauses:

- Improved advice and information about homelessness and the prevention of homelessness tailored to individual need and accessible.
- Extension of the period at which a client may be considered as 'threatened with homelessness' from 28

days to 56 days and thus potentially owed a duty to be housed.

- Introduced new duties to prevent and relieve homelessness for all eligible people, regardless of priority need and local connection.
- Introduced needs assessments and personalised housing plans, setting out the actions housing authorities and individuals will take to help secure accommodation.
- Encouraging public bodies to work together to prevent and relieve homelessness through a mandatory duty to refer.

#### Rough Sleeping Strategy

In addition to policies to prevent homelessness through the Homelessness Reduction Act, commitment is further emphasised through the Government's Rough Sleeping Strategy 2018. In summary, this committed;

- To halve rough sleeping by 2022, and to end it for good by 2027.
- £100m of funding and a three-pronged approach to ending rough sleeping through prevention, intervention, and recovery.
- A wider review of homelessness and rough sleeping legislation, which will include the Vagrancy Act.

## **Local & Regional Policy**

### London Housing Strategy

Complementing national policy, the London Housing Strategy offers a range of proposals to prevent and address homelessness as well as reduce rough sleeping; these largely fall under the following themes;

#### *Homelessness Prevention*

The Mayor of London will

- Work with partners to support a greater focus on prevention of homelessness, particularly youth homelessness.
- Work with partners to ensure those who lose their home are supported into sustainable accommodation

#### *Rough Sleeping*

- Work with partners to identify and pursue new approaches to tackling rough sleeping in London
- Work with partners to better identify rough sleepers and intervene more rapidly to support them off the streets. This includes providing specialist support for particular groups to help rough sleepers stay off the streets.
- Work with partners to improve the provision of accommodation for rough sleepers.

### Tower Hamlets Housing Strategy

Our current housing strategy was adopted in December 2016, and is geared towards delivering a housing offer which best meets the needs of its local residents. It set out our commitment to delivering a Homelessness Strategy which:

- Considered other options to prevent homelessness and to meet demand, including ways of reducing the number of homeless households from LBTH who are currently in temporary accommodation.
- Committed to the continuation of the No Second Night Out objective (and through working with landlords and tenants, ensuring a 'No First Night Out' on the street).
- Committed to developing council owned temporary accommodation, and using existing council and Registered Provider properties for short-term homeless housing where appropriate.
- Gave consideration to ensuring the most vulnerable groups can be assisted, linking their support into health, education, employment and wellbeing.

In addition to the Homelessness & Rough Sleeping Strategy, we have a range of other complementary strategies and plans to address both the root causes and impact of homelessness and rough sleeping on residents. These include;

- Tenancy Strategy
- Private Rented Sector Strategy
- Health and Wellbeing Strategy 2016-20
- Violence against Girls and Women Strategy 2016-19
- Suicide Prevention Strategy 2018-21
- Substance Misuse Strategy 2016-19
- Tackling Poverty Work Programme
- Hostels Commissioning Plan 2016-2019
- Health Scrutiny Committee Review: Health & Social Care Provision for Homeless Residents

## How the 2018 – 2023 Homelessness Strategy & Rough Sleeping Strategy is set out

Our Homelessness and Rough Sleeping Strategy has two themes; Prevention of Homelessness and Response to Homeless Households and Vulnerable People of services. Each theme has two priorities.

### Theme 1 – Prevention of Homelessness:

- Priority 1 Homeless Prevention and Tackling the Causes of Homelessness and implementing the Homeless Reduction Act.
- Priority 2 - Preventing homelessness by access to Affordable and Sustainable Housing Options.

### Theme 2 – Response of Services to homeless households and vulnerable people:

- Priority 1 - Preventing and Responding to Rough Sleeping.
- Priority 2 - Supporting Children, Families and Young People and Vulnerable Adults.

## What we have delivered so far;

We have made significant progress in preventing homelessness and assisting the most vulnerable households in the borough through:

- Achieving a 100% reduction in Bed & Breakfast for families so that no family is placed in B&B for longer than the statutory limit of 6 weeks.
- Successful implementation of the 'No First Night Out Rough Sleeping Prevention' service and 'No Second Night Out Rough Sleeping' initiative.
- Successful implementation of the Safe Connections project that enabled a notable number of rough sleepers to return safely to their place of origin in the United Kingdom. This model has now been replicated pan-London by the GLA.
- Successful implementation of the award winning Routes to Roots project that has enabled a significant number of homeless individuals to be safely discharged from the Royal London Hospital and return to their place of origin in the United Kingdom.
- Successful procurement of temporary accommodation within 90 minutes travel to the borough enabling households to maintain ties with their communities whilst displaced.
- As part of the LBTH Young People's Accommodation Pathway, the Council has commissioned four block accommodation based support services contracts offering 14 distinct supported

housing schemes to provide accommodation and support for vulnerable young people (homeless youth and care leavers) between the ages of 16 to 21 (up to 25 depending on needs). This service provides a safe and secure environment for young people unable to remain at home.

- The service also offers a 'crash pad facility' consisting of emergency bed spaces offering short term accommodation (24-48 hours) to further eliminate the need for bed and breakfast and temporary accommodation (in particular for 16 and 17 year olds).
- Embedding links between the homelessness and safeguarding services to identify adult abuse and neglect and take appropriate action. This includes the work of the High Risk Transition Panel which considers and supports agencies to manage risk when vulnerable adults are transitioning from one service or situation to another, one risk being the prevention of homelessness amongst vulnerable adults.
- Successfully rehousing 1,366 homeless households (bands 1B and 2A) into permanent accommodation under the last Homelessness statement between 2012 and 2017.
- A successful restructure of the Housing Options team to prepare for the Homelessness Reduction Act.
- Continuing to be a key regional and sub – regional influential and respected partner.

- Improved conditions in the private rented sector and promoted tenants' rights through our Private Renters Charter and greater landlord licensing.

### **Initiatives we will continue to deliver**

#### Theme 1 - Prevention of Homelessness:

*No Wrong Door* - Our Housing Options Service will continue its innovative No Wrong Door programme to ensure that customers can access all the services they need to help resolve their housing problems from one point of contact.

*Private Rented Sector Housing Advice Team* - The Housing Advice Team will continue to prevent homelessness through giving comprehensive advice and guidance to private sector tenants, registered social landlord tenants and leaseholders. We will continue to try and resolve landlord disputes, disrepair issues, rent/mortgage problems, maximisation of income, security of tenure issues and service charge issues.

*East London Housing Partnership* – We will continue to work with ELHP on the *New Leaf* project which delivers upstream homelessness prevention advice and support to private rented sector households who are threatened with homelessness.

The *New Routes* project will also deliver rent deposits for 250 non-priority single households (or couples) when homelessness prevention has failed.

*Partnership working with Registered Social Housing* – We will continue to broker the relationship between Registered Social Landlords and Tenants, by intervening early and preventing homelessness through rent arrears and anti-social behaviour.

The Through Care Service will continue to consider the accommodation needs of eligible care leavers as part of their individual needs assessment and Pathway Plan. Personal Advisers work with the Through Care Housing Support Officer and other professionals to find accommodation options which meet the young person's identified needs.

Theme 2 – Response of Services to homeless households and vulnerable people:

*East London Women's Project* – We will continue to work with East London Housing Partnership to provide supported accommodation for female survivors of abuse who have multiple disadvantages. These include; substance use, mental health issues, history of offending, sex working, no recourse to public funds or other multiple or complex support needs.

*No First Night Out* - We will continue to partner the No First Night Out (NFNO) initiative and provide accommodation for single people who may have otherwise resorted to sleeping on the streets.

The Housing Options Single's team (HOST) service will continue to employ a *Complex Needs Team* to work more intensively with high support self-referred and partner agency

clients (MAPPA, IOM, Hospital Pathways) who require accommodation and long term support.

HOST will continue to work with the most vulnerable single people who approach as homeless. As the Complex Needs Team deals with a high level of complex cases, the collaborative working amongst key partner agencies such as Mental Health, Drugs and Alcohol Services, Safeguarding and Adults Services will remain vital in delivering this service.

We will continue to deliver the LBTH Young People's Accommodation Pathway to provide a safe and secure environment for young people unable to remain at home in addition to activities undertaken to facilitate a safe return home where possible.

We will continue to offer a 'crash pad facility' consisting of emergency bed spaces offering short term accommodation (24-48 hours) to further eliminate the need for bed and breakfast and temporary accommodation (in particular for 16 and 17 year olds).

We will continue to embed links between the homelessness and safeguarding services to identify adult abuse and neglect and take appropriate action. This includes the work undertaken by the High Risk Transition Panel to ensure the risk of homelessness is mitigated amongst vulnerable adults.

## Theme 1: Prevention of Homelessness

### Priority 1 Homeless Prevention and Tackling the Causes of Homelessness and implementing the Homelessness Reduction Act

In the next 5 years we will:

Objective 1: Provide quality, timely and accessible information and advice focused on homeless prevention and support by:

- Ensuring that there is clear and consistent information at all key points of contact for homeless households and those at risk of becoming homeless.
- Improving the quality and accessibility of housing and homelessness advice services and pathways.
- Working with East London Housing Partnership on the New Leaf and New Routes projects.
- Meeting our duties under the Homelessness Reduction Act.

Objective 2: Support people to remain in their homes by:

- Working proactively with social and private landlords to identify and support people at risk of homelessness and assist tenants to maintain their tenancies.
- Providing a holistic advice and support role for people at risk of losing their homes.

- Providing financial inclusion and income maximisation advice and support for residents, particularly those at risk of losing their homes.
- Providing targeted support to broker the relationship between landlords and those families placed in private rented accommodation.
- Discretionary housing payments - targeted and proactive use of these funds to help people to maintain their tenancy.

Objective 3: Address the root causes of homelessness through a partnership approach to tackling worklessness and exclusion by:

- Mitigating where possible the impact of welfare reform on homeless and formerly homeless people.
- Providing pathways and support to employment for households at risk of homelessness and exclusion.
- Strengthening strategic commitment and joint working on homelessness prevention and exclusion.
- Making better use of information and intelligence across partners to tackle homelessness and exclusion.
- Creating specific projects to help key groups such as young people to access and maintain good employment, in

particular addressing the specific needs of those that are Not in Education Employment and Training (NEET).

**We will achieve these objectives by**

- Service re–design to meet the challenges of the Homelessness Reduction Act.
- Upskilling our staff.
- Ensuring good practice and quality services by achieving Domestic Abuse Housing Alliance (DAHA) accreditation.
- Digital transformation enabling residents to self-serve their service needs as much as possible.
- Briefing partner organisations in all aspects of homelessness.
- Exploring and enhancing a range of preventative measures and best practice models.
- New Information Technology system.

**How will we know if our actions are working?**

- Increased number of homelessness preventions and a reduced proportion of repeat homelessness cases.

- Increased proportion of personal housing plans which achieve a positive outcome.
- Improved job outcomes achieved by those homeless or rough sleeping.
- Improved client satisfaction with the Housing Options service.

## Theme 1: Prevention of Homelessness

### Priority 2 - Preventing homelessness by access to Affordable and Sustainable Housing Options.

In the next 5 years we will;

#### Objective 1; Increase the supply of housing across social tenures by:

- Working in partnership with housing providers and developers, to continue to provide new affordable and suitable homes.
- Identifying funding opportunities to develop new council homes.
- Working through our Housing Companies to secure further housing, both through purchase of existing market properties and build new homes.
- Bringing empty properties back into use.

#### Objective 2; Develop innovative and sustainable housing options in the private sector by:

- Improving the accessibility of the private rented sector as a continued opportunity to prevent homelessness, recognising that the continuing Local Housing Allowance freeze influences affordability.

- Ensuring that the private sector offers safe and good quality housing options.
- Promoting private tenants' rights and supporting responsible landlords through the ongoing promotion of the Council's Private Renters Charter.
- Making privately rented accommodation more accessible to our residents by bridging the gaps in service, managing expectations and educating on homelessness realities.

#### Objective 3: Maximise the use of the existing social housing stock by:

- Using some of our general needs social housing as temporary accommodation where appropriate.
- Implement changes within the Allocations Policy to ensure that current resources are used most effectively to reduce homelessness and provide adequate housing to those in need.
- Working with our partner Registered Providers to use their permanent housing stock for temporary accommodation.
- Providing permanent offers to house homeless households in discharge of the council's statutory duty and to free up temporary accommodation for other homeless applicants owed a relief duty.

Objective 4; Increase the supply of appropriate temporary accommodation and reduce the time spent in temporary accommodation by;

- Developing a sustainable approach to procuring temporary accommodation.
- Procuring temporary accommodation both inside and outside the borough and supporting all households who are placed in this accommodation.
- Provide a bespoke package of support for those families who are moved out of the borough, their host boroughs, and incorporate any lessons learned from LGA commissioned research into this area.
- Continuing to work with a range of private sector landlords across London and the South East in order to provide temporary accommodation.

Objective 5; Champion innovation by;

- Continuing to lead on cross borough working and taking a collaborative approach to acquiring temporary accommodation.
- Participating in the pan London Capital Letters programme to provide properties for those families and other households most in need of accommodation.

- Continuing the £75m PLACE (Pan-London Accommodation Collaborative Enterprise) programme which procures “precision-manufactured” family homes.

**How will we know if our actions are working?**

- Through delivering a pipeline of 2,000 council homes by 2022
- Securing 4,000 socially rented homes through the planning process.
- Increasing the number of landlords signing up to the landlord licensing scheme.
- Increasing the number of homes acquired or delivered for temporary accommodation.
- Reducing the number of households living in temporary accommodation.
- Never placing homeless families in Bed & Breakfast accommodation for more than 6 weeks.
- Increasing the number of permanent offers to homeless households.

## Theme 2; Response of Services to homeless households and vulnerable people:

### Priority 1 - Preventing and Responding to Rough Sleeping

In the next 5 years we will

- Prevent people from having to rough sleep for the first time in the borough.
- Support new rough sleepers so they don't spend a second night on the streets.
- Assist people to exit the street safely and to sustain accommodation so that no one calls the street their home.
- Help former rough sleepers maintain their independence and accommodation.

We will do this by;

- Providing services and interventions in partnership with colleagues in Substance Misuse services, Adult Social Care, Integrated Commissioning, Primary Health Care and Mental Health services, Community Safety services, the third sector and many others.
- Participating in forums and implementing models to support rough sleepers and reduce the anti-social behaviour associated with some rough sleepers and sleeping sites.

- Providing a response to the Government's Rough Sleeping Strategy and working closely with the Ministry of Housing, Communities and Local Government to make most effective use of new funding streams to end rough sleeping.

#### Objective 1; Provide services and interventions in partnership by;

- Continuing to commission a Rough Sleeping Street Outreach Service – TH SORT.
- Continuing to commission day services for rough sleepers and those who are vulnerably housed.
- Continuing to provide an integrated drug and alcohol service (DAAT) which will:
  - Link into the Royal London Hospital Homeless Pathways team and rough sleeping services.
  - Deliver a High Impact Drinkers Programme which takes a multi-agency approach to engaging alcohol misusing individuals.
  - Commission RESET, an integrated drug and alcohol treatment service with an easy single point of access to treatment.
  - Commission a dedicated service at the local homeless health centre, Health E1 to support homeless service users misusing substances.

- Continuing to commission a large variety of hostel services in the borough for those with medium, high and complex support needs including challenging behaviour.
- Continuing to utilise a range of bespoke accommodation options including those funded by the London Mayor's office (GLA), regional options and inter-borough swaps.
- Continuing to provide support to non-UK national rough sleepers with offers of employment and immigration advice, and supported voluntary reconnections.
- Testing out new partnerships and ways of working with entrenched rough sleepers including a Street Nurse, Street Psychologist and a Housing First Pilot.

Objective 2; Support rough sleepers and reduce the anti-social behaviour through;

#### *The Support and Enforcement Model*

- We will continue to implement a Support and Enforcement model to support rough sleepers and reduce anti-social behaviour.
- Genuine offers of support and accommodation will always be the main approach to end rough sleeping.

- Where this approach is consistently unsuccessful, we will work closely with enforcement agencies and the wider community to reduce anti-social behaviour.

#### *Forums and Tasking Meetings*

- We will continue to chair a monthly Tasking and Care Planning Meeting for Rough Sleepers and those with a street lifestyle. This meeting brings together support and enforcement agencies to case conference and develop plans for entrenched rough sleepers and to develop rough sleeping hotspot management plans.
- We will continue to support a number of multi-agency panels to support vulnerable clients and/or reduce anti-social behaviours. These include the Community ASB MARAC, DV MARAC, TH Prostitution Partnership, Adult Safeguarding High Risk Transitional Panel, and local Ward Panel meetings.

Objective 3; Implement a response to the Government's Rough Sleeping Strategy by;

- Collecting and submitting additional data on rough sleepers as well as reporting progress in delivering strategies and publishing an annual Rough Sleeping Action Plan.
- Working with government in reviewing the issues of LGBTQI+ homelessness.

- Reviewing our current arrangements and implementing new practises regarding vulnerable adults who are at particular high risk of homelessness. These include those discharged from hospital, ex-offenders, victims of modern slavery and victims of domestic abuse.
- Delivering a number of initiatives in relation to primary, long term and palliative health care for rough sleepers as part of the Government's Access to Health Services Strategy.
- Implementing a range of 'rapid rehousing' initiatives as proposed by Government following its review of the Housing First pilots.
- Exploring new funding opportunities such as:
  - Specialist personal advisers
  - Rough sleeper Navigators
  - Somewhere Safe to Stay Pilots
  - Non UK nationals services
  - Controlling Migration Fund
  - Supported Lettings Fund
  - Private Rented Sector Access Fund
  - Local Lettings agencies
  - Social Impact Bond
- Participating on the Mayor of London's No Nights Out Sleeping Rough Taskforce, contributing to the GLA's Rough Sleeping Plan of Action and utilising new funding opportunities to improve the lives of those who sleep rough.

#### **How will we know if our actions are working?**

- Funds secured to deliver rough sleeping initiatives will be maximised.
- The number of rough sleepers supported through the No Second Night Out project will have increased.
- The number of rough sleepers supported to sustain accommodation will have increased.
- The number of rough sleepers within Tower Hamlets will be reduced over the lifetime of this strategy.

## Theme 2 Response of Services to homeless households and vulnerable people.

### Priority 2 - Supporting Children, Families and Young People and Vulnerable Adults

In the next 5 years we will

Objective 1: Prevent homelessness among families and young people as part of an integrated approach to youth and family services by:

- Improving training and joint working across agencies to focus on homelessness prevention, identification and early intervention for families and young people.
- Improving the support offered to eligible care leavers by appointing a housing officer for children's services.
- Improving the use of mediation and respite to address family breakdown as a cause of homelessness.
- Continuing to deliver the LBTH Young People's Accommodation Pathway to provide a safe and secure environment for young people unable to remain at home.
- Continuing to offer a 'crash pad facility' consisting of emergency bed spaces offering short term accommodation to further eliminate the need for bed and breakfast and temporary accommodation (in particular for 16 and 17 year olds).

- Continuing to provide the HOST Young Persons Social Worker who sees all homeless clients aged 16 and 17 years, including those who are pregnant, and will undertake Children's Act social work assessments.

- Support homeless young people to achieve their full potential and positively progress to adulthood, in particular care leavers through the development of a housing options protocol for care leavers.

- Increasing provisions and support for young people including tackling worklessness and ensuring strong links with partners including Drugs and alcohol services, and mental health.

Objective 2; Support homeless families and young people to be safer, healthier and emotionally resilient by:

- Improving awareness of GP registration rights amongst both primary care staff and service users to ensure better engagement of homeless people to health services.
- Training front line staff in dealing with homeless people to better understand behaviours which may be encountered to reduce higher discharge rates.
- Working towards ensuring that a person's housing issues are identified and addressed as part of the social prescribing programme in the borough.

- Providing better support services for homeless families including our statutory duties concerning the safeguarding of children and adults at risk.
- Support vulnerable adults at risk of homelessness through bespoke pathways, as well as delivering integrated health provision for those that are homeless or at risk of homelessness.
- As part of the Tower Hamlets Suicide Prevention Strategy (2018-2021), ensure that suicide prevention and the support of service users with mental health needs is embedded within the Housing Options Service (and other front line services).

Objective 3: Provide specialist support to victims of Domestic abuse

- In the first instance, we will consider Sanctuary schemes to enable victims of domestic violence to remain in their homes.
- We will continue to provide a multi - agency risk assessment conference (MARAC) approach which enables a bespoke support response to be provided to each individual household.
- We will continue to commission independent domestic, sexual and gender-based violence advocates (IDVAs) to help victims apply for legal remedies such as occupation

orders, Non Molestation Orders (NMOs) and coordinate weekly Domestic Violence One Stop Shops.

- Where appropriate and safe to do so, the council would consider granting a new tenancy of their existing home to victims of Domestic Violence.
- We will continue to grant priority need to victims of domestic abuse who are housed in refuges.

Objective 4; Better identify the needs of vulnerable people through a personalised, multi-agency approach by:

- Improving the assessment of vulnerable adults, particularly those with multiple needs.
- Ensuring that structures and processes are in place to support a multi-agency approach to assessing vulnerable adults.

Objective 5; Address and reduce the support needs of vulnerable homeless people to enable them to live independently by:

- Continuing to embed links between the homelessness and safeguarding services to identify adult abuse and neglect including the work undertaken by the High Risk Transition Panel to ensure the risk of homelessness is mitigated amongst vulnerable adults.

- Continuing to employ the Complex Needs Team to work more intensively with high support self-referred and partner agency clients (MAPPA, IOM, and Hospital Pathways) who require accommodation and long term support.
- Supporting ex-offenders in tandem with the Probation Service to keep their homes or find suitable accommodation on return from prison.
- Ensuring a secure passage for homeless people following Hospital discharge.
- Improving move-on options for people in hostel accommodation and independent living skills of homeless people.

#### **How will we know if our actions are working?**

- Improved support for vulnerable groups including;
  - Young People
  - Care leavers
  - Ex-Offenders
  - Victims of Domestic violence
  - Those with substance misuse issues
  - Those discharged from Hospital
- Greater prevention of homelessness amongst vulnerable groups including
  - Young People
  - Care leavers
  - Ex-Offenders

- Victims of domestic violence
- Those with substance misuse issues
- Those discharged from hospital

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## Homelessness and Rough Sleeping Strategy 2018 - 2023 Equality Assessment (EA)

### Section 1: General Information

#### **1a) Area of Activity – Housing**

Homelessness and Rough Sleeping Strategy 2018 – 2023

#### **1b) Service area**

Housing Options  
Place Directorate

#### **1c) Service Head**

Mark Baigent – Service Head, Strategy, Sustainability and Regeneration (Interim)

#### **1d) Name and role of the officer/s completing the EA**

Rafiqul Hoque – Head of Housing Options  
Seema Chote - Statutory and Advocacy Team Manager - Housing Options  
Abidah Kamali - Business Improvement and Performance Coordinator  
Corporate Strategy and Equality

## **Section 2: Information about Homelessness and Rough Sleeping Strategy and the EA**

### **2a) In brief please explain what the assessment involves**

The London Borough of Tower Hamlet's current housing strategy was adopted by the Council in December 2016, and covers a full range of housing issues that include meeting overall housing need, new housing supply including affordable housing, regeneration, tackling poor conditions in the private rented sector and a commitment to partnership working.

In relation to tackling homelessness, the Strategy committed the council to:

- Refresh our Homelessness Statement into a Strategy and align it with the 2016-21 Housing Strategy
- Reconvene the Homelessness Partnership Board which will assist with the production and delivery of the action plan, with monitoring being carried out by officers.

The housing strategy committed the council to consider other options to prevent homelessness, and to meet demand, including considering the options to reduce the number of homeless households from LBTH who are currently in temporary accommodation, a continued commitment to the no second night out objective (and through working with landlords and tenants, 'no first night out' either), developing council owned temporary accommodation, and using existing council and Registered Provider properties for short-term homeless housing where appropriate. It stated that a fundamental aspect of the new homelessness strategy will be to ensure the most vulnerable groups can be assisted, linking their support into health, education, employment and wellbeing. There are specific provisions for Young People, Carers and those who are face domestic violence, often women.

The introduction of the Homeless Reduction Act 2017 has been described as one of the major pieces of homelessness legislation in the past 15 years by Shelter. Previously a person is defined as being threatened with homelessness if it is likely that they will become homeless within 28 days. The Homelessness Reduction Act 2017 increases the number of days from 28 to 56, including those who have been served with a section 21 (Housing Act 1988) notice, a legal notice that must be served by a landlord notifying

the tenant that possession of the private sector property is required. A period in which to negotiate with a landlord once the s21 notice has been issued is vital to prevent homelessness and find alternative options, either through the same landlord or another, and is one of the ways in which our Housing Advice service has been successful in preventing homelessness.

The Government's Rough Sleeping Strategy was published in August 2018 making a commitment to halve rough sleeping 'within this parliament' and to end it for good by 2027. This Strategy sets out how we intend to respond to the Government's Rough Sleeping Strategy by aligning our current action with its key proposals and setting out our approach to other initiatives requiring a longer term approach as set out in their document.

The Homelessness and Rough Sleeping Strategy has two main themes; **Prevention** and **Response** of services, with two priorities each.

**Theme 1 – Prevention of Homelessness:**

1. Preventing homelessness through advice and compliance with the Homelessness Reduction Act 2017
2. Preventing homelessness by access to Affordable Housing Options.

**Theme 2 – Response of Services to homeless households and vulnerable people:**

3. Tackling Rough Sleeping
4. Supporting Children, Families and Young People and Vulnerable Adults.

**Community Profile**

The following statistics illustrate the diversity of the population of Tower Hamlets and these statistics have helped inform the conclusions reached in this assessment.

- Over the next ten years, the population of Tower Hamlets is projected to increase from approximately 317,200 residents in 2018 to 370,700 in 2028 . This would be an increase of 53,200 additional residents – equivalent to around 15 additional residents per day for the next ten years. It would be a 17 per cent increase in the population compared with 10 per cent in London as a whole, making Tower Hamlets one of the fastest growing boroughs in the capital.
- However, population growth is expected to vary greatly within the borough. This is because there is little housing development planned in some areas, while at the same time the average household size of the existing population is expected to fall as the population ages. An area in Shadwell is projected to see the biggest decrease, with its population expected to fall by 9 per cent over the next ten years. On the other hand, some areas in the borough are expected to see dramatic increases. Two areas in the Isle of Dogs (in Canary Wharf and Blackwall & Cubitt Town wards) are expected to see their populations nearly double over the next decade (+90 per cent). Population growth in these and other areas of the borough is driven primarily by large scale housing development.
- Tower Hamlets has a relatively young population compared with the rest of the country. Our median age in 2016 was 30.6 years which was the 4th youngest median age out of all local authorities in the UK. Nearly half of the borough’s population (47 per cent) is aged between 20 and 39 which is the highest proportion in the UK, and well above the London average (34 per cent).
- Over the next decade, the borough population is expected to age slightly, though Tower Hamlets will remain a relatively young borough. The proportion of children and young adults in their twenties and thirties is projected to fall while the proportion of older adults is projected to increase. The borough’s pension age population (aged 65 and over) is expected to grow faster than any other age group, increasing by 39 per cent by 2028 which is more than double the growth rate for all ages (17 per cent). On the other hand, the number of children in the borough is expected to grow at a much slower rate.
- All projections are subject to some level of uncertainty, but projections are at their weakest in times of great demographic change because they rely heavily on information about historical trends. In the past, national population projections did not foresee the baby boom or the increase in migration in the 1990s. Brexit makes this a particularly uncertain time for population projections in Tower Hamlets, and indeed the rest of London and the UK. It will undoubtedly impact the economy and migration patterns, and consequently the borough population. However, no source of population projections has yet

attempted to take into account the impact of Brexit because it is unclear what assumptions should be made about the future until policies are finalised and new trends begin to emerge.

More detail on population growth derived from the GLA can be viewed here:

[https://www.towerhamlets.gov.uk/lgnl/community\\_and\\_living/borough\\_statistics/population.aspx](https://www.towerhamlets.gov.uk/lgnl/community_and_living/borough_statistics/population.aspx)

Ethnicity – Based on 2011 Census

- More than two thirds (69 per cent) of the borough's population belong to minority ethnic groups (i.e. not White British): 55 percent belong to BME (Black and Minority Ethnic) groups and a further 14 per cent are from White minority groups.
- The Census provides data about 18 different ethnic group populations. The borough's three largest groups are the Bangladeshi, White British and 'Other White' populations. Considered together, people from these three ethnic groups make up around three-quarters of the Tower Hamlets population.
- The Bangladeshi population makes up almost one third (32 per cent) of the borough's population – considerably larger than the proportion across London (3 per cent) or England (under 1 per cent). Tower Hamlets has the largest Bangladeshi population in England.
- White British residents comprise 31 percent of the borough's population, far lower than the percentage nationally (80 per cent). Tower Hamlets has the fifth lowest proportion of White British residents in England. Newham and Brent had the lowest rates (17 and 18 per cent respectively).
- The third largest ethnic group in the borough is the 'Other White' group who comprise one in eight borough residents – close to the London average. This group is very diverse and includes residents from a mix of ethnic backgrounds (e.g. Europeans, Australians, Americans).

- Residents from Black ethnic groups make up 7 per cent of the population comprising: 4 per cent from Black African groups; 2 per cent from Black Caribbean groups; and 1 per cent from Other Black groups. Tower Hamlets has a smaller proportion of Black residents compared to the London average (7 vs. 13 per cent).
- **Disability and Caring**
- The Census 2011 results showed that 13.5% of residents stated that they had a long-term health problem or disability that limited their day to day activities (34,300 residents) This is slightly lower than the regional and national rates (14.1% in London and 17.6% England)
- The 2011 Census found that 19,356 residents provided some level of unpaid care in the borough, which accounted for 7.6% of all LBTH residents. Compared with London and England averages, the provision of unpaid care in the borough is significantly skewed towards the provision of more (20+) hours. While 56.5% of those providing unpaid care do so for 19 hours per week or less, the remaining 43.5% provided 20 hours per week or more. 18.1% of carers provide 20 to 49 hours of care per week, and over a quarter provide unpaid care for 50 hours or more per week (4,915 residents).

## **2b) What are the equality implications of your proposal?**

The equality implications of the proposals set out in this document are overwhelmingly positive.

On adoption of the Homelessness and Rough Sleeping Strategy, the actions will provide the rationale for individual decisions by case officers. This is particularly relevant in the context of the medium term financial strategy for the council, resources available to deliver the actions identified in this document can be expected to reduce, both from revenue and capital sources. However, the Council seeks to maximise financial support to tackle homelessness through applying for resources from central Government, particularly to tackle rough sleeping.

In addition with the continuing roll out of welfare reform, it can be expected that there will be negative impacts on the protected

groups which the council is not necessarily in a position to fully mitigate.

**2c) What is the cumulative equality impact of your proposal?**

The cumulative equality impacts of the Homeless and Rough Sleeping Strategy 2018 – 2023 are considered to be positive. As set out in the themes above, the council is seeking to provide a distinct range of responses, particularly for people from disadvantaged backgrounds who historically are over-represented amongst the protected groups identified by the council. The council will need to be mindful in certain instances to ensure that positive impacts for certain protected groups do not unintentionally negatively impact on other protected groups.

Further assessments of individual policies which emerge from the Homeless and Rough Sleeping Strategy 2018 – 2023 will be carried out and if any potential negative impacts are identified mitigating actions will be identified accordingly.

In Section 3 of this document the broad equality impacts on each of the protected groups each of three delivery themes are addressed in turn.

**1.Disability**

Identify the effect of the Homeless and Rough Sleeping Strategy 2018 - 2023 on disabled people.

*Please describe the analysis and interpretation of evidence to support your conclusion.*

## Section 3: Equality Impact Assessment

Appendix B Homeless and Rough Sleeping Strategy 2018 – 2023

Equality Assessment

### **Will the changes in your policy/service have on people who are disabled?**

In providing, support and advice to households threatened with homelessness, the individual needs of each household are taken into account, particularly in either advising on support or in the placement of households in either temporary or permanent accommodation. For residents who are disabled, their individual needs will inform each decision.

Maintaining a sustained supply of affordable housing that meets a disabled person's needs will deliver positive outcomes for disabled people. Current policy is that 10% of affordable housing should be accessible (or capable of adaptation) for people who use wheelchairs. The council is committed to delivering between 35% and 50% of new housing as affordable housing as set out in its current planning policy and therefore meeting this target will help deliver positive outcomes for this protected group.

The Council is also committed to Project 120, which was started in 2012 to address the specific housing needs of families with a wheelchair user and other complex medical needs on the Council's Housing waiting list including homeless households. The name stems from the 120 families who were on the Accessible Housing waiting list at that time. The Council works closely with developers and housing associations to identify specific needs of a family at an early stage and identify a property in development which can then be adapted accordingly to meet that need. The project has been very successful and over 200 families had been rehoused accordingly.

In providing, support and advice to individuals either rough sleeping or at risk of rough sleeping, the individual needs of each person are taken into account, particularly in either advising on or in the placement of households in either temporary or permanent accommodation. In addition the Strategy sets out how the Council works closely to meet the individual health needs of rough sleepers many of whom will have a disability including support for a mental health condition.

Concerning mental health, Health E1 is the specialist general practice for homeless people in Tower Hamlets. The practice offers 20 minute appointments, a walk-in service, mental health nurses on site, a blood-borne virus testing service, and substance misuse workers from drugs and alcohol service RESET. The prevalence of severe mental illness, such as schizophrenia and bipolar disorder, is 13 times higher than in the rest of the borough,

RESET is the drugs and alcohol service commissioned by London Borough of Tower Hamlets. The full service operates at Mile End Hospital, with two substance misuse workers based at Health E1. During 2015/16 RESET at Health E1 saw 293 people for drug and alcohol misuse, of whom the vast majority (95%) presented with opiate dependency. 19% of all of those in treatment had a dual diagnosis of substance misuse and a mental health condition.

There are a range of provisions in the strategy to prevent homelessness and reduce rough sleeping of those with mental health and substance misuse issues.

<p><b>2. Gender reassignment</b></p> <p><i>Identify the effect of Homeless and Rough Sleeping Strategy on different gender groups (inc Trans) groups</i></p> <p><i>Please describe the analysis and interpretation of evidence to support your conclusion.</i></p>	<p><b>Will the change in your policy/service have on people who have had their gender reassigned or are undergoing gender reassignment?</b></p> <p>There is no evidence to suggest or reason to believe that people with a reassigned gender will be disproportionately affected by the Homelessness and Rough Sleeping Strategy. Rather, the aim of improving our Homelessness and Rough Sleeping services in the borough will be of benefit to this group to the same extent as others.</p> <p>Person centred individual plans for either households or individuals will assist in providing a specific response to those affected by homelessness and rough sleeping including those people who have had their gender reassigned or are undergoing gender reassignment?</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a <b>neutral</b> impact on this protected group.</p>
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<p><b>3. Pregnancy and maternity</b></p> <p><i>Identify the effect of Homeless and Rough Sleeping Strategy on women who are pregnant or in maternity</i></p> <p><i>Please describe the analysis and interpretation of evidence to support your conclusion.</i></p>	<p><b>Will the change in your policy/service have an adverse impact on women who are pregnant or in maternity?</b></p> <p>There is no evidence to suggest or reason to believe that women who are pregnant or in maternity will be disproportionately affected by Homelessness and Rough Sleeping Strategy. Rather, the aim of improving housing conditions in the borough will be of benefit to this group to the same extent as others. The Strategy sets out specific responses for young single women who are either pregnant or in maternity and at risk of homelessness as this is a particularly vulnerable group.</p> <p>Person centred individual plans for either households or individuals will assist in proving specific response to those affected by homelessness and rough sleeping including those people who are pregnant or in maternity.</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a neutral impact on this protected group.</p>
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<p><b>4. Race</b></p> <p><i>Identify the effect of Homeless and Rough Sleeping Strategy on different race groups including ethnic or national origins, colour and nationality</i></p> <p><i>Please describe the analysis and interpretation of evidence to support your conclusion.</i></p>	<p><b>Will the change in your policy/service have an adverse impact on race groups including ethnic or national origins, colour and nationality?</b></p> <p>Ethnic minority households in the borough are disproportionately in more housing need with nearly 70% of applicants on the common housing register being from black and minority ethnic communities. Bangladeshi families represent nearly 55% of those on the list compared to a borough population of 33%. A high proportion of these households are overcrowded and require larger family homes.</p> <p>Ethnic minority households in the borough are disproportionately affected by homelessness, as is the case regionally. In 2015/16 80% of households accepted as homeless were from BME groups. However, ethnic minority groups account for nearly 70% of the borough’s population.</p> <p>All services are geared to meeting the needs of individuals or households regardless of their race groups including ethnic or national origins, colour and nationality. Where appropriate, those service users who do not speak English as a first language will be provided with translation services. The Strategy also sets out how the Council will assist those households and individuals whose immigration status reduces their statutory rights.</p> <p>There is no evidence to suggest or reason to believe that race groups including ethnic or national origins, colour and nationality will be disproportionately affected by Homelessness and Rough Sleeping Strategy. Rather, the aim of improving housing conditions in the borough will be of benefit to this group to the same extent as others.</p> <p>Person centred individual plans for either households or individuals will assist in proving specific response to those affected by homelessness and rough sleeping including those people from different race groups including ethnic or national origins, colour and nationality.</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a neutral impact on this protected group.</p>
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<p><b>5. Religion or belief</b></p> <p><i>Identify the effect of Homeless and Rough Sleeping Strategy on people who have religious views or beliefs using the prompts above</i></p> <p><i>Please describe the analysis and interpretation of evidence to support your conclusion.</i></p>	<p><b>Will the change in your policy/service have on people who have religious views or beliefs?</b></p> <p>Tower Hamlets has the highest percentage of Muslim residents in England and Wales – 38 per cent compared with a national average of 5 per cent. Conversely, the borough has the lowest proportion of Christian residents nationally: 30 per cent compared with a national average of 59 per cent. The council is aware of the high percentage of Muslim residents particularly of Bangladeshi heritage in the borough and is aware they suffer from particular aspects of housing need such as acute over-crowding and homelessness.</p> <p>There is no evidence to suggest or reason to believe that people who have religious views or beliefs will be disproportionately affected by Homelessness and Rough Sleeping Strategy. Rather, the aim of improving housing conditions in the borough will be of benefit to this group to the same extent as others.</p> <p>Person centred individual plans for either households or individuals will assist in providing specific response to those affected by homelessness and rough sleeping including those people who have religious views or beliefs.</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a neutral impact on this protected group.</p>
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<p><b>6. Sex</b></p> <p><i>Identify the effect of Homeless and Rough Sleeping Strategy on women</i></p> <p><i>Please describe the analysis and interpretation of evidence to support your conclusion.</i></p>	<p><b>Will the change in your policy/service have an adverse impact on women?</b></p> <p>Most areas of the housing strategy will have a neutral impact on women as most areas of the strategy are gender neutral. Specific provision has been made within the strategy to prevent homelessness, and support housing need for women and girls who are affected by violence and domestic abuse.</p> <p>Specific actions and responses are set out in relation to young single mothers and those fleeing domestic abuse</p> <p>There is no evidence to suggest or reason to believe that women will be disproportionately affected by Homelessness and Rough Sleeping Strategy. Rather, the aim of improving housing conditions in the borough will be of benefit to this group to the same extent as others.</p> <p>Person centred individual plans for either households or individuals will assist in providing specific response to those affected by homelessness and rough sleeping including women.</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a neutral impact on this protected group.</p>
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<p><b>7. Sexual Orientation</b></p> <p><i>Identify the effect of Homeless and Rough Sleeping Strategy on in relation to people who are lesbian, gay or bisexual</i></p> <p><i>Please describe the analysis and interpretation of evidence to support your conclusion.</i></p>	<p><b>Will the change in your policy/service have an adverse impact on lesbian, gay or bisexual people?</b></p> <p>It is widely recognised that issues related to sexuality and sexual identity can play a key role in the onset of homelessness (Crisis, 2005). Research by the Albert Kennedy Trust in 2015 shows that LGBT young people are more likely to find themselves homeless than their non LGBT peers, comprising up to 24% of the youth homeless population. Further, 69% of LGBT homeless youth have experienced familial rejection, abuse and violence; and homeless LGBT youth were also much more likely than their heterosexual counterparts to participate in substance abuse and fall prey to sexual exploitation on the streets. Only 2.6% of the housing services surveyed by Albert Kennedy Trust acknowledged the unique needs of homeless LGBT young people and had services to meet these needs.</p> <p>The Government’s 2018 Rough Sleeping Strategy sets out a commitment to carry out further research into the extent of the LGBT population impacted by street homelessness. The Council will participate fully in this project and respond accordingly to any recommendations or guidelines which emerge.</p> <p>There is no evidence to suggest or reason to believe that lesbian, gay or bisexual people will be disproportionately affected by Homelessness and Rough Sleeping Strategy. Rather, the aim of improving housing conditions in the borough will be of benefit to this group to the same extent as others.</p> <p>Person centred individual plans for either households or individuals will assist in proving specific response to those affected by homelessness and rough sleeping including lesbian, gay or bisexual people</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a neutral impact on this protected group.</p>
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<p><b>8. Marriage and Civil Partnerships</b></p> <p>Identify the effect of Homeless and Rough Sleeping Strategy in relation to <i>people who are married or in civil partnership</i> Please describe the analysis and interpretation of evidence to support your conclusion.</p>	<p><b>Will the change in your policy/service have an adverse impact on people who are married or in civil partnerships?</b></p> <p>There is no evidence to suggest or reason to believe that people who are married or in civil partnerships will be disproportionately affected by Homelessness and Rough Sleeping Strategy. Rather, the aim of improving housing conditions in the borough will be of benefit to this group to the same extent as others.</p> <p>Person centred individual plans for either households or individuals will assist in providing specific response to those affected by homelessness and rough sleeping including those people who are married or in civil partnerships.</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a neutral impact on this protected group.</p>
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<p><b>9. Age</b></p> <p><i>Identify the effect of Homeless and Rough Sleeping Strategy in relation to people who are from certain age groups</i></p> <p><i>Please describe the analysis and interpretation of evidence to support your conclusion.</i></p>	<p><b>Will the change in your policy/service have an adverse impact on people from certain age groups?</b></p> <p>People of all ages are impacted by homelessness and the Strategy aims to meet the needs of all people at different stages of their life. Specific attention is given to young people leaving care or having to leave the family home but the strategy also addresses the needs of children within families and older people. In line with the direction of the Government’s 2018 Rough Sleeping Strategy, the Council will develop a programme to provide better palliative care for those people who are rough sleeping.</p> <p>While there is no evidence to suggest or reason to believe that people in different age groups will be disproportionately affected by Homelessness and Rough Sleeping Strategy, care leavers face an increased risk of homelessness as they often enter the care system as a result of the breakdown of their birth family and can lack the emotional and practical support from families that other young people can rely on. Provisions exist within the strategy to ensure the needs of care leavers are managed through development of a protocol to support their needs and support in the finding and sustaining accommodation and the development of</p> <p>Person centred individual plans for either households or individuals will assist in proving specific response to those affected by homelessness of all ages.</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a neutral impact on this protected group</p>
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## Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered **at least one alternative** way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
None	<p>There is no evidence to suggest that the Homelessness and Rough Sleeping Strategy will disproportionately affect any of the protected characteristics. Rather, the aim of improving housing conditions in the borough will be of benefit the most vulnerable and those most in need.</p> <p>There are a number of provisions to prevent homelessness amongst vulnerable groups including care leavers, women fleeing domestic violence, those in poverty / out of work and those with health and substance misuse issues.</p> <p>Person centred individual plans for either households or individuals will assist in providing specific response to those affected by homelessness and rough sleeping across each of the protected characteristics</p> <p>The adoption of the Homelessness and Rough Sleeping Strategy is expected to have a neutral impact, however the impact of the strategy on residents will be monitored, in particularly on those belonging to each of the protected characteristics.</p>

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**If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.**

Alternative option	

## **Section 5: Future Review and Monitoring**

**Please explain how and when the actual equality impacts of the Homeless and Rough Sleeping Strategy will be reviewed and monitored.**

The implementation of the policy actions set out in the Homeless and Rough Sleeping Strategy will be monitored and reviewed every year. As part of that process, the equality impacts of the policy actions will be monitored, particularly when more detailed proposals are put forward.

## **APPENDIX A: Equality Impact Assessment Test of Relevance**

TRIGGER QUESTIONS	YES / NO	IF YES PLEASE BRIEFLY EXPLAIN.....
<b>Does the Strategy reduce resources available to address inequality?</b>	<b>No</b>	Additional resources are being targeted to help those most in need and prevent homelessness at an earlier stage, in addition to increased partnership across homelessness services.
<b>CHANGES TO A SERVICE</b>		
<b>Does the Strategy alter access to the service?</b>	<b>No</b>	The Strategy covers a range of services, many of which will be reshaped over the lifetime of the strategy in order to achieve the efficiencies that the Council has to achieve by 2023.  Changes to specific service areas and the impact on access will be considered in more detail through individual restructure or policy plan changes.
<b>Does the Strategy involve revenue raising?</b>	<b>No</b>	The Strategy does propose making specific bids to central government for additional revenue.
<b>Does the Strategy alter who is eligible for the service?</b>	<b>No</b>	The Strategy does not propose any changes to eligibility for services
<b>Does the change involve a reduction or removal of income</b>	<b>No</b>	

transfers to service users?		
Does the change involve a contracting out of a service currently provided in house?	No	
<b>CHANGES TO STAFFING</b>		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

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## Homelessness Strategy 2018 – 2023

### Evidence Base

Set out below are a series of tables and associated information which reflect the demands for social housing and approaches for housing advice from those in need in the Borough which highlight the severity of homelessness in the Borough.

A separate table shows that around 50% of households who we have assisted into temporary accommodation have been placed outside the Borough.

Despite continuing to build more affordable housing than any other Local Authority on a consistent basis and adopting a pro-active approach to prevention these statistics have remained consistent and therefore inform how we have developed our Homelessness & Rough Sleeping Strategy.

All tables contain the most recently published figures available.

A full Housing Evidence Base, which covers other areas such as supply, stock condition and tenure breakdown etc. was produced as part of the development of the 2016 – 21 Housing Strategy can be viewed here:

[https://www.towerhamlets.gov.uk/lgnl/housing/housing\\_statements\\_and\\_strategy/housing\\_statements\\_and\\_strategy.aspx](https://www.towerhamlets.gov.uk/lgnl/housing/housing_statements_and_strategy/housing_statements_and_strategy.aspx)

The same page also has links to the Council's Allocations Scheme, the current Homelessness Statement and other related documents.

The 2016 Housing Strategy evidence base is in the process of being updated.

## 1. Overall demand for social housing from the Common Housing Register

Band	Apr 2018	May 2018	Jun 2018	Jul 2018
<b>BAND 1</b>	1,804	1,808	1,837	1,846
<b>BAND 2</b>	9,120	9,120	9,218	9,270
<b>BAND 3</b>	7,884	7,877	7,913	7,953
<b>no banding</b>	-	-	-	-
<b>TOTAL</b>	<b>18,808</b>	<b>18,805</b>	<b>18,968</b>	<b>19,069</b>

Rehousing List	Apr 2018	May 2018	Jun 2018	Jul 2018
HPERM	1,906	1,876	1,862	1852
SHR	8,634	8,681	8,860	8937
TRANSFER	8,268	8,248	8,246	8280
<b>Total</b>	<b>18,808</b>	<b>18,805</b>	<b>18,968</b>	<b>19,069</b>

Ethnicity	Apr 2018	May 2018	Jun 2018	Jul 2018
Asian	11,455	11,461	11,583	11643
Black	2,013	2,017	2,026	2033
Dual	386	386	391	395
White	3,700	3,678	3,700	3,714
Other	927	927	925	937
No record	327	336	343	347
<b>Total</b>	<b>18,808</b>	<b>18,805</b>	<b>18,968</b>	<b>19,069</b>

Beds Req'd	Apr 2018	May 2018	Jun 2018	Jul 2018
1bed	7,580	7,579	7,660	7,679
2bed	4,447	4,445	4,478	4,511
3bed	5,176	5,173	5,224	5,275
4bed	1,440	1,443	1,436	1,434
5bed +	165	165	170	170
<b>Total</b>	<b>18,808</b>	<b>18,805</b>	<b>18,968</b>	<b>19,069</b>

2 - Banding in detail broken down by priority group:

Banding		%
1A_DECANT	62	0.3 %
<i>Decants</i>		

Appendix C LBTH Homelessness and Rough Sleeping Strategy – Evidence Base

1A_EMERGE <b>Emergencies</b>	20	0.1 %
1A_MEDICAL <b>Ground floor priority - medical</b>	276	1.4 %
1A_UNDROCC <b>Under occupiers or downsizing</b>	1,002	5.3 %
1A_DECANT <b>Decants</b>	31	0.2 %
1A_PRIOMED <b>Priority medical</b>	303	1.6 %
1B_PRIOSGL <b>Priority Single</b>	44	0.2 %
1B_PRIOSOC <b>Priority social</b>	45	0.2 %
1B_PRIOTRG <b>Priority target groups</b>	63	0.3 %
2A_OVERCRWD <b>Overcrowded applicants</b>	7,410	38.9 %
2A_PRIOHLSS <b>Priority homeless</b>	<b>1,642</b>	<b>8.6 %</b>
2B_MEDICAL <b>Transfers</b>	1	0.0 %
2B_OVERCRWD <b>Applicants who are not overcrowded</b>	64	0.3 %
1B_PRIOHL <b>Priority Single</b>	153	0.8 %
3_CHRTRANS <b>Priority social</b>	2,728	14.3 %
3_SHRADHQS <b>Priority target groups</b>	5,225	27.4 %
<b>Total</b>		

19,069

### 3 - Lettings of social housing in the borough – Includes Council Housing and Housing association lets:

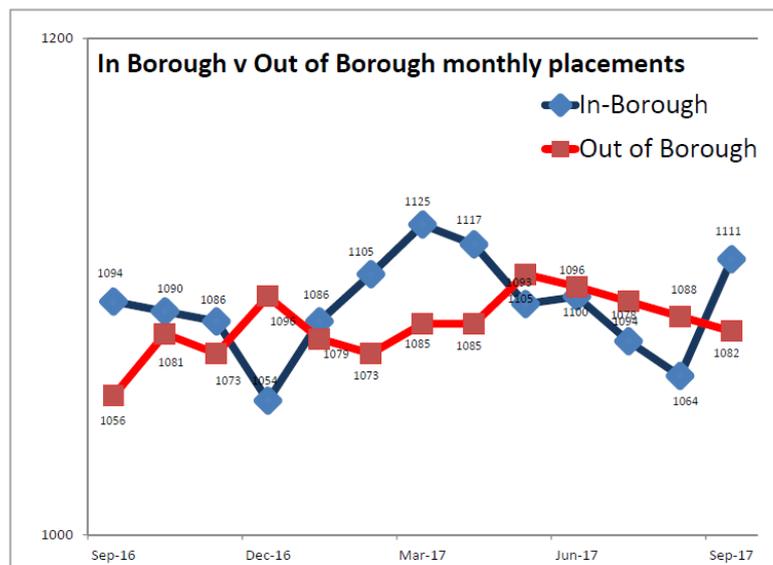
	12/13	13/14	14/15	15/16	16/17	17/18
<b>Total Overcrowded Tenants</b>	530	346	365	402	280	357
<b>Overcrowded Council Tenants</b>	232	140	137	144	107	109
<b>Overcrowded waiting list</b>	895	543	584	732	496	540
<b>Total Underoccupiers</b>	137	175	139	129	95	68
<b>Council Underoccupiers</b>	46	57	47	49	36	28
<b>Homeless Lets</b>	<b>408</b>	<b>336</b>	<b>277</b>	<b>470</b>	<b>324</b>	<b>378</b>
<b>SHR</b>	1,194	882	922	1,036	788	783
<b>TRANSFER</b>	833	689	674	701	490	519

#### 4. - Temporary Accommodation – Location of Households temporarily housed with a duty by LB Tower Hamlets.

Date	Placing Borough	Receiving (Host) Borough	Total no of households accommodated by LBTH in TA in Receiving Borough	Of the Total: B&B Nightly	Of the Total: Nightly Lets (not hotels)	Of the Total: PLAs	Of the Total: NSTs & ASTs
30/06/2018	LBTH	Barking & Dagenham	92		21	71	
30/06/2018	LBTH	Barnet	13		12	1	
30/06/2018	LBTH	Bexley	20		17	3	
30/06/2018	LBTH	Brent	9		8	1	
30/06/2018	LBTH	Bromley	8		6	2	
30/06/2018	LBTH	Broxbourne	1		1		
30/06/2018	LBTH	City	1		1		
30/06/2018	LBTH	Croydon	41		35	6	
30/06/2018	LBTH	Dacorum	1	1			
30/06/2018	LBTH	Dartford	1			1	
30/06/2018	LBTH	Ealing	12		3	9	
30/06/2018	LBTH	Enfield	93		91	2	
30/06/2018	LBTH	Epping Foprest	1		1		
30/06/2018	LBTH	Gravesham	2			2	
30/06/2018	LBTH	Greenwich	31		27	4	
30/06/2018	LBTH	Hackney	106	42	25	39	
30/06/2018	LBTH	Haringey	17		15	2	
30/06/2018	LBTH	Harrow	6		5	1	
30/06/2018	LBTH	Havering	3			3	
30/06/2018	LBTH	Hillingdon	4		4		
30/06/2018	LBTH	Hounslow	2		2		
30/06/2018	LBTH	Islington	2		2		
30/06/2018	LBTH	Lambeth	18		17	1	
30/06/2018	LBTH	Leicester	1			1	
30/06/2018	LBTH	Lewisham	41	19	21	1	
30/06/2018	LBTH	Medway	57			57	
30/06/2018	LBTH	Merton	72		1	71	
30/06/2018	LBTH	Newham	304	30	157	117	
30/06/2018	LBTH	Redbridge	136	47	27	62	
30/06/2018	LBTH	southwark	10		6	4	
30/06/2018	LBTH	Sutton	3		3		
30/06/2018	LBTH	Thanet	1			1	
30/06/2018	LBTH	Thurrock	3			3	
30/06/2018	LBTH	Tower Hamlets	1161	41		518	602
30/06/2018	LBTH	Waltham Forest	75	11	30	34	
30/06/2018	LBTH	Wandsworth	3		1	2	
30/06/2018	LBTH	Westminster	5		3	2	
30/06/2018	LBTH	Grand Total	2356	191	542	1021	602

### 5. - Comparison of placements, in and out of the Borough

Month	In-Borough	Out of Borough
Sep-16	1094	1056
Oct-16	1090	1081
Nov-16	1086	1073
Dec-16	1054	1096
Jan-17	1086	1079
Feb-17	1105	1073
Mar-17	1125	1085
Apr-17	1117	1085
May-17	1093	1105
Jun-17	1096	1100
Jul-17	1078	1094
Aug-17	1064	1088
Sep-17	1111	1082

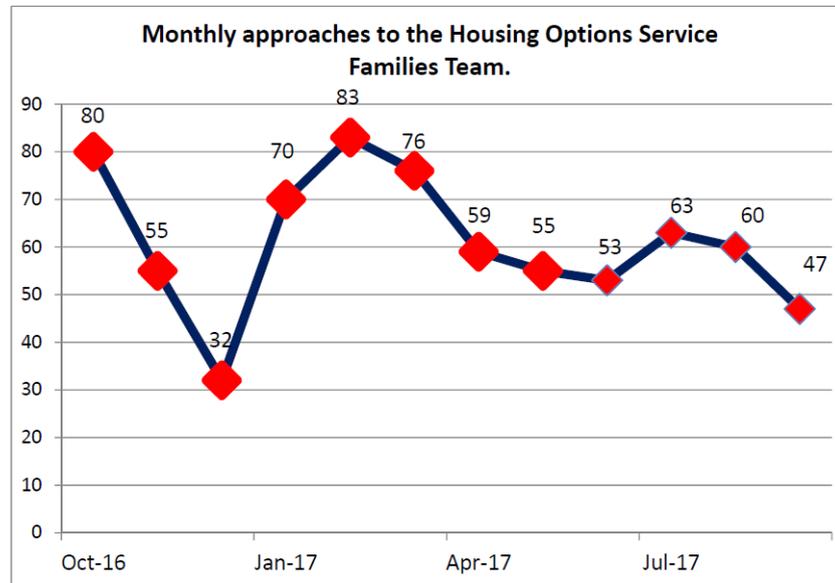


This chart represents our monthly figures of clients who have been placed in Temporary Accommodation both In-Borough and Out of Borough

Please note that this is a snapshot of the monthly cases in Temporary accommodation and not the total number that are housed monthly

## 6 - Monthly approaches to the Housing Options Family Team

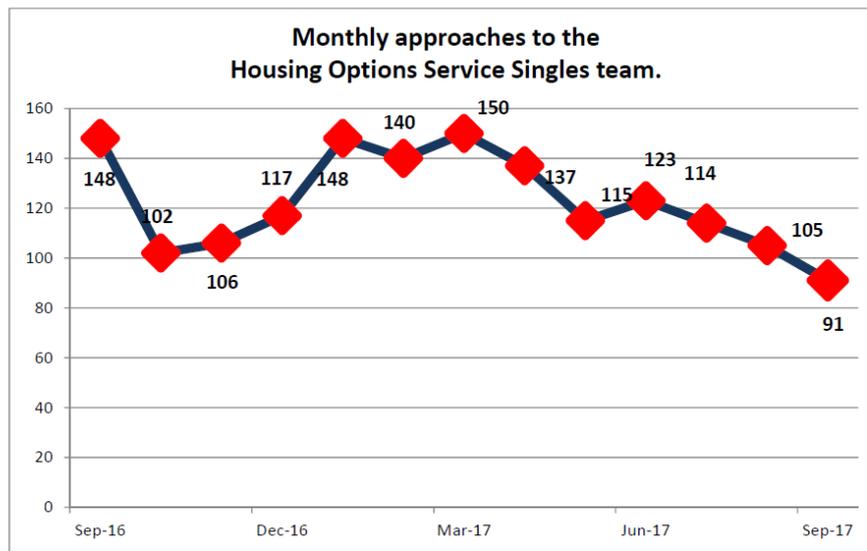
Month	No.
Oct-16	80
Nov-16	55
Dec-16	32
Jan-17	70
Feb-17	83
Mar-17	76
Apr-17	59
May-17	55
Jun-17	53
Jul-17	63
Aug-17	60
Sep-17	47



The Housing Options Families team see clients who have or are expecting children and who are at risk of being made homeless. This graph represents the approaches made monthly.

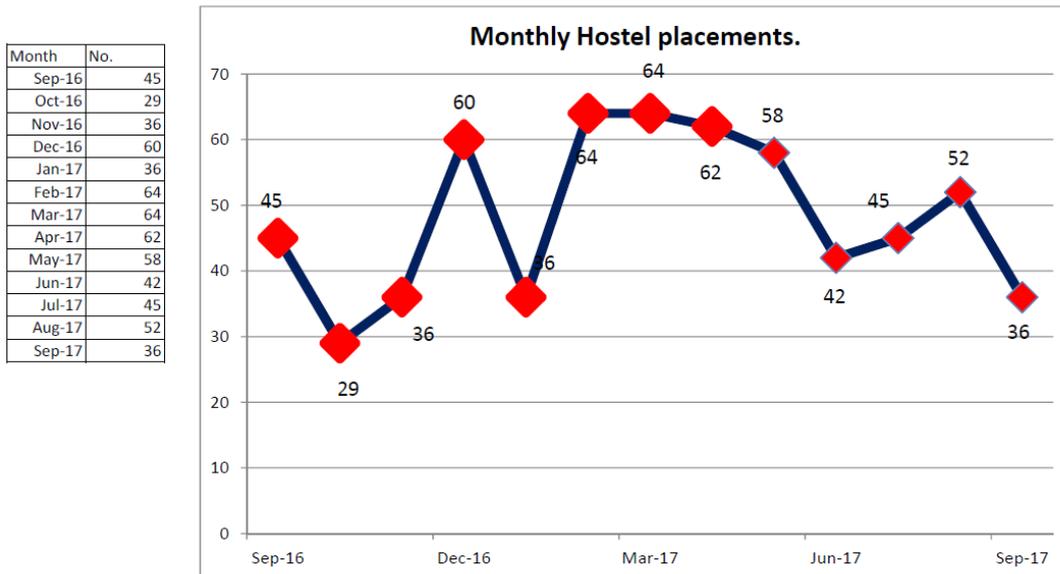
## 7 - Monthly approaches to the Housing Options Singles Team

Month	No.
Sep-16	148
Oct-16	102
Nov-16	106
Dec-16	117
Jan-17	148
Feb-17	140
Mar-17	150
Apr-17	137
May-17	115
Jun-17	123
Jul-17	114
Aug-17	105
Sep-17	91



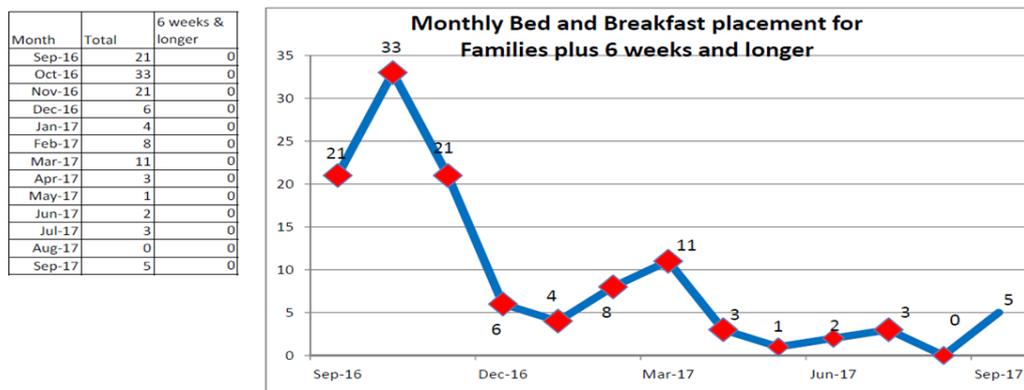
HOST (Housing Options Support Team) see single people or couples without dependants. They make all possible efforts to prevent homelessness through advice and appropriate assistance including joint working with other stakeholders. This graph represents the monthly approaches made to the Housing Options Service Singles Team (HOST)

## 8 - Hostel placements by month



This graph represents the monthly Hostel placements made by the Housing Options Service

## 9 - Bed and Breakfast placements by month –Family applicants

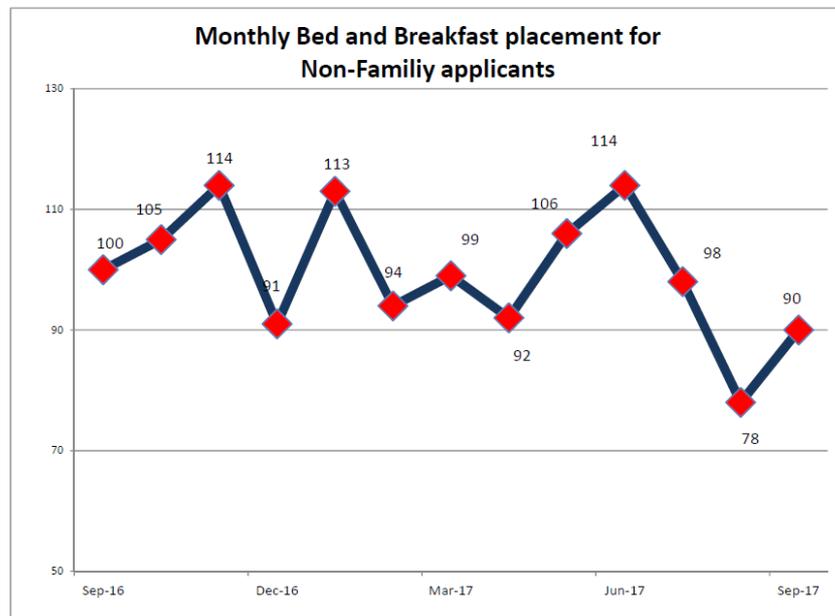


This chart represents Families housed in B&B temporary accommodation on a monthly basis. Also showing the Families who have been in B&B temporary accommodation for longer than 6 weeks

Please note that this is a snapshot of the monthly cases in B&B accommodation and not the total number that are housed monthly

**10 - Bed and Breakfast placements by month – Non Family applicants**

Month	No.
Sep-16	100
Oct-16	105
Nov-16	114
Dec-16	91
Jan-17	113
Feb-17	94
Mar-17	99
Apr-17	92
May-17	106
Jun-17	114
Jul-17	98
Aug-17	78
Sep-17	90



**This chart represents our non-family clients housed in B&B temporary accommodation on a monthly basis.**

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## THE FORWARD PLAN

**Published: 11 December 2018**

Contact            Matthew Mannion  
Officer:            Democratic Services  
Email:             [matthew.mannion@towerhamlets.gov.uk](mailto:matthew.mannion@towerhamlets.gov.uk)  
Telephone:        020 7364 4651  
Fax No:            020 7364 3232

The Forward Plan is published 28 days before each Cabinet meeting.

In addition, new issues and changes to existing issues will be published on the website as soon as they are known.

The web pages also contain past Forward Plans and publication deadlines for future Plans. To visit the web pages go to <http://democracy.towerhamlets.gov.uk/mgPlansHome.aspx?bcr=1>.

## **Tower Hamlets Council** **Forthcoming Decisions Plan**

### **What is this document?**

The Forthcoming Decisions Plan (or 'Forward Plan') contains information on significant decisions that the Council expects to take over the next few months.

As a minimum this will include notice of:

- All **Key Decisions** to be taken by the Mayor, Cabinet or Cabinet Sub-Committees
  - This could include decisions taken at public meetings or taken individually at other times.
- Budget and Policy Framework Decisions (for example the Budget Report itself and major policies to be agreed by Council as set out in the Constitution)

### **Key Decisions**

The Council is required to publish notice of all key decisions at least 28 days before they are taken by the Executive or Commissioners. Key decisions are all those decisions which involve major spending, or savings, or which have a significant impact on the local community. The precise definition of a key decision adopted by Tower Hamlets is contained in Article 13.03 of the [Constitution](#). Key Decisions can be taken by the Mayor outside of meetings, the Mayor in Cabinet or by a Cabinet Sub-Committee.

### **Publication of Forthcoming Decisions**

Individual notices of new Key Decisions will be published on the website as they are known on the 'Forthcoming Decisions' page, whilst this 'Forward Plan' collating these decisions will be published regularly, as a minimum at least, 28 days before each Cabinet meeting. The Plan will be published on the Council's website and will also be available to view at the Town Hall and Libraries, Ideas Centres and One Stop Shops if required.

### **Urgency**

If, due to reasons of urgency, a Key Decision has to be taken where 28 days' notice have not been given. Notice will be published (on the website) as early as possible and Urgency Procedures as set out in the Constitution have to be followed.

### **Make your views known**

The most effective way for the public to make their views known about a Forthcoming Decisions is to contact the lead officer, or Cabinet Member (where stated), listed. You can also view the Council's [Consultation Calendar](#), which lists all the issues on which the Council and its partners are consulting.

### **Information about the Decision Makers**

Further information on the Mayor and Members of the Cabinet can be found on the Council [website](#).

### **Notice of Intention to Conduct Business in Private**

The Council is also required to give at least 28 days' notice if it wishes to consider any of the reports on the agenda of an Executive meeting (such as Cabinet) in private session. The last row of each item below will indicate any proposal to consider that item in private session. Should you wish to make any representations in relation to item being considered in private please contact Democratic Services on the contact details listed on the front page.

The notice may reference a paragraph of Section 12A of the 1972 Local Government Act. In summary those paragraphs refer to the following types of exempt information (more information is available in the Constitution):

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority handling the information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:-
  - a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

### **Contact Details for this Plan**

Contact            Matthew Mannion  
Officer:            Democratic Services  
Email:             [matthew.mannion@towerhamlets.gov.uk](mailto:matthew.mannion@towerhamlets.gov.uk)  
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Forward Plan December 2018

**Contents:**

<b>Decision Title</b>	<b>Due Date</b>	<b>Page No.</b>
Adopt London East Regional Adoption Agency – Business case	Not before 30/01/19	14
Children’s Services Improvement Programme, Quarterly Progress Report (Quarter 2- 2018/19)	19/12/18	16
*Contracts Forward Plan 2018/19 – Quarter Four	27/03/19	7
Contracts Forward Plan 2018/19 – Quarter Three	19/12/18	17
*Council Tax Report 2019/20	09/01/19	22
Disposal of Land at Mantus Road E1	Not before 19/12/18	12
*Disposal of residential property at 34 Mount Terrace, E1 2BB	30/01/19	8
*Fees & Charges 2019/20	30/01/19	22
Grant of a lease for first floor of Bethnal Green Library, Cambridge Heath Road E2 0HL	30/01/19	6
Homelessness Scrutiny Review Report and Action Plan	Not before 19/12/18	15
LBTH Homelessness and Rough Sleeping Strategy - 2018 - 2023	Not before 19/12/18	13
*Lease renewal of 17-19 Brick Lane, London, E1 6PU	30/01/19	6
*Local Council Tax Reduction Scheme 2019-2020	23/01/19	20
MTFS Budget Update 2019-22	19/12/18	19
Quarterly Performance & Improvement Monitoring Q1/2 - 2018-19	19/12/18	18
Quarterly Performance & Improvement Monitoring - Q3 2018-19	27/02/19	10
*Report of the Overview and Scrutiny Committee: Local Council Tax Reduction Scheme scrutiny challenge report	09/01/19	21
Site at 20 Alton Street E14 6BZ	Not before 19/12/18	11
*The Council's 2019-20 Budget Report and MTFS 2019-22	20/02/19	9
Wayside Gardens, Marsh Wall; Disposal of Land	30/01/19	10
Withy House Tenant Management Organisation Termination Notice – outcome of independent assessment	19/12/18	18

## Forward Plan December 2018

\* New Issues published since the last Forward Plan

Forward Plan December 2018

<b>Title of Report</b>	<b>Grant of a lease for first floor of Bethnal Green Library, Cambridge Heath Road E2 0HL</b>	Ward Bethnal Green	Key Decision? Yes
<b>Summary of Decision</b>	This report seeks approval for the grant of a lease of the first floor of Bethnal Green Library following various works to upgrade it.		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 30/01/19		
<b>Community Plan Theme</b>			
<b>Cabinet Member</b>	Mayor		
Who will be consulted before decision is made and how will this consultation take place	<p>It is likely that the selected provider will do further consultation once approval has been granted for the new lease.</p> <p>AM has worked closely with Whitechapel Delivery Team in sourcing a work space provider.</p> <p>The manager of the IDEAS store has been consulted on the proposed use for the upper floor.</p>		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No		
Contact details for comments or additional information	Richard Chilcott (Acting Divisional Director, Property and Major Programmes) richard.chilcott@towerhamlets.gov.uk		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	Partly Exempt (Part of the report will be exempt) Yes The financial appraisal The financial offer of applicants		
<b>Title of Report</b>	<b>Lease renewal of 17-19 Brick Lane, London, E1 6PU</b>	Ward Spitalfields & Banglatown	Key Decision? No
<b>Summary of Decision</b>	Lease renewal of a shop tenancy where the total lease term rent value exceeds delegated authority.		

<b>Decision maker</b>	<b>Cabinet</b>
-----------------------	----------------

Forward Plan December 2018

Date of decision	30/01/19		
<b>Community Plan Theme</b>	<b>A dynamic outcomes-based Council using digital innovation and partnership working</b>		
<b>Cabinet Member</b>	Mayor		
Who will be consulted before decision is made and how will this consultation take place	None		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No		
Contact details for comments or additional information	Richard Chilcott, Nicol Ruchti (Acting Divisional Director, Property and Major Programmes) richard.chilcott@towerhamlets.gov.uk, (Interim Asset Manager) Nicol.Ruchti@towerhamlets.gov.uk		
What supporting documents or other information will be available?	None		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Contracts Forward Plan 2018/19 – Quarter Four</b>	Ward All Wards	Key Decision? Yes
<b>Summary of Decision</b>	This report presents the contracts being procured during quarter 4. The report also sets out the Contracts Forward Plan at Appendix 1 to the report. 2. The report asks for confirmation that all contracts can proceed to contract award after tender.		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 27/03/19
<b>Community Plan Theme</b>	<b>All Priorities</b>
<b>Cabinet Member</b>	Cabinet Member for Resources and the Voluntary Sector
Who will be consulted before decision is made and how will this consultation take place	Necessary consultation will be undertaken in accordance with the council's policies and procedures.  Where required, consultation with service users and stakeholders will be

Forward Plan December 2018

	<p>undertaken as part of the project and budget approval process.</p> <p>Necessary consultation will be undertaken in accordance with the council's policies and procedures.</p> <p>Where required, consultation with service users and stakeholders will be undertaken as part of the project and budget approval process.</p>		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No. Contact specific EQIA is expected to be completed by respective contract owners as part of the Directorate approval.		
Contact details for comments or additional information	Zamil Ahmed, Jonathan Fox, Neville Murton (Head of Procurement) zamil.ahmed@towerhamlets.gov.uk, Legal Services jonathan.fox@towerhamlets.gov.uk, (Acting Corporate Director, Resources) neville.murton@towerhamlets.gov.uk		
What supporting documents or other information will be available?	Report and appendices include details of all contracts to be awarded.		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Disposal of residential property at 34 Mount Terrace, E1 2BB</b>	Ward Whitechapel	Key Decision? No
<b>Summary of Decision</b>	To agree that 34 Mount Terrace is surplus to requirements and to dispose of the property on the open market.		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 30/01/19
<b>Community Plan Theme</b>	<b>A borough that our residents are proud of and love to live in</b>
<b>Cabinet Member</b>	Mayor
Who will be consulted before decision is made and how will this consultation take place	The Strategic Housing Team has provided input as to suitability of using the property for housing delivery. Internal communication:
Has an Equality Impact Assessment been carried out and if so the	No

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result of this Assessment?	
Contact details for comments or additional information	Richard Chilcott, Nicol Ruchti (Acting Divisional Director, Property and Major Programmes) richard.chilcott@towerhamlets.gov.uk, (Interim Asset Manager) Nicol.Ruchti@towerhamlets.gov.uk
What supporting documents or other information will be available?	
Is there an intention to consider this report in private session and if so why?	Partly Exempt (Part of the report will be exempt)
<b>Title of Report</b>	<b>The Council's 2019-20 Budget Report and MTFs 2019-22</b>
	Ward All Wards
	Key Decision? Yes
<b>Summary of Decision</b>	To agree a draft budget for FY 2019/20 to be put forward for Full Council Consideration.

<b>Decision maker</b> Date of decision	<b>Council</b> 20/02/19
<b>Community Plan Theme</b>	<b>All Priorities</b>
<b>Cabinet Member</b>	Cabinet Member for Resources and the Voluntary Sector
Who will be consulted before decision is made and how will this consultation take place	The Mayor, Lead Member for Resources and voluntary sector; and the Chair of Overview and Scrutiny Committee will be consulted.  Public Consultation – 29th Oct – 10th Dec 2018.  Public consultation on the broad areas of the developing themes and other key considerations such as any changes to the level of the Council tax
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	Yes. Initial screening will be completed for savings proposals – Full EA to be completed in advance of implementation
Contact details for comments or additional information	Neville Murton (Acting Corporate Director, Resources) neville.murton@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A
Is there an intention to	No, Unrestricted

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consider this report in private session and if so why?			
<b>Title of Report</b>	<b>Quarterly Performance &amp; Improvement Monitoring - Q3 2018-19</b>	Ward All Wards	Key Decision? No
<b>Summary of Decision</b>	This report provides the Mayor in Cabinet with an update on the delivery and implementation of the councils Strategic Plan		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 27/02/19		
<b>Community Plan Theme</b>	<b>A borough that our residents are proud of and love to live in</b>		
<b>Cabinet Member</b>	Mayor		
Who will be consulted before decision is made and how will this consultation take place	none None - this is a performance and delivery update		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	n/a		
Contact details for comments or additional information	Thorsten Dreyer, Sharon Godman Strategy & Business Development Manager thorsten.dreyer@towerhamlets.gov.uk, (Divisional Director, Strategy, Policy and Partnerships) sharon.godman@towerhamlets.gov.uk		
What supporting documents or other information will be available?	none		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Wayside Gardens, Marsh Wall; Disposal of Land</b>	Ward Canary Wharf	Key Decision? Yes
<b>Summary of Decision</b>	The report recommends that the Council disposes of the land comprising Wayside Gardens to the developer of a wider redevelopment scheme, which has planning permission. It is recommended that the receipt from the disposal is ring fenced to fund improvements to existing parks in the Isle of Dogs area.		

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<b>Decision maker</b> Date of decision	<b>Cabinet</b> 30/01/19
<b>Community Plan Theme</b>	
<b>Cabinet Member</b>	
Who will be consulted before decision is made and how will this consultation take place	Written material  The planning application which included the land went through the normal public consultation process. Internal consultation with Parks, Public Realm and the Mayor's office.
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for comments or additional information	Caleigh Freeman (Business Management Support) caleigh.freeman@towerhamlets.gov.uk
What supporting documents or other information will be available?	None
Is there an intention to consider this report in private session and if so why?	Partly Exempt (Part of the report will be exempt) Yes. Information relating to the financial or business affairs of any particular person (including the authority handling the information)
<b>Title of Report</b>	<b>Site at 20 Alton Street E14 6BZ</b>
	Ward Lansbury
	Key Decision? Yes
<b>Summary of Decision</b>	The report will cover the grant of a new long lease for the site at 20 Alton Street.

<b>Decision maker</b> Date of decision	<b>Cabinet</b> Not before 19/12/18
<b>Community Plan Theme</b>	<b>A borough that our residents are proud of and love to live in</b>
<b>Cabinet Member</b>	Mayor
Who will be consulted before decision is made and how will this consultation take place	There has been consultation with the Mayor LEMA has consulted the users of the facility LEMA has been in liaison with the council for several years over this matter. There has been consultation with the Mayor. LEMA has consulted the users of the facility and the surrounding community. The report author had consulted Legal Services and Finance as part of preparing the report that was presented in July. There has also been liaison with Housing Regeneration and the Major projects team.

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	Written reports		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No		
Contact details for comments or additional information	Anaclette Austrie, Nicole Layton, Meloneze Wynter (Executive Assistant, Corporate Director) Tel: 020 7364 4096 anaclette.austrie@towerhamlets.gov.uk, PA to Mark Baigent Nicole.Layton@towerhamlets.gov.uk, (Senior Strategic Asset Manager) meloneze.wynter@towerhamlets.gov.uk		
What supporting documents or other information will be available?	There is an electronic case file.		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Disposal of Land at Mantus Road E1</b>	Ward Bethnal Green	Key Decision? Yes
<b>Summary of Decision</b>	Cabinet members are asked to approve the disposal of the land at Mantus Road to Tower Hamlets Community Housing. Receive 6 housing units from THCH in exchange for the land at Mantus Road.		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> Not before 19/12/18
<b>Community Plan Theme</b>	<b>A borough that our residents are proud of and love to live in</b>
<b>Cabinet Member</b>	Deputy Mayor and Cabinet Member for Regeneration and Air Quality
Who will be consulted before decision is made and how will this consultation take place	Planning consultation is over several weeks  The project is part of the Councils initiative to establish a pipeline development programme including estate regeneration scheme and infill sites. The pipe line programme is to be established in consultation with the Mayor and Cabinet and the programme has been discussed with Cabinet members. THCH has obtained planning permission and would have undertaken consultation as part of that process.
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for	Jane Abraham, Ralph Million

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comments or additional information	(Housing Project Manager) jane.abraham@towerhamlets.gov.uk, (Senior Strategic Asset Manager, Place)		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	Partly Exempt (Part of the report will be exempt) The appendices as will contain commercially sensitive information		
<b>Title of Report</b>	<b>LBTH Homelessness and Rough Sleeping Strategy - 2018 - 2023</b>	Ward All Wards	Key Decision? Yes
<b>Summary of Decision</b>	The report recommends the adoption of a new Homelessness Strategy to run from 2018 to 2023. The Strategy will set out how the Council will tackle homelessness with emphasis on fulfilling the Council's duties under the 2017 Homeless Reduction Act, reducing Rough Sleeping in line with national and regional targets, increasing the supply of available housing and meeting the needs of specific groups impacted by homelessness.		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> Not before 19/12/18
<b>Community Plan Theme</b>	<b>People are aspirational, independent and have equal access to opportunities</b>
<b>Cabinet Member</b>	Statutory Deputy Mayor and Cabinet Member for Housing
Who will be consulted before decision is made and how will this consultation take place	Through key Homeless Service provider via the Homelessness Partnership Board  Mail out and Presentation to all Registered Providers through the Tower Hamlets Housing Forum  Bespoke workshops with residents directly impacted by Homelessness On line Consultation with the general public with draft document and survey Internal briefings including Health, Adults and Communities DLT
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	Yes - by 17 September 2018
Contact details for comments or additional information	Mark Baigent (Interim Divisional Director, Housing and Regeneration) mark.baigent@towerhamlets.gov.uk

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<p>What supporting documents or other information will be available?</p>	<p>Appendices:</p> <p>Homelessness Evidence Base            Evaluation of Consultation            Equality Impact Assessment            Details of Homelessness Partners and Board            Overview and Scrutiny – Effectiveness of Health and Social Care provision for homeless residents – 2018</p> <p>Health and Homelessness Scrutiny Review</p>		
<p>Is there an intention to consider this report in private session and if so why?</p>	<p>No, Unrestricted</p>		
<p><b>Title of Report</b></p>	<p><b>Adopt London East Regional Adoption Agency – Business case</b></p>	<p>Ward All Wards</p>	<p>Key Decision? Yes</p>
<p><b>Summary of Decision</b></p>	<p>It is proposed that a new East London Regional Adoption Agency (RAA) is created through combining the adoption services for the five East London Boroughs of Havering, Tower Hamlets, Newham, Barking and Dagenham and Waltham Forest.</p> <p>The cabinet report will set out the case for the region with a specific focus on the implications for Tower Hamlets</p>		

<p><b>Decision maker</b> Date of decision</p>	<p><b>Cabinet</b> Not before 30/01/19</p>		
<p><b>Community Plan Theme</b></p>	<p><b>A dynamic outcomes-based Council using digital innovation and partnership working</b></p>		
<p><b>Cabinet Member</b></p>	<p>Cabinet Member for Children, Schools and Young People</p>		
<p>Who will be consulted before decision is made and how will this consultation take place</p>	<p>The business case has been produced in on going consultation with the staff groups below. The project team will continue to consult with the staff groups below through the same channels ahead of a formal decision.</p> <p>Strategic leads            Service Leads            Frontline social work staff            Voluntary adoption agencies            Legal services, commissioning, HR, performance and finance leads            Local adopters            Elected members            Trade unions</p> <p>Through project board meetings, task and finish groups, workshops, staff engagement and consultation events, pan-London elected member and trade</p>		

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	union events and other face to face meetings / contact.		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	Yes		
Contact details for comments or additional information	Richard Baldwin, Sarah Steer (Divisional Director, Children's Social Care) richard.baldwin@towerhamlets.gov.uk, Business and Admin Services Manager sarah.steer@towerhamlets.gov.uk		
What supporting documents or other information will be available?	n/a		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Homelessness Scrutiny Review Report and Action Plan</b>	Ward All Wards	Key Decision? Yes
<b>Summary of Decision</b>	<p>Homelessness is a growing and complex problem which reaches right across health, public health, and social care. The Health Scrutiny Sub-Committee was concerned that health and social care provision for homeless residents is not as effective or as efficient as it is for other groups.</p> <p>This report submits the report and recommendations of the Health Scrutiny Sub-Committee review and the action plan for implementation.</p>		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> Not before 19/12/18
<b>Community Plan Theme</b>	<b>A dynamic outcomes-based Council using digital innovation and partnership working; People are aspirational, independent and have equal access to opportunities; TH Plan 3: Strong, resilient and safe communities; TH Plan 4: Better health and wellbeing.</b>
<b>Cabinet Member</b>	Cabinet Member for Adults, Health and Wellbeing
Who will be consulted before decision is made and how will this consultation take place	<ul style="list-style-type: none"> <li>• Health, Adults, and Community DLT</li> <li>• CLT</li> <li>• Homeless Partnership Forum (forum includes representatives from Barts Health, Tower Hamlets CCG)</li> <li>• LBTH Housing Options Service</li> </ul> <p>The health scrutiny sub-committee report and accompanying action plan was presented for comments and sign off.</p>
Has an Equality Impact	No

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Assessment been carried out and if so the result of this Assessment?			
Contact details for comments or additional information	Sharon Godman (Divisional Director, Strategy, Policy and Partnerships) sharon.godman@towerhamlets.gov.uk		
What supporting documents or other information will be available?			
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Children's Services Improvement Programme, Quarterly Progress Report (Quarter 2- 2018/19)</b>	Ward All Wards	Key Decision? No
<b>Summary of Decision</b>	<p>This report provides an update on progress in delivering improvements to Children's Services in response to the report published by Ofsted in April 2017 which rated our services 'inadequate'. The Council's improvement plan aims to achieve a standard of 'good' at its next inspection, in 2019.</p> <p>Endorsement is sought for the progress made in delivering the Children's Services improvement Programme.</p>		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 19/12/18
<b>Community Plan Theme</b>	<b>People are aspirational, independent and have equal access to opportunities</b>
<b>Cabinet Member</b>	Cabinet Member for Children, Schools and Young People
Who will be consulted before decision is made and how will this consultation take place	<p>Children's Services DLT, CLT, MAB The report will also go to the Overview and Scrutiny Committee on 17th December and Best Value Improvement Board on 18th December 2018.</p> <p>Children's Services DLT, CLT, MAB The report will also go to the Overview and Scrutiny Committee on 17th December and Best Value Improvement Board on 18th December 2018.</p>
Has an Equality Impact Assessment been carried out and if so the	n/a

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result of this Assessment?	
Contact details for comments or additional information	Tricia Boahene, Layla Richards, Sarah Steer Tricia.Boahene@towerhamlets.gov.uk, (Service Manager, Policy Programmes and Community Insight) layla.richards@towerhamlets.gov.uk, Business and Admin Services Manager sarah.steer@towerhamlets.gov.uk
What supporting documents or other information will be available?	n/a
Is there an intention to consider this report in private session and if so why?	No, Unrestricted
<b>Title of Report</b>	<b>Contracts Forward Plan 2018/19 – Quarter Three</b>
	Ward All Wards
	Key Decision? Yes
<b>Summary of Decision</b>	To note the Contracts Forward Plan at Appendix 1 to the report. 2. To confirm that all contracts can proceed to contract award after tender. 3. To authorise the Divisional Director, Legal Services to execute all necessary contract documents in respect of the awards of contracts referred to in recommendation 2 above. 4. To note the procurement forward plan 2018-22 schedule detailed in Appendix 2 to the report

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 19/12/18
<b>Community Plan Theme</b>	<b>A dynamic outcomes-based Council using digital innovation and partnership working</b>
<b>Cabinet Member</b>	Cabinet Member for Resources and the Voluntary Sector
Who will be consulted before decision is made and how will this consultation take place	Where required, consultation with service users and stakeholders will be undertaken as part of the project and budget approval process.  Necessary consultation will be undertaken in accordance with the council's policies and procedures.
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No. Contact specific EQIA is expected to be completed by respective contract owners as part of the Directorate approval.
Contact details for comments or additional information	Zamil Ahmed, Ekbal Hussain (Head of Procurement) zamil.ahmed@towerhamlets.gov.uk, (Financial Planning Manager, Resources) ekbal.hussain@towerhamlets.gov.uk
What supporting documents or other	Report and appendices include details of all contracts to be awarded.

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information will be available?			
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Quarterley Performance &amp; Improvement Monitoring Q1/2 - 2018-19</b>	Ward All Wards	Key Decision? No
<b>Summary of Decision</b>	This report provides the Mayor in Cabinet with an update on the delivery and implementation of the councils strategic plan		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 19/12/18		
<b>Community Plan Theme</b>	<b>(All Corporate Priorities)</b>		
<b>Cabinet Member</b>	Mayor		
Who will be consulted before decision is made and how will this consultation take place	None - this is a performance and delivery update n/a		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No		
Contact details for comments or additional information	Sharon Godman, Thorsten Dreyer (Divisional Director, Strategy, Policy and Partnerships) sharon.godman@towerhamlets.gov.uk, Strategy & Business Development Manager thorsten.dreyer@towerhamlets.gov.uk		
What supporting documents or other information will be available?	None		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Withy House Tenant Management Organisation Termination Notice – outcome of independent assessment</b>	Ward Bethnal Green	Key Decision? No

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<b>Summary of Decision</b>	[Cabinet on 17th December 2017 deferred a decision to terminate the Management Agreement with Withy House Tenant Management organisation pending an organisational review by an independent professional assessor. This review has now been completed and the matter is brought back to Cabinet for final decision
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<b>Decision maker</b> Date of decision	<b>Cabinet</b> 19/12/18
<b>Community Plan Theme</b>	<b>A borough that our residents are proud of and love to live in</b>
<b>Cabinet Member</b>	Councillor Sirajul Islam, (Statutory Deputy Mayor and Cabinet Member for Housing) Cllr.Sirajul.Islam@towerhamlets.gov.uk
Who will be consulted before decision is made and how will this consultation take place	N/A N/A
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for comments or additional information	John Kiwanuka (Housing Partnerships Manager, Housing Strategy Regeneration and Sustainability, Development & Renewal )
What supporting documents or other information will be available?	Appendix 1 Independent Assessors Report
Is there an intention to consider this report in private session and if so why?	No, Unrestricted
<b>Title of Report</b>	<b>MTFS Budget Update 2019-22</b>
	Ward All Wards
	Key Decision? No
<b>Summary of Decision</b>	To inform members of changes that might impact on the 2019/20 budget and MTFS, including the impact of Local Government Finance Settlement 2019/20; Outcome of the 6 week Budget consultation and Business Rates Retention 2019/20 Pilot

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 19/12/18
<b>Community Plan Theme</b>	<b>A borough that our residents are proud of and love to live in</b>

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<b>Cabinet Member</b>	Cabinet Member for Resources and the Voluntary Sector		
Who will be consulted before decision is made and how will this consultation take place	The Mayor, Lead Member for Resources and voluntary sector; and the Chair of Overview and Scrutiny Committee will be consulted.  The Mayor, Lead Member for Resources and voluntary sector; and the Chair of Overview and Scrutiny Committee will be consulted.		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A		
Contact details for comments or additional information	Ruth Ebaretonbofa-Morah, Damon Lawrenson (Head of Financial Planning & Development) ruth.ebaretonbofa-morah@towerhamlets.gov.uk, (Interim Divisional Director, Finance, Procurement & Audit) damon.lawrenson@towerhamlets.gov.uk		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Local Council Tax Reduction Scheme 2019-2020</b>	Ward All Wards	Key Decision? Yes
<b>Summary of Decision</b>	Each financial year, the council is required by law to consider whether to revise its scheme or replace it with a different scheme.  Following a full public consultation, this report recommends changes to the council's Local Council Tax Reduction Scheme 2019-2020.		

<b>Decision maker</b> Date of decision	<b>Council</b> 23/01/19
<b>Community Plan Theme</b>	
<b>Cabinet Member</b>	Cabinet Member for Resources and the Voluntary Sector
Who will be consulted before decision is made and how will this consultation take place	All households were contacted and invited to participate in the consultation.  A full public consultation on the changes to the Local Council Tax Reduction scheme (LCTRS) has taken place.
Has an Equality Impact Assessment been carried out and if so the	The LCTRS was subject to a full equalities analysis when the scheme was introduced in 2017.

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result of this Assessment?	
Contact details for comments or additional information	Steve Hill, Neville Murton (Head of Benefits Services, Resources) steve.hill@towerhamlets.gov.uk, (Acting Corporate Director, Resources) neville.murton@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A
Is there an intention to consider this report in private session and if so why?	No, Unrestricted
<b>Title of Report</b>	<b>Report of the Overview and Scrutiny Committee: Local Council Tax Reduction Scheme scrutiny challenge report</b>
	Ward All Wards
	Key Decision? No
<b>Summary of Decision</b>	Following the Overview and Scrutiny challenge session on the council's Local Council Tax Reduction scheme, this report contains the findings and recommendations from the scrutiny challenge, officers response and an action plan for the Mayor in Cabinet to consider.

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 09/01/19
<b>Community Plan Theme</b>	<b>People are aspirational, independent and have equal access to opportunities</b>
<b>Cabinet Member</b>	Cabinet Member for Resources and the Voluntary Sector
Who will be consulted before decision is made and how will this consultation take place	All households were contacted and invited to participate in the consultation.  A full public consultation on the changes to the Local Council Tax Reduction scheme (LCTRS) has taken place.
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	The LCTRS was subject to a full equalities analysis when the scheme was introduced in 2017.
Contact details for comments or additional information	Neville Murton, Steve Hill (Acting Corporate Director, Resources) neville.murton@towerhamlets.gov.uk, (Head of Benefits Services, Resources) steve.hill@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A

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Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Council Tax Report 2019/20</b>	Ward All Wards	Key Decision? Yes
<b>Summary of Decision</b>	To set the Council Tax base for the financial year 2019/20.		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 09/01/19		
<b>Community Plan Theme</b>	<b>All Priorities</b>		
<b>Cabinet Member</b>	Cabinet Member for Resources and the Voluntary Sector		
Who will be consulted before decision is made and how will this consultation take place	The Mayor, Lead Member for Resources and voluntary sector; and the Chair of Overview and Scrutiny Committee will be consulted.		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A		
Contact details for comments or additional information	Neville Murton (Acting Corporate Director, Resources) <a href="mailto:neville.murton@towerhamlets.gov.uk">neville.murton@towerhamlets.gov.uk</a>		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
<b>Title of Report</b>	<b>Fees &amp; Charges 2019/20</b>	Ward All Wards	Key Decision? Yes
<b>Summary of Decision</b>	Fees and charges are reviewed annually as part of the financial and business planning process. This ensures that they are set at the appropriate level for the prevailing economic circumstances and represents good practice in terms of the Council's aim to provide value for money.		

<b>Decision maker</b> Date of decision	<b>Cabinet</b> 30/01/19		
<b>Community Plan Theme</b>	<b>All Priorities</b>		
<b>Cabinet Member</b>	Cabinet Member for Resources and the Voluntary Sector		

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Who will be consulted before decision is made and how will this consultation take place	The Mayor, Lead Member for Resources and voluntary sector; and the Chair of Overview and Scrutiny Committee will be consulted.
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	Yes, on 11/12/2018
Contact details for comments or additional information	Neville Murton (Acting Corporate Director, Resources) <a href="mailto:neville.murton@towerhamlets.gov.uk">neville.murton@towerhamlets.gov.uk</a>
What supporting documents or other information will be available?	N/A
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

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