

# TOWER HAMLETS TRANSFORMATION AND IMPROVEMENT BOARD

---

Monday, 9 December 2019 at 6.00 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:**

Mayor John Biggs	(Executive Mayor)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Regeneration and Air Quality)
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor James King	(Chair of Overview and Scrutiny Committee)
Councillor Andrew Wood	(Leader of the Conservative Group)
Sir Steve Bullock	(External Representative - THBVIB)
Kate Herbert	(LGA Representative)
Will Tuckley	(Chief Executive)
Sharon Godman	(Divisional Director, Strategy, Policy and Partnerships)

**Contact for further enquiries:**

David Knight, Democratic Services

Tel: 0207 364 4878

E-mail: Tel: 020 7364 4878 E-mail: [david.knight@towerhamlets.gov.uk](mailto:david.knight@towerhamlets.gov.uk)

Web: [www.towerhamlets.gov.uk/committees](http://www.towerhamlets.gov.uk/committees)

Scan this code to  
your mobile phone  
to view Committee  
website.



## Public Information

### **Attendance at meetings.**

The public are welcome to attend meetings of the Committee. However seating is limited and offered on a first come first served basis.

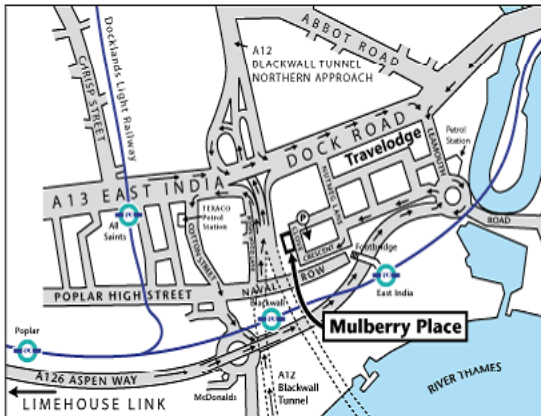
### **Audio/Visual recording of meetings.**

Should you wish to film the meeting, please contact the Committee Officer shown on the agenda front page.

### **Mobile telephones**

Please switch your mobile telephone on to silent mode whilst in the meeting.

### **Access information for the Town Hall, Mulberry Place.**



**Bus:** Routes: D3, D6, D7, D8, 15, 108, and 115 all stop near the Town Hall.

**Docklands Light Railway:** Nearest stations are East India: Head across the bridge and then through complex to the Town Hall, Mulberry Place Blackwall station. Across the bus station then turn right to the back of the Town Hall complex, through the gates and archway to the Town Hall.

**Tube:** The closest tube stations are Canning Town and Canary Wharf

**Car Parking:** There is limited visitor pay and display parking at the Town Hall (free from 6pm)

If you are viewing this on line: ([http://www.towerhamlets.gov.uk/content\\_pages/contact\\_us.aspx](http://www.towerhamlets.gov.uk/content_pages/contact_us.aspx))

### **Meeting access/special requirements.**

The Town Hall is accessible to people with special needs. There are accessible toilets, lifts to venues. Disabled parking bays and an induction loop system for people with hearing difficulties are available. Documents can be made available in large print, Braille or audio version. For further information, contact the Officer shown on the front of the agenda



### **Fire alarm**

If the fire alarm sounds please leave the building immediately by the nearest available fire exit without deviating to collect belongings. Fire wardens will direct you to the exits and to the fire assembly point. If you are unable to use the stairs, a member of staff will direct you to a safe area. The meeting will reconvene if it is safe to do so, otherwise it will stand adjourned.

### **Electronic agendas reports and minutes.**

Copies of agendas, reports and minutes for council meetings can also be found on our website from day of publication.

To access this, click [www.towerhamlets.gov.uk/committee](http://www.towerhamlets.gov.uk/committee) and search for the relevant committee and meeting date.

Agendas are available at the Town Hall, Libraries, Idea Centres and One Stop Shops and on the Mod.Gov, iPad and Android apps.



QR code for smart phone users.

# LONDON BOROUGH OF TOWER HAMLETS

## TOWER HAMLETS TRANSFORMATION AND IMPROVEMENT BOARD

MONDAY, 9 DECEMBER 2019

6.00 p.m.

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST** 5 - 8

To note any declarations of interest.

When declaring an interest, Members are requested to specify the nature of the interest, the particular agenda item to which the interest relates and whether the interest is a disclosable pecuniary interest.
3. **REVIEW OF MINUTES/ACTIONS AND MATTERS ARISING** 9 - 14

To approve the minutes of the meeting held on 9<sup>th</sup> September, 2019 and discuss any actions and matters arising.
4. **UNRESTRICTED REPORTS FOR CONSIDERATION**
  - 4 .1 **Tower Hamlets Improvement Plan 2018-2022**

To follow
  - 4 .2 **LGA Corporate Peer Challenge - Follow up and future**

To follow
5. **TRANSFORMATION AND IMPROVEMENT SPOTLIGHT**
  - 5 .1 **Community Safety Transformation** 15 - 38
  - 5 .2 **Housing and Capital Delivery** 39 - 50
6. **ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**

This page is intentionally left blank

# 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>

This page is intentionally left blank



**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE TOWER HAMLETS TRANSFORMATION AND IMPROVEMENT  
BOARD**

**HELD AT 6.00 P.M. ON MONDAY, 9 SEPTEMBER 2019**

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

**Members Present:**

Mayor John Biggs (Chair)	(Executive Mayor)
Sir Steve Bullock	(External Representative - THBVIB)
Sharon Godman	(Divisional Director, Strategy, Policy and Performance)
Kate Herbert	(LGA Representative)
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor James King	
Councillor Andrew Wood	(Leader of the Conservative Group)

**Other Councillors Present:**

Councillor Danny Hassell	(Cabinet Member for Children, Schools and Young People)
Councillor Motin Uz-Zaman	(Cabinet Member for Work and Economic Growth)

**Officers Present:**

Vicky Clark	(Divisional Director for Growth and Economic Development)
Daniel Kerr	(Strategy and Policy Manager)
Christine McInnes	(Divisional Director, Education and Partnership, Children's)
Sripriya Sudhakar	(Place Shaping Team Leader, Place)
Ann Sutcliffe	(Corporate Director, Place)
David Knight	(Senior Democratic Services Officer)

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Asma Begum (Deputy Mayor and Cabinet Member for Community Safety and Equalities) and Councillor Rachel Blake (Deputy Mayor and Cabinet Member for Regeneration and Air Quality).

The Chair then welcomed Councillor James King, the Chair of the Councils Overview and Scrutiny Committee.

**2. DECLARATIONS OF INTEREST**

No declarations of disclosable pecuniary interests were received at the meeting.

### 3. **REVIEW OF MINUTES/ACTIONS AND MATTERS ARISING**

The minutes of the meeting held on 10 June, 2019 were confirmed as a correct record and the Chair was authorised to sign them accordingly.

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

#### 4.1 **Regeneration Approach**

This report provides an overview of the strategic approach being taken to coordinate and deliver regeneration across the borough. It outlined why a coordinated approach to regeneration is paramount along with the contextual challenges faced in delivering on this. The main points of the discussions by the Board on this report may be summarised as follows:

The Committee

- Commented that transformation is not just about buildings/infrastructure, but for the local environment and communities more broadly;
- Indicated that transformation needs to reflect the vision of the Council and to show how the various programme will deliver the requires/desired outcomes;
- Noted that the Local Plan sets out how Tower Hamlets will grow and develop over the next 15 years. It outlines how and where homes, jobs, services and infrastructure will be delivered to meet future needs and the type of places and environments. However, whilst LBTH has the ability to finance local infrastructure projects e.g. the bridge over South Dock, its ability to influence through land ownership is finite as the majority of the land is in private hands;
- Noted LBTH must maintain a proper strategic oversight of the Borough's growth and regeneration programme and apply a consistent approach to secure its delivery. Therefore, it is essential that there properly budgeted permanent project management team (funded via Community Infrastructure Levy (CIL) and Section 106 agreements) in place to support this process **e.g.** to maximise the benefits for residents within the available resources;

Accordingly the Transformation and Improvement Board **RESOLVED**:

1. To note approach for regeneration as detailed in the presentation.
- #### 4.2 **Employment: Work and Greater Prosperity**

The Board received a report that provided an overview of the approach taken to improve work and greater prosperity with Tower Hamlets. It covered the work areas of two lead members Councillor Motin Uz-Zaman, Cabinet Member for Work and Economic Growth and Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People. The focus of the report was on the work that has been done to specifically improve outcomes

for young people. The main points of the discussions by the Board on this report may be summarised as follows:

The Committee noted that:

- Work is being done to giving young people and their family's exposure to other career paths;
- The Youth Service and partner agencies have an important role to encourage enterprise in the young and to help address the gender gap in attainment;
- There is work to be done on how to improve the transition for young people e.g. to develop the soft skills such as (i) interpersonal skills; (ii) communication skills; and (iii) problem solving skills to add young people;
- Work is required so that the Council and its partners can ensure they can support young people to (i) achieve their best educational and employment outcomes, (ii) ensure they are inspired; (iii) raise their aspirations; and (iv) help them develop the skills they need for the future;
- Whilst the Council supports all children and young people by beginning with a commitment to early help, LBTH also has to develop the groundwork for more specific focussed work in relation to the most vulnerable: those experiencing neglect, violence and those with special educational needs and disabilities (SEND);
- With the new apprenticeship programmes there is now a stronger expectation that young people should (i) gain real-life experience; (ii) acquire new skills; and (iii) earn while they learn. Therefore, apprenticeships are also of benefit to white collar/graduate career paths and not the more traditional role of blue collar work paths;
- The Council and its partners are there for families to help shape the employment programme/interventions and in terms of co-production so they have a better tool to get a positive outcome;
- The Council is using focus group's to ensure that all students get a good spread of opportunities and working with partners who can access other funding streams to ensure that students have a wider spread of opportunities;
- Doing a lot in destination work for young people so they know where they should be;

Accordingly the Transformation & Improvement Board **RESOLVED**:

1. Note the report and presentation.

#### **4.3 Tower Hamlets Improvement Plan**

The report provided a progress update on the Tower Hamlets Improvement Plan which had been developed in response to the findings of the LGA Corporate Peer Challenge (June 2018) and captured the significant transformation and improvement activity currently undertaken in the Council. The main points of the discussions by the Board are outlined below:

- Noted Ofsted ticked off
- Had the Brexit Commission
- Est P/Ship on employment
  
- Noted position with RAG Status
- Noted had final Ofsted Inspection under the new regime a very positive outcome
- Budget less harsh than anticipated
- Increased demands adult/social care
- Business Rates also an issue
- Brexit degree of uncertainty and LBTH remain one of the most internal boroughs in the UK for education/work. Concerns on the residency requirement changes and a degree of misinformation so need to do work to ensure what are EU citizen's rights. However, it is problematic for the supply change uncertainty; the work force
- John O'Brien Local Council is collating views from across London and LGA is signposting council to guidance and there is a CE Brexit Planning Group and the Resilience Forum and for LBTH to be prepared

As a result of discussions on this report the Transformation & Improvement Board **RESOLVED** to

1. Consider and comment on the progress of the Tower Hamlets Improvement Plan


## **5. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**

- Partnership sumits at canary wharf and a jobs partnership with is paying dividends enables lbth to better cordinate things.
- grants programme lcf now been launched and had an indepent appraisal of the grants process, although been concerns has produced a healthy outcome
- Where been noted there are issues put in place mitigation e.g. small grants process.
- THH RE: Page 62 Section 2.4.4 check with DK.
- Results of LBTH resident's surveys been a fall in certain areas so residents feel that we are not as good as we could be in some areas. Noted that this is a trend across the public sector. It can be that the perceived situation by resents is not necessarily a close refection of the actual position. So a lot of work needs to be done in this area, next Cabinet Strategic Plan to be considered, LBTH has improved in a number of areas e.g. Ofsted and Tidy Britain improved children's service and waste management.
- OSC wish to be integrated into the various partnership boards.
- This Board Est nearly for a year and December to be an opportunity to reinvigorate the Board.
- As part of the corporate peer Review there will be one in 2020 and the Board needs to consider how to position this Review.

**The meeting ended at 7.50 p.m.**

**Chair, Mayor John Biggs  
Tower Hamlets Transformation and Improvement Board**

This page is intentionally left blank

<p><b>Transformation &amp; Improvement Board</b></p> <p>9 December 2019</p>	
<p><b>Report of:</b> Ann Corbett</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Title</b> Community Safety Transformation</p>	

<b>Lead Member</b>	<b>Councillor Begum, Cabinet Member for Community Safety</b>
<b>Originating Officer(s)</b>	Ann Corbett, Divisional Director of Community Safety
<b>Wards affected</b>	All wards
<b>Strategic Plan Priority / Outcome</b>	Priority 2 - A borough that our residents are proud of and love to live in Outcome 3 - People feel safer in their neighbourhoods and anti-social behaviour is tackled

## Executive Summary

This report focuses on the progress of seven areas of priority set out in the letter from the Mayor to the Chief Executive on 6 June 2018 under the heading ‘Safer communities and ASB’. These are:

- Rise in youth violence
- Reassuring the community about wider crime and ASB
- Close working with police
- Violent Crime Summit
- The council funded police officers
- Neighbourhood Management Pilot
- The chairing of a Crime and ASB Board

Within this framework, the report covers the transformation journey that the council has undergone within the community safety service, the achievements and the challenges the council faces in responding to community safety concerns.

## Recommendations:

The Transformation & Improvement Board is recommended to:

1. Note the report and comment on the progress made to date in relation to the Mayors community safety priority areas.
2. Comment on how the Transformation and Improvement Board can best support the ongoing work of these community safety priority areas.

## 1. REASONS FOR THE DECISIONS

- 1.1 The Transformation and Improvement Board are asked to comment on the report in order to influence how community safety services are delivered and communicated in future.

## 2. ALTERNATIVE OPTIONS

- 2.1 N/A

## 3. DETAILS OF THE REPORT

- 3.1 *Background information*

The ASB Blueprint was produced in March 2017 following a 6 month independent review of how the borough dealt with ASB. The Blueprint identified a new, victim centred approach for the Council and partners to adopt in order to better respond to anti-social behaviour and the impact on residents' quality of life and set out an ambitious programme of change in terms of how the council would tackle ASB. It set out 3 priorities and a targeted approach to be taken over the following year to address the issues of ASB.

In 2018, the Mayor set out his clear priorities for community safety in a letter to the Chief Executive. The council's response to the seven areas mentioned in the Mayors letter is outlined below.

- 3.2 Rise in youth violence

In order to understand and address youth violence in the borough, a **Joint Strategic Needs Assessment** into violence was conducted in 2019. This will inform a Violence Vulnerability and Exploitation strategy, which is set to be completed in 2020.

In response to rising levels of knife violence in the borough, the **Knife crime action plan** was produced which reflects a shift from a criminal justice to a public health approach, looking at the long term solutions. The Plan commits to delivering 65 actions. Since commencement of the knife crime action plan, police crime data shows a downward trend of offences compared on a rolling year and between 2018-2019 Tower Hamlets experienced the biggest decrease in knife crime injury victims of all London Boroughs.

The **Exploitation team** is a multi-agency, multi-disciplinary team that brings together both police and children's social care with a dedicated focus on addressing exploitation and gang affiliation, having an overview of serious youth violence and supporting children who are most at risk.



### 3.3 1. Reassuring the community about wider crime and ASB

The **Gold Standard 'Safer Together' Campaign** was developed in 2017 as a brand to highlight the work the council is doing with partners including Tower Hamlets Police to address criminal and anti-social behaviour. So far, this campaign has included:

- No Laughing Matter campaign - which gave residents information about nitrous oxide and cleared away in excess of 1.2m canisters.
- Operation Continuum – An ongoing partnership strand of the campaign focuses on disruption of the drugs market
- No Place for Hate – continued promotion of a long standing campaign
- Mayor's Acid Charter – Pledge for retailers to sign up to
- Prevent – highlighting the ongoing work of the prevent team
- Other day to day activity such as the seizure of cars, neighbourhood walkabouts and lobbying against the InLink phone booths

A **new ASB delivery model** focused on locality working includes geographically based ASB officers, a Neighbourhood Management approach to ASB in the North-West of the borough and the reintroduction of Neighbourhood Walkabouts with follow up 'Action Days'. This new approach has resulted in better engagement and co-production with residents, panels and local police, better understanding of how to report ASB and increased confidence and trust that the council and policing are taking actions to tackle ASB.

### 3.4 2. Violence Crime Summit

On the 21<sup>st</sup> September 2018 the Mayor hosted a summit to discuss violent crime in the borough and its impact on the local community. Around 80 people attended the summit with attendees from across a broad range of local statutory, voluntary and community sector partners.

An evaluation exercise was conducted at the end of the summit which revealed key findings, including the importance of partnership working, the need for targeted support for hard to reach young people and a preference for enabling the voluntary and community sector and faith based communities to be part of the solution. In response to this, the Council drafted a 'Statement of Action' which set out the partnership approach to violence in the borough. All of these five actions have now been achieved.

### 3.5 3. Close working with police

There is a strong working relationship and intelligence sharing between police and community safety. These are shared through the Rapid Response Team, gangs unit and the exploitation team, as well as through Operation continuum.

**Operation Continuum** was launched in December 2017 to promote closer working with the police and in response to ongoing reports of drug dealing, drug use and associated criminality. It involves the council coordinating

council teams and partners including the PTF, THH, CCTV team, clean and green, Police Safer neighbourhood Teams, Trading Standards and Licencing and the ASB team. Between 2017 and July 2019:

- 129 people charged with a total of 243 drug supply charges
- 125 people referred to drug treatment
- 57 weapons sweeps conducted (39 weapons recovered)
- 421 ASB warnings issued
- 625 stop and searches conducted

The **Rapid Response Team (RRT)** works with young people (both as victims and perpetrators) to reduce knife crime and group violence. An innovative project funded by the Council was set up in January 2019 with the Royal London Hospital. A Violent Crime Reduction (VCR) Officer is now based at Royal London Hospital to work with people aged 10-26 who have been victims of weapon enabled violence including knife crime to support them through preventative work either in their position as a perpetrator or a victim.

### 3.6 4. Council funded police officers

In September 2017 the Mayor in Cabinet agreed to invest £3m to fund additional police officers for Tower Hamlets under Section 92 of the Police Act 1996. The Section 92 agreement for the PTF includes a suite of key performance indicators that reflect the priorities of the Council and the Community Safety Partnership (CSP). They range from the number of drug supply arrests, stop and search for drugs and weapons, knife recoveries, and the measure of public perceptions of crime and ASB.

An initial complement of 1 sergeant and 5 constables was made immediately available from 1st April 2018 and this was increased to 1 sergeant and 10 constables from the 5th September (still only 50% of the MPS commitment). A new commitment was made in September 2019 by the new borough commander to increase the allocation to 2 sergeants and 20 constables by November 2019. Under the same scheme, THH has a full complement of 2 sergeants and 11 police constables.

Despite operating at 50% capacity during the full year 1st April 2018 to 31st March 2019, the Partnership Taskforce made 356 arrests, stopped and searched 460 individuals, issued over 350 anti-social behaviour warnings, seized 30 vehicles and confiscated over £25k cash (Proceeds of Crime Act).

### 3.7 5. Neighbourhood Management

The Neighbourhood Management Pilot began in May 2018 in the North-West of the borough. The primary aim was to respond to ASB concerns in a way that is tailored to the needs of the local area and as a result, increase community satisfaction with ASB services. A recent evaluation of the pilot found that in a short space of time, there have been a number of positive impacts. Although rates of ASB have not decreased in the Pilot area, interviews revealed a perception of reduced ASB, increased feeling that the

council and police are tackling ASB and in turn, improved trust in these organisations. Other impacts include better understanding of how to report ASB, more feedback in relation to the progress of an ASB report and better joint working between partners.

### 3.8 6. Crime and ASB Board

Following the Mayor's request for a Board that oversees the work to reduce ASB in Tower Hamlets and increases pace and delivery, the Mayor's Crime and ASB Board was set up in December 2018. A review of the board found that members felt there was a good mix of relevant agenda items and saw benefits of having cross-cutting services present at meetings together with political portfolio leads and that this provided effective challenge during discussions.

Achievements include cross departmental working to achieve community safety outcomes such as overseeing implementation of the ASB Blueprint and the Partnership Knife Crime Action Plan. The Board has also provided a forum for decisions to be made about the running of Community Safety Walkabouts in a way that involved the council's partners and gave consideration to community engagement. As a result of meetings there is also now commitment on key issues like CCTV.

## 4. EQUALITIES IMPLICATIONS

4.1 There are no direct equalities implications arising from this report

## 5. OTHER STATUTORY IMPLICATIONS

5.1 There are no direct statutory implications arising from this report

## 6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 N/A

## 7. COMMENTS OF LEGAL SERVICES

7.1 N/A

---

## Linked Reports, Appendices and Background Documents

### Linked Report

- Community Safety presentation

### Appendices

- NONE

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

- NONE

**Officer contact details for documents:**

Or state N/A

# Tower Hamlets Transformation & Improvement Board

## Mayoral Priority: Community Safety

Page 21

Lead Member: Councillor Asma Begum

Presented by: Ann Corbett

# Policy and Strategy Context



# Community Safety Policy Context

Page 23

## Community Safety Partnership Priorities

1. ASB, drugs and alcohol
2. Violence
3. Reducing re-offending
4. Hate crime, community cohesion and extremism

## Strategic Plan 2019-2022

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

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

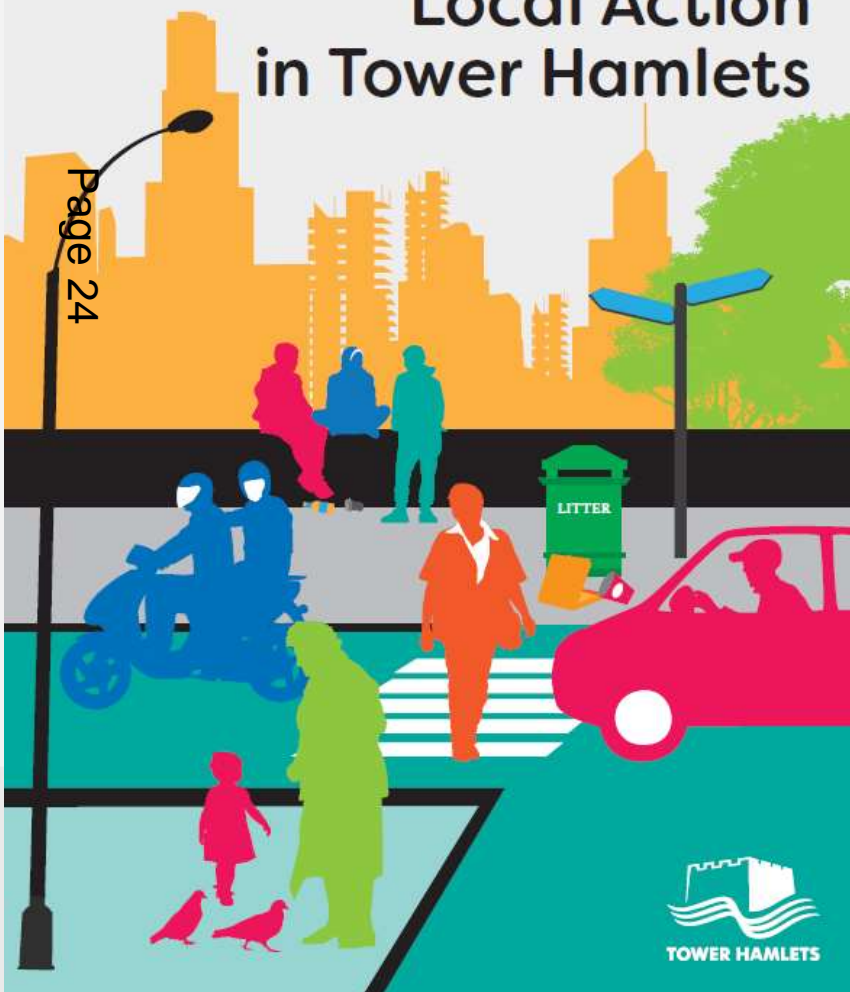
## Mayors Manifesto

**'Making Tower Hamlets Safer'**  
Tackling drugs & alcohol, anti-social behaviour and violence against women and girls

# ASB Blueprint

## Anti-Social Behaviour (ASB): A Blueprint for Local Action in Tower Hamlets

Page 24



- The Blueprint set out 3 priorities and a targeted approach to address issues of ASB which included 28 commitments
- Key achievements include:
  - Transformed the ASB reporting system
  - A new ASB team working to a locality basis
  - A victim focused model
  - Safeguarding vulnerable victims of ASB (Community MARAC)
  - Neighbourhood Management launched
  - Using our powers to get individuals causing drug/alcohol related ASB into treatment



# Mayor's letter – “A major priority for the New Administration”



Mayor's letter to the Chief Executive on 6 June 2018 - 7 key areas of focus:

1. Rise in youth violence
2. Reassuring the community about wider crime and ASB
3. Violent Crime Summit
4. Close working with police and youth service
5. The council funded police officers – maximum benefit
6. Neighbourhood Management
7. The chairing of a Crime and ASB Board

# The Journey

**DAAT** – LGC team of the year

**VAWG**– LGC team of the year

**ASB**  
Page 28  
**Mar 2017**

**Mayor's Violent Crime Summit**

Over 80 attended and Knife Crime Action Plan produced

**Dec 2017**

**Partnership Taskforce**

Investment of £3m for additional police

**May 2018**

**Mayors Crime and ASB Board**

Oversees pace and delivery of the council's ASB activities

**Jan 2019**

**Improved online reporting tool**

Launched following co-production with residents in April

**ASB Blueprint**

Set out 3 key priorities with local actions for tackling ASB

**Sep 2017**

**Operation Continuum launched**

Working with the Police to respond to drug dealing, drug use and criminality

**Apr 2018**



**Neighbourhood Management Pilot**

Localised model of ASB service delivery in the North West of the borough

**Dec 2018**



**Violent Crime Reduction Program**

Working with young people at the Royal London Hospital to prevent violent crime

**Sep 2019**



# Achievements



# Key Achievements



Priority	Outputs	Outcomes	Impact
<b>Rise in youth violence</b>	<ul style="list-style-type: none"> <li>JSNA on violence conducted</li> <li>Exploitation team launched</li> <li>Knife Crime programme of activity</li> </ul>	<ul style="list-style-type: none"> <li>Greater understanding of violence in the borough</li> <li>Public health approach to violence</li> <li>Exploitation team provide “effective, bespoke services” – Ofsted 2019</li> </ul>	<ul style="list-style-type: none"> <li>52% decrease in knife injury victims under 25 between Aug 2018 – Aug 2019</li> <li>Keeping children and vulnerable adults safe</li> </ul>
<b>Reassuring the community about crime and ASB</b>	<ul style="list-style-type: none"> <li>2 Neighbourhood Walkabouts</li> <li>Neighbourhood Management</li> <li>Community Safety, Safer Together Gold Campaigns launched</li> </ul>	Increased confidence in reporting	<p><i>“I feel like I am more willing to report because I feel it is being heard” – local business</i></p> <p><i>“Reporting ASB is now so much simpler and we know there's action going to be taken”</i></p>
<b>Violent Crime Summit</b>	Summit hosted in September 2018, with 80 representatives attending from broad range of partners	Joint goals, expressed in a joint ‘Statement of Action’ between partners	Collaborative working across agencies on knife crime agenda
<b>Close working with police on the issues that matter to residents</b>	<ul style="list-style-type: none"> <li>396 arrests and 312 of these were for drug offences and drug supply (Operation Continuum)</li> <li>Responded to 5 critical incidents and engaged with 32 victims of assault in quarter 1 2019 (Rapid Response Team)</li> </ul>	Between 2017-July 2019 <ul style="list-style-type: none"> <li>129 people charged with a total of 243 drug supply charges</li> <li>125 people referred to drug treatment</li> </ul>	<p><i>“Strong, trusted and effective working relationships have been developed with the Community Safety Service at both an operational and strategic level. Together we are tackling the issues of violence in all its forms, drugs and ASB” – Detective Superintendent</i></p>
<b>Additional council funded police</b>	<ul style="list-style-type: none"> <li>£3m investment to fund additional police officers</li> <li>Chairing of weekly intelligence led tasking meetings</li> </ul>	Between April 2018-April 2019: <ul style="list-style-type: none"> <li>356 arrests</li> <li>350 ASB warnings</li> <li>Confiscated over £25k cash.</li> </ul>	<p><i>“There was definitely a step up in terms of police, community police officer presence, and we have seen a reduction in dealing” – local school</i></p>
<b>Neighbourhood Management Pilot</b>	Neighbourhood Manager serving the North West of the borough, co-ordinating responses to ASB complaints and building relationships with residents and with partners	<ul style="list-style-type: none"> <li>Greater joint working between partners</li> <li>Increased trust that the council and police are tackling ASB</li> </ul>	<p><i>“Now, massive collaboration, really good working now under the new manager. We work very well together, that's thanks to John.” - Police</i></p>
<b>Crime and ASB Board</b>	Chairing of monthly/bi-monthly meetings from December 2018	<ul style="list-style-type: none"> <li>Improved governance of community safety outcomes</li> </ul>	Improved pace and delivery

# 1. Rise in youth violence



- A **JSNA on violence** was conducted in 2019 that will inform a Violence, Vulnerability and Exploitation Strategy (expected in March 2020)
- The **Exploitation team** brings together police and children's social care with a focus on addressing exploitation and gang affiliation
  - Recognised as good practice by Ofsted, June 2019
- The **Knife Crime Action Plan** was coproduced in response to rising levels of knife violence in the borough. A criminal justice to a public health approach.

# 2. Reassuring the community about wider crime and ASB – A new approach



## A Gold 'Safer Together' Campaign

- **'Telling our story'**
  - No Laughing Matter campaign
  - Operation Continuum
  - No Place for Hate
  - Mayors Acid Charter
  - Prevent

## A new ASB delivery model

- Locality working
- Better engagement and co-production with residents , panels and local police
- 2 Neighbourhood walkabouts conducted in pilot wards Limehouse and Weavers
- Follow up 'Action Day' on 31 August involving a revamping of Rectory Park (weapons sweep, clean up, lampposts refreshed, park benches removed to deter ASB)

## Neighbourhood Management Pilot

- Evaluation completed in October 2019
- Impacts include:
  - Better understanding about how to report ASB
  - Increased feeling of confidence and trust that the council and police are taking actions to tackle ASB

# 3. Violent Crime Summit – a new collaboration



- Mayor hosted the summit in September 2018
- 80 people attended across a broad range of local, voluntary and community sector partners
- Following the Summit, the Council published a joint ‘Statement of Action’ between partners

## Violent Crime Summit – Statement of Action

### You said..

Knife crime, domestic violence & gang crime are the most common crimes in the borough

Effective partnership working is key to success and impact locally

Targeted support & outreach to engage hard to reach young people

Enabling the voluntary and community sector to play a greater role

Take a balanced approach to violence through prevention, early intervention & enforcement

### We have...

- Implemented a ‘Test Purchasing’ programme to control the sale of knives via the Trading Standards team
- Rolled -out a programme to protect young women from being groomed and exploited
- Created a ‘Major Trauma Team’ at the Royal London Hospital to support young victims of violence on discharge

- Launched a targeted, multi-agency ‘Operation Continuum’ to disrupt drugs market and associated crime & ASB
- Invested £3million of Council resource into additional police officers to tackle drug dealing and violent crime
- Created an Exploitation Team bringing together the Police & key council services to safeguard vulnerable residents

- Enhanced our Rapid Response Team providing targeted outreach to young people at risk of gang involvement
- Secured £1.3million London Crime Prevention Fund monies to support crime reduction initiatives
- Supporting ‘people aged 10-18 in the’ criminal justice system via the Youth Offending Team

- Opened a 3 year, £550k fund to support organisations delivering crime reduction initiatives & projects
- Established a borough-wide training programme to teach de-escalation methods to young people
- Maintained youth hubs across the borough offering a range of support services to young people

- Introduced a knife crime education programme in schools and colleges
- Allocated a dedicated social worker to prevent children who are victims of violence becoming violent
- Supported intelligence led stop & search by the police and community led weapons sweeps

### We will...

Develop a new Violence Against Women & Girls (VAWG) Strategy

Re-align the Council's services to deliver a more integrated response to crime & ASB

Employ St Giles Trust to offer outreach to those over 18 who are at risk of gang involvement

Launch a Local Community Fund of £540k over 3 years for local groups working to improve community safety to bid for

Develop a ‘Public Health’ approach to violent crime, including a Violence Joint Needs Assessment

# 4. Close working with police – a trusted partnership



- Positive working relationship and intelligence sharing between police and community safety
- Shared through the gangs unit and exploitation team, CCTV , Community Safety Response Team and through Operation Continuum

Page 32

- Launched December 2017
- Promotes closer working with the Police
- Responds to drug dealing, drug use and criminality
- Incl: PTF, THH, CCTV team, clean and green, Police Safer Neighbourhood Teams, trading standards and licensing and ASB team
- *Between 2017- July 2019:*
  - 396 arrests (312 for drug offences)
  - 129 charged with 243 drug supply charges
  - £564k seized under Proceeds of Crime Act
  - 57 weapons sweeps (39 weapons recovered)
  - 421 ASB warnings issued
  - 625 stop and searches conducted
  - 125 people referred to drug treatment

- Work with young people to reduce knife crime and youth violence
- Innovative project funded by LBTH set up in Jan 2019 with Royal London Hospital (RLH). A Violent Crime Reduction (VCR) officer is based at RLH working with people aged 10-26 through preventative work
- *In Quarter 1 2019:*
  - The VCR programme engaged with 32 victims of assault
  - Cross border and multi-agency conversations taking place with 12 other boroughs to provide further support
  - RRT has also responded to 5 critical incidents from Apr-Jun



# 5. Council funded police officers



## PTF

- In September 2017 the Mayor in Cabinet agreed to invest £3m to fund additional police officers for Tower Hamlets under Section 92 of the Police Act
- The PTF have been operating at 50% capacity with 1 sergeant and 10 constables
- KPIs that reflect the priorities of the Council and residents – drugs and violence

## Weekly tasking meetings Page 33

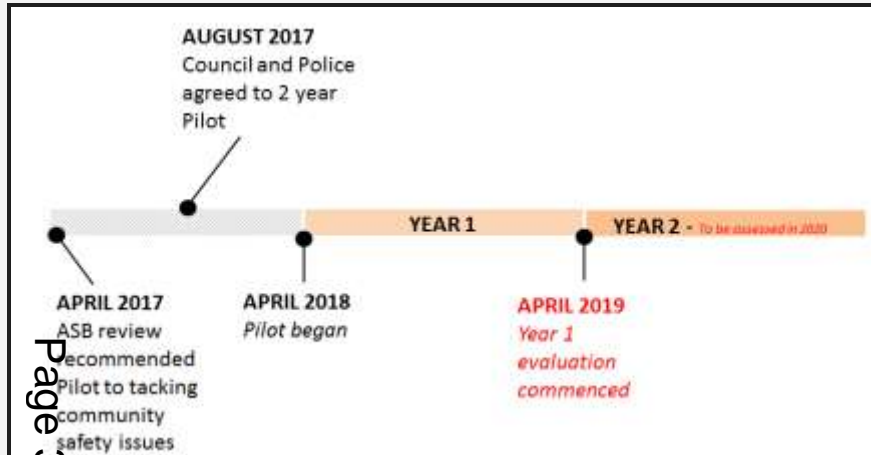
- Weekly tasking process chaired by the Head of the council's Neighbourhood Operations Service has been introduced to ensure PTF resources are directed by the council to address these priorities
- Tasking is **intelligence led**, informed by police information, complaints to the council, Member and Mayoral Enquiries, information from CCTV and our own staff
- Tasking enables the PTF to be co-ordinated with council resources (eg ASB Team, THEOs, CCTV, and THH)

## Achievements

- Despite operating at 50% between Apr 18-Mar 19, the PTF made **356 arrests, stopped and searched 460 individuals, issued over 350 anti-social behaviour (ASB) warnings, seized 30 vehicles and confiscated over £25k cash** (Proceeds of Crime Act).

**\*THH police officers** - Under the same scheme, THH has a full complement of 2 sergeants and 11 police constables

# 6. Neighbourhood Management



Page 34

Pilot area



## Increased trust that the council and the police are tackling ASB

*"You feel that something's happening, or you feel that somebody is doing something. And even if it's a matter of telling us that they're aware of where the problem is but these are the reasons that they're having difficulty solving the problem, at least you're getting positive feedback, aren't you?" – Local Business*

## Increased police and council activities around ASB

*"So yes, there was definitely a step up in terms of police, community police officer presence, and we have seen a reduction in dealing." - School*

## Easier to report ASB

*"Reporting the ASBs now are so much simpler, you know, and we know there's action going to be taken." - Hostel*

## Increased joint working between partners

*"Now, massive collaboration, really good working now under the new manager. We work very well together, that's thanks to John." - Police*

# 7. Crime and ASB Board – Pace & Delivery



- Set up in December 2018
- 6 monthly review completed

## Achievements:

Page 35

- Cross departmental working to achieve community safety outcomes
  - Overseeing implementation of the ASB Blueprint and the Partnership Knife Crime Action Plan
  - Community Safety Walkabouts
  - Commitment on key issues like CCTV

# Challenges



## Managing demand

- 563 reports of ASB to the council in June 2018 – June 2019, which is up from 118 the year before

## Substance misuse & violence

- 67% of residents feel that people using or dealing drugs is a problem (ARS 2019)
- Harm versus Volume

## Protecting the vulnerable

- 12.61% increase in domestic abuse offences in the last year

## Consistency of resident experience & perceptions

- Providing a consistent service to residents across the borough
- Managing expectations – want versus need

## Communications

- Locally targeted communications – the hyper local
- Communications around reassurance and perception of safety

## Engagement and involvement

- Effectively engaging residents, particularly seldom heard groups

# Journey – continuous improvement

*Perception of crime vs reality*

*High demand – volume versus harm*

Page 37



### Building teams:

- Good leadership
- Investment in staff development
- Changing service model



**Financial investment**  
(£6 million)

*Political ambition and priority*



### Evidence based approaches:

- JSNA to understand drivers of violence
- Deep analysis of Annual Resident Survey results
- Thorough evaluation of NM Pilot



### More localised response to community safety:

- Neighbourhood Management Pilot
- Geographically based ASB teams

- *Responsive services*
- *Trusted partnerships*
- *Improved Customer journey*

This page is intentionally left blank

# Tower Hamlets Transformation & Improvement Board

## Housing and Capital Delivery

Page 39

Lead Members: Cllr Islam, Statutory Deputy Mayor and Cabinet Member for Housing  
Cllr Blake, Deputy Mayor and Cabinet Member for Planning, Air Quality and Tackling Poverty

Presented by: Rupert Brandon, Head of Housing Supply  
Jane Abraham, Interim Head of Capital Delivery

Agenda Item 5.2

# Setting the scene



- Mayor's pledge to deliver 2,000 new Council homes by 2022
- Local Plan targets for increasing the supply new affordable homes
- Meeting housing need, including addressing overcrowding and under-occupation
- Improve quality of life, health and well-being
- Stimulate local economic growth and employment

Key to the success of the programme is delivering at pace without compromising on quality



# Setting the scene – affordability



- Annual Residents' Survey 2019: lack of affordable homes, the second highest concern (29%)
- The average house price in the borough in November 2019 was £559,289
- The median ratio of house prices to local earnings in the borough is 12.7 (significantly higher than the national average of 8.0), the Council faces considerable challenges in delivering homes which are affordable to local people on average incomes
- Currently circa 19,000 on council's Common Housing Register: 58% in urgent priority housing need; 38% over-crowded; highest demand for 1 beds (Source: Housing Register October 2019) currently under review
- 39% of the Borough's housing stock is in the Private Rented Sector
- The Welfare Reform Act 2012, Universal Credit, LHA freeze and Benefit Cap affected many residents and created shortfalls and debt

# Funding sources

- Housing Revenue Account (HRA) reserves
- HRA or non-HRA borrowing
- Receipts from Right to Buy (to be spent within 3 years or 'banked' with GLA) – can only provide 30% of funding source
- GLA grant
- Section 106 developer contributions
- Cross subsidy from market rent or sale
- Private borrowing from ALMO or through housing company

# Delivery of first 1,000 homes



<b>Council homes delivered:</b>	
Property purchase programme (buy-backs)	382
Property purchase programme (s106)	42
<b>Sub-total</b>	<b>424</b>
<b>Council homes in programme:</b>	
On site (to be completed by June 2020)	77
Number of new council homes in the delivery stage (contractors appointed)	65
Number of planning consents for new council homes	239
Planning applications for new council homes due to be submitted by November 2019	128
Property purchase pipeline (buy-backs and s106)	215
<b>Sub-total</b>	<b>724</b>
<b>Total</b>	<b>1,148</b>

# Delivery of second 1,000 homes



## Infill programme:

- Sites identified for development a 250 new council homes
- Community consultation underway
- Planning applications to be submitted by November 2020

Page 44

## Estate based schemes:

- Clichy Estate: development options prepared; Resident Panel set up; Independent Resident Advisor appointed. Option to redevelop the estate dependent on outcome of ballot in early 2020. Redevelopment expected to deliver 450 new homes
- Ashington House: re-development expected to deliver 75 new homes

## Acquisition programme:

- Purchase of s106 properties
- Buy-back programme

# Housing Association supply



Housing associations working in the borough will be delivering 4,842 homes in the borough from 2018-2023.

	Rented	Intermediate	Total
2018/19	462	197	659
2019/20	603	310	913
2020/21	676	523	1,199
2021/22	642	461	1,103
2022/23	495	473	968
<b>Total</b>	<b>2,878</b>	<b>1,964</b>	<b>4,842</b>

# Financial viability



- Grant rates are not sufficient to bridge gap between rental income and cross subsidy – LHA leaders and GLA calling for an increase in grant rates
- Cost of borrowing from PWLB has just increased by 1% – discussions taking place with Government to reduce this for house building
- Shared ownership is increasingly difficult to deliver – the Government is suggesting allowing people to purchase new build shared ownership from as little as £2,000 and buying in 1% tranches
- Private finance – various moves to attract pension fund/institutional investment

# Other contributions to meeting need



- Reviewing the Housing Register and allocation scheme
- Introducing an annual application review process
- Reviewing bidding activity
- Reducing social housing fraud
- Enforcing tenancy breaches
- Carrying out tenancy audits
- Reviewing the homeless application process
- Introducing an Intermediate Housing Register
- Increasing incentives for under-occupiers to move
- Considering the rejuvenation of Tenant Incentive scheme

# Challenges to delivery



Page 48

- Availability of land
- Competing funding pots
- Number of homes v type of homes
- Mixed tenure including different affordable housing products
- Challenges of small, constrained sites
- Addressing competing priorities
- Delivering on smaller sites
- Sufficient capacity in housing, capital delivery, planning
- Standard built product – quality, value for money, sustainable



# Questions?



The best of London in one borough

This page is intentionally left blank