

CABINET

MAYOR

Mayor John Biggs

CABINET MEMBERS

Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing Management & Performance)
Councillor Shiria Khatun	(Deputy Mayor and Cabinet Member for Community Safety)
Councillor Rachael Saunders	(Deputy Mayor and Cabinet Member for Education & Children's Services)
Councillor Rachel Blake	(Cabinet Member for Strategic Development)
Councillor Asma Begum	(Cabinet Member for Culture)
Councillor David Edgar	(Cabinet Member for Resources)
Councillor Ayas Miah	(Cabinet Member for Environment)
Councillor Joshua Peck	(Cabinet Member for Work & Economic Growth)
Councillor Amy Whitelock Gibbs	(Cabinet Member for Health & Adult Services)

[The quorum for Cabinet is 3 Members]

MEETING DETAILS

Tuesday, 5 January 2016 at 5.30 p.m.
C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

The meeting is open to the public to attend.

Further Information

The public are welcome to attend meetings of the Cabinet. Procedures relating to Public Engagement are set out in the 'Guide to Cabinet' attached to this agenda.

Contact for further enquiries:

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1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG
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Web: <http://www.towerhamlets.gov.uk>

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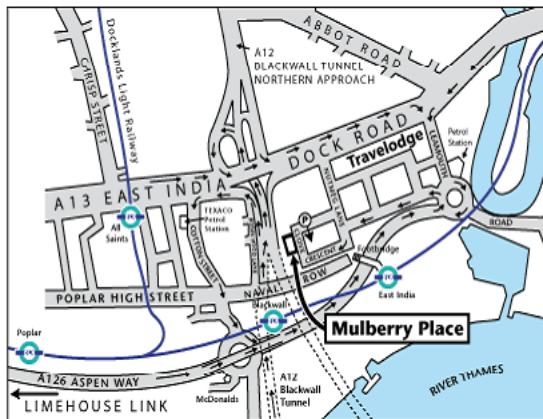
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A Guide to CABINET

Decision Making at Tower Hamlets

As Tower Hamlets operates the Directly Elected Mayor system, **Mayor John Biggs** holds Executive powers and takes decisions at Cabinet or through Individual Mayoral Decisions. The Mayor has appointed nine Councillors to advise and support him and they, with him, form the Cabinet. Their details are set out on the front of the agenda.

Which decisions are taken by Cabinet?

Executive decisions are all decisions that aren't specifically reserved for other bodies (such as Development or Licensing Committees). In particular, Executive Key Decisions are taken by the Mayor either at Cabinet or as Individual Mayoral Decisions.

The constitution describes Key Decisions as an executive decision which is likely

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.

Upcoming Key Decisions are published on the website on the 'Forthcoming Decisions' page through www.towerhamlets.gov.uk/committee

Published Decisions and Call-Ins

Once the meeting decisions have been published, any 5 Councillors may submit a Call-In to the Service Head, Democratic Services requesting that a decision be reviewed. This halts the decision until it has been reconsidered.

- The decisions will be published on: **Thursday, 7 January 2016**
- The deadline for call-ins is: **Thursday, 14 January 2016**

Any Call-Ins will be considered at the next meeting of the Overview and Scrutiny Committee. The Committee can reject the call-in or they can agree it and refer the decision back to the Mayor, with their recommendations, for his final consideration.

Public Engagement at Cabinet

The main focus of Cabinet is as a decision-making body. However there is an opportunity for the public to contribute through making submissions that specifically relate to the reports set out on the agenda.

Members of the public may make written submissions in any form (for example; Petitions, letters, written questions) to the Clerk to Cabinet (details on the front page) by 5 pm the day before the meeting.

LONDON BOROUGH OF TOWER HAMLETS

CABINET

TUESDAY, 5 JANUARY 2016

5.30 p.m.

	Pages
1. APOLOGIES FOR ABSENCE	
To receive any apologies for absence.	
2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS	1 - 4
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.	
3. UNRESTRICTED MINUTES	5 - 14
The unrestricted minutes of the Cabinet meeting held on 1 December 2015 are presented for approval.	
4. OVERVIEW & SCRUTINY COMMITTEE	
4.1 Chair's Advice of Key Issues or Questions	
Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to unrestricted business to be considered.	
4.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee	
(Under provisions of Article 6 Para 6.02 V of the Constitution).	

5. UNRESTRICTED REPORTS FOR CONSIDERATION

5.1 General Fund Revenue and Capital Budget and Medium Term Financial Plan 2016/17

Report to follow.

Report Summary:

To set out the issues bearing on financial planning for the authority over the next three years and to agree an approach to delivering a medium term sustainable financial position over that period, bearing in mind the risks and unknowns.

And to agree a draft budget for 2016/17 to be put forward for Full Council Consideration.

Wards: All Wards
Lead Member: Cabinet Member for Resources
Corporate Priority: One Tower Hamlets

5.2 Council Tax Base 2016/17

15 - 20

Report Summary:

To approve, in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992, the amount calculated by the London Borough of Tower Hamlets as its Council Tax Base for the year 2016/17

Wards: All Wards
Lead Member: Cabinet Member for Resources
Corporate Priority: One Tower Hamlets

5.3 Local Council Tax Reduction Scheme 2016/17

21 - 26

Report Summary:

This report advises that Full Council approval for the continuation of the current Local Council Tax Reduction Scheme (LCTRS) for a further year 2016/17 is to be sought.

Wards: All Wards
Lead Member: Cabinet Member for Resources
Corporate Priority: A Prosperous Community

5.4 Fees and Charges 2016/17**27 - 114****Report Summary:**

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.

Cabinet is required to approve the revised fees and charges as set out in the report with effect from 1st April 2016 (or as soon as is practical thereafter).

Wards: All Wards
Lead Member: Cabinet Member for Resources
Corporate Priority: One Tower Hamlets

5.5 Housing Revenue Account Budget Setting Report**115 - 164****Report Summary:**

To approve the Tower Hamlets Homes Management Fee 2016/17
To approve the Housing Revenue Account Draft Budget 2016/17
To approve 2016/17 housing capital estimates.

The report will be presented at Cabinet on 5 January for comment before returning on 2 February for agreement.

Wards: All Wards
Lead Member: Cabinet Member for Strategic Development
Corporate Priority: One Tower Hamlets

5.6 Corporate Revenue and Capital Budget Monitoring Q2 2015/16**165 - 198****Report Summary:**

Note the Council's financial performance compared to budget for 2015/16 as detailed in the Report and Appendices 1-4 of this report.

Wards: All Wards
Lead Member: Cabinet Member for Resources
Corporate Priority: One Tower Hamlets

5.7 Six Monthly Strategic Performance Monitoring Report**199 - 284****Report Summary:**

Note the Council's performance at the six month stage for the Strategic Plan and Strategic Performance Measures.

Wards: All Wards
Lead Member: Mayor
Corporate Priority: One Tower Hamlets

5 .8 Children's & Adults Services Capital Programme	285 - 304
<p>Report Summary: To seek approval to progress schemes in the capital programme.</p> <p>Wards: All Wards Lead Member: Deputy Mayor and Cabinet Member for Education and Children's Services Corporate Priority: A Prosperous Community</p>	
5 .9 Extended Payment Support Options to Leaseholders for Repayment of Major Works Recharges	305 - 322
<p>Report Summary: To seek agreement on support options for leaseholders who receive major works recharges.</p> <p>Wards: All Wards Lead Member: Deputy Mayor and Cabinet Member for Housing Management and Performance Corporate Priority: A Great Place to Live</p>	
5 .10 Implementation of a New Infrastructure Delivery Framework	323 - 338
<p>Report Summary: A report on the new Infrastructure Delivery Framework</p> <p>Wards: All Wards Lead Member: Cabinet Member for Strategic Development Corporate Priority: A Great Place to Live</p>	
5 .11 Carbon Offset Solutions Study	339 - 354
<p>Report Summary: The Carbon Offset Solutions Study has been undertaken to quantify the amount of monies that may be available through planning contributions to fund carbon offset projects and to identify a portfolio of potential projects and solutions to be delivered from the contributions.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Strategic Development Corporate Priority: A Great Place to Live</p>	
5 .12 Commissioning of adult social care and supported housing contracts	355 - 376
<p>Report Summary: To commission social care contracts in relation to supported housing.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Health and Adult Services Corporate Priority: A Healthy and Supportive Community</p>	

5 .13 Future commissioning arrangements for domiciliary care services previously commissioned from Majlish Homecare Services	377 - 392
<p>Report Summary: To agree the future commissioning arrangements for domiciliary care services previously commissioned from Majlish Homecare Services.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Health and Adult Services Corporate Priority: A Healthy and Supportive Community</p>	
5 .14 Collaborative Agreement on Sexual Health	393 - 402
<p>Report Summary: To enter into a collaborative agreement with other London councils to commission sexual health services.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Health and Adult Services Corporate Priority: A Healthy and Supportive Community</p>	
5 .15 Unpaid Carers Scrutiny Challenge Session Report & Action Plan	403 - 428
<p>Report Summary: Note the Scrutiny Challenge Session Report and recommendations contained within it. Agree the Action Plan responding to the recommendations.</p> <p>Wards: All Wards Lead Member: Mayor Corporate Priority: A Healthy and Supportive Community</p>	
5 .16 Tower Hamlets Cycle Strategy	429 - 514
<p>Report Summary: To agree the draft Strategy and 3 year action plan.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Environment Corporate Priority: A Great Place to Live</p>	
5 .17 List of Mayor's Individual Executive Decisions	515 - 518
<p>Report Summary: A noting report listing recent decisions taken on an individual basis by the Mayor.</p> <p>Wards: All Wards Lead Member: Mayor Corporate Priority: One Tower Hamlets</p>	

6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

7. EXCLUSION OF THE PRESS AND PUBLIC

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)

The Exempt / Confidential (Pink) 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.

8. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

9. OVERVIEW & SCRUTINY COMMITTEE

9.1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business

Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to exempt/confidential business to be considered.

9.2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

(Under provisions of Article 6 Para 6.02 V of the Constitution).

10. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

Nil items.

11. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT

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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:-

- Melanie Clay, Director, Law, Probity and Governance. 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 CABINET

HELD AT 5.34 P.M. ON TUESDAY, 1 DECEMBER 2015

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

Members Present:

Mayor John Biggs
Councillor Sirajul Islam (Statutory Deputy Mayor and Cabinet Member for Housing Management & Performance)
Councillor Shiria Khatun (Deputy Mayor and Cabinet Member for Community Safety)
Councillor Rachael Saunders (Deputy Mayor and Cabinet Member for Education & Children's Services)
Councillor Rachel Blake (Cabinet Member for Strategic Development)
Councillor Asma Begum (Cabinet Member for Culture)
Councillor David Edgar (Cabinet Member for Resources)
Councillor Ayas Miah (Cabinet Member for Environment)
Councillor Joshua Peck (Cabinet Member for Work & Economic Growth)
Councillor Amy Whitelock Gibbs (Cabinet Member for Health & Adult Services)

Other Councillors Present:

Councillor Danny Hassell
Councillor John Pierce
Councillor Andrew Wood

Officers Present:

Dr Somen Banerjee (Director of Public Health, LBTH)
Keith Burns (Programme Director Special Projects, Commissioning & Health, Education Social Care & Wellbeing)
Tony Evans (Senior Business Executive)
Chris Holme (Service Head, Resources & Economic Development)
Kelly Powell (Acting Head of Communications)
Dean RiddickMcGregor (Political Adviser to the Labour Group)
Louise Russell (Service Head Corporate Strategy and Equality, Law Probit & Governance)
Rachael Sadegh (DAAT Manager, Community Safety Service, Communities Localities & Culture)
Owen Whalley (Service Head Planning and Building Control, Development & Renewal)
Luke Addams (Interim Director of Adult's Services)
Melanie Clay (Director, Law Probit and Governance)

Zena Cooke	(Corporate Director, Resources)
Aman Dalvi	(Corporate Director, Development & Renewal)
Stephen Halsey	(Corporate Director Communities, Localities & Culture)
Will Tuckley	(Chief Executive)
Debbie Jones	(Interim Corporate Director, Children's Services)
Katie Cole	(Senior Speciality Registrar in Public Health)
Matthew Mannion	(Committee Services Manager, Democratic Services, LPG)

AGENDA ORDER

During the meeting the **Mayor** agreed to change the order of business. To aid clarity the minutes are presented in the order in which the items appear on the agenda.

At the meeting Agenda Item 5.1 (Our Borough, Our Plan) was followed by Agenda Item 5.3 (Neighbourhood Planning) and then Agenda Item 5.7 (Scrutiny Review – Town Centres Policy). The rest of the agenda items were taken in order starting at Agenda Item 5.2 (Community Buildings: Allocation and Charging Policy).

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interests.

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Tuesday 3 November 2015 be approved and signed by the Mayor as a correct record of proceedings.

4. OVERVIEW & SCRUTINY COMMITTEE

4.1 Chair's Advice of Key Issues or Questions

A number of Pre-Scrutiny Questions were submitted in respect of Agenda Items 5.1 (Our Borough, Our Plan) and 5.6 (Scrutiny Review – Literacy across Early Years, Primary, Secondary and Adult Learning). The questions were responded to during the discussion of those items.

In addition Councillor John Pierce, Chair of the Overview and Scrutiny Committee (OSC), gave an update on the Committee's meeting the previous

evening. In particular he reported on the Crime and Disorder Spotlight Session with the Borough Commander looking at the Police's Performance and Benchmarking statistics. Violent crime and looking at issues in relation to the recent Paris terrorist attack had been specific areas of focus.

The Committee had also had the opportunity to review their draft Transparency Commission report through which they hoped to encourage the Council to look to become a beacon Council in terms of transparency. This included areas such as open data and the role of Scrutiny in helping support the Council's decision making.

The **Mayor** thanked Councillor John Pierce for his update.

4.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee

Nil items.

5. UNRESTRICTED REPORTS FOR CONSIDERATION

5.1 Our Borough, Our Plan - Local Plan First Steps; and supporting information

Councillor Rachel Blake, Cabinet Member for Strategic Development, introduced the report. She guided Members through the different areas of the report highlighting the reasons for having a local plan, the process involved and consultation elements and finally the status of the document once agreed.

Particular issues that it was hoped could be targeted by the plan included:

- Sustainability and Waste
- Air pollution – particularly near schools
- Design and the quality of places/areas

Looking at the Pre-Scrutiny Questions she reported that the effective consultation period was 11 weeks and that plans to promote the consultation were set out. She agreed that planning standards for play areas were important and she would work with the Cabinet Member for Education and Children's Services on that issue. This needed to look at all play spaces and not just in schools.

Councillor Andrew Wood spoke on behalf of the Conservative Group and noted concerns about ensuring the publicity around the consultation process was sufficient.

The **Mayor** thanked all Members for their contributions and agreed the recommendations as set out.

RESOLVED

1. To approve the draft “Our Borough, Our Plan: A New Local Plan First Steps” (contained in appendix 1) and the supporting documents (contained in appendix 2 – 3) for public consultation.
2. To authorise the Corporate Director for Development and Renewal, on behalf of the Mayor, to make any necessary and appropriate minor amendments to the draft of “Our Borough, Our Plan: A New Local Plan First Steps” (appendix 1) prior to public consultation (anticipated to commence on 14th December 2015).

5.2 Community Buildings: Allocation and Charging Policy

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He highlighted the wide variety and condition of community buildings and the need to develop a fair and consistent charging policy that took account of the community benefits provided by many organisations using the buildings.

During discussion Cabinet Members noted a number of issues including that:

- Many small groups may need support when applying through a more formal process.
- It was important to distinguish between businesses and community groups operating in the same field.

Councillor David Edgar also noted that the areas of responsibility of many Cabinet Members (for example, children’s and adults’ services, faith groups and more) would be impacted and that he would look to work with all relevant Members to address issues of concern.

The **Mayor** welcomed the report as a way of providing clarity and certainty to organisations. He also noted that decisions should reference any grant giving to the same organisations. He agreed the recommendations as set out in the report.

RESOLVED

1. To agree the principles to be applied to leases to be issued to tenants in council-owned community buildings, set out in section 9 of the report;
2. To agree that the basis for charging for these premises should be the open market rental value, for D1 use, subject to any recognition of community benefit;

3. To note that a proposed methodology for assessing and quantifying said community benefit will be presented to the Mayor in Cabinet, in a further report, to be considered no later than May 2016; and
4. To note that a property-by-property review of council-owned community buildings, as described in section 12.1, is taking place and the outcome of the review will also be presented to the Mayor in Cabinet.

5.3 Neighbourhood Planning - Approving Area and Forum Applications

Councillor Rachel Blake, Cabinet Member for Strategic Development, introduced the report. She explained the role of Neighbourhood Plans and Neighbourhood Forums and the particular benefit of being able to draw local people into discussions about their area.

In particular she highlighted the maps and appraisals presented in the report for the three specific Neighbourhood Forum applications.

The first application examined was that for the Isle of Dogs.

Councillor Andrew Wood spoke on behalf of the Conservative Group and as the Secretary of the Isle of Dogs Planning Forum. He highlighted that the application process had taken much longer than promised and that it was important the application was agreed. The Forum were happy to work to fine tune the boundaries later.

Public submissions were also noted on this item. These raised concerns about the exact area proposed for the Forum.

The **Mayor** welcomed the proposals and stated that he was keen to move quickly but noted that there were a number of concerns that had been raised about the exact boundaries. He therefore felt unable to agree the boundaries at this stage but he agreed to recognise the application in principle.

The second application examined was for the Limehouse area.

No submissions had been received on this application. The **Mayor** therefore agreed the recommendation to recognise the Planning Forum and Planning Area as set out in the report.

The third application was for the Spitalfields area.

Public submissions were received on this application that questioned the effectiveness of the consultation exercise that had taken place and whether the objections received had been sufficiently considered. It was also suggested that the current boundary proposals were not coherent to either the residential or business areas of Spitalfields. The **Mayor** stated that although he would in principle like to accept an application he deferred consideration of this application until the concerns raised could be considered.

RESOLVED

1. To approve the application for the designation of the Limehouse Neighbourhood Planning Forum and Neighbourhood Planning Area (as amended and as set out in Appendix 2).
2. To approve in principle the designation of Neighbourhood Planning Forum and Area for the Isle of Dogs application subject to clarification of the boundaries of the Neighbourhood Planning Area. Decisions will be taken at the earliest opportunity.
3. To defer the designation of the Spitalfields Neighbourhood Planning Forum and Area subject to further consideration of the consultation submissions received and clarification on the need for further consultation. Decisions to be taken at the earliest opportunity.

5.4 Award of contracts for the delivery of (i) the Health Visiting Service and (ii) the Family Nurse Partnership to commence on 1st April 2016

Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adults Services, introduced the report. She highlighted the wider government reform of public health responsibilities and set out the bidders listed in the report. She recommended the approval of the proposed bids.

The **Mayor** agreed the recommendations as set out.

RESOLVED

1. To agree the award of Public Health Services (0-5 years) contracts as follows:-
 - Lot 1 Health Visiting to be awarded to Tower Hamlets GP Care Group CIC as the prime contractor, with Compass Wellbeing CIC as a subcontractor.
 - Lot 2 Family Nurse Partnership to be awarded to Compass Wellbeing CIC as the prime contract, with Tower Hamlets GP Care Group CIC as the subcontractor.
2. To agree that the Director of Public Health be delegated to make the contract awards as at recommendation 1 above.
3. To authorise the Service Head, Legal Services, following consultation with the Director of Public Health to execute all necessary contract documents in respect of the awards of contracts referred to at recommendation 1 above.

5.5 Future commissioning arrangements for domiciliary care services previously commissioned from Majlish Homecare Services

Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adult Services introduced the report. She provided a summary of the recent history of the service and the uncertainty being created for staff and service users by delays in progressing the decision over the previous year. Six options were presented in the report as were related legal and financial risks.

She recommended that options C to F be rejected as not providing best value. This would leave options A and B. She proposed that following the legal advice set out in the Exempt/Confidential Appendix that the decision on which of those two options to choose be deferred to the January Cabinet meeting to allow further consideration of the issues.

A public submission had been received which asked why service users were not able to choose to switch to other care agencies and whether the Council was preventing service users from choosing high quality alternatives.

In response it was explained that anyone with a personal budget should be able to choose a provider themselves. It was agreed that the delay in updating the commissioned supplier list was frustrating but that the Council was committed to retendering that list.

The **Mayor** thanked everyone for their contributions and highlighted that residents were welcome to alert him to specific issues. He agreed with Councillor Amy Whitelock Gibbs' proposal to reject options C to F and to defer a decision on options A and B to the next meeting.

RESOLVED

1. Following review of the options presented to confirm the rejection of options C to F as set out in Paragraph 4, Appendix 1 to the report.
2. To defer a decision on whether to agree either Option A or Option B (as set out in Paragraph 4, Appendix 1 to the report) subject to further discussion with the intention of co-ordinating a final decision with the proposal to retender all commissioned domiciliary care activity to be presented at the next Cabinet meeting.
3. To note the Exempt/Confidential Appendix to the report.

5.6 Scrutiny review report: effect of literacy and numeracy levels on outcomes for children and their families

Councillor Rachael Saunders, Cabinet Member for Education and Children's Services, introduced the report. She welcomed the review and the proposed action plan and highlighted the intention to strengthen both the services that the Council provided and those of partner organisations.

In response to the pre-scrutiny questions she reported that Skills Match had decided to stop using the Triage Tool which directed users to various support services. She would work with the Cabinet Member for Work and Economic Growth on the best way of providing that service. She also provided a summary of the Council's plans for nursery provision including that the council was reviewing provision with the aim of improving the options available.

The **Mayor** welcomed the report and agreed recommendation as set out.

RESOLVED

1. To agree the action plan in response to the review recommendations.

5.7 Scrutiny Review: Town Centres Policy

Councillor Joshua Peck, Cabinet Member for Work and Economic Growth, introduced the report. He highlighted the important role that Town Centres play in being a place where communities could come together. He stated that he thought some of the timescales in the action plan could be more ambitious and he would continue to review them with officers.

The **Mayor** agreed the recommendation as set out in the report.

RESOLVED

1. To agree the action plan in response to the review recommendations.

5.8 Asset Strategy 2015-2020

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He highlighted that it was important for the Council to ensure it had the appropriate buildings for the services it provided and to dispose of those that were not required.

The **Mayor** thanked Ann Sutcliffe, Service Head Corporate Property and Capital Delivery and her team for their work on this report. He agreed the recommendation as set out.

RESOLVED

1. To approve the proposed Asset Strategy Scoping and Priorities Paper and agree the workstreams identified.

5.9 Corporate Directors Discretions

The **Mayor** agreed the recommendation as set out.

RESOLVED

1. To note the Corporate Directors' decision set out in Appendix 1 to the report.

6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

7. EXCLUSION OF THE PRESS AND PUBLIC

Nil items.

8. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

9. OVERVIEW & SCRUTINY COMMITTEE

9.1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business

Nil items.

9.2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

Nil items.


10. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT

Nil items.

The meeting ended at 7.00 p.m.

MAYOR JOHN BIGGS

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<p>Cabinet</p> <p>5 January 2016</p>	
<p>Report of: Zena Cooke; Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Calculation of Council Tax Base 2016/17</p>	

Lead Member	Councillor David Edgar, Cabinet Member for Resources
Originating Officer(s)	Zena Cooke; Corporate Director of Resources
Wards affected	All Wards
Key Decision?	Yes
Community Plan Theme	One Tower Hamlets

Executive Summary

This report sets out the calculation of the Council Tax Base for 2016/17 as required by statute.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve, in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992, that the amount calculated by the London Borough of Tower Hamlets as its Council Tax Base for the year 2016/17 shall be 83,493.

1. REASONS FOR THE DECISIONS

- 1.1 The scheme for calculation of council tax established under the Local Government Finance Act 1992 requires local authorities to agree their Council Tax Base and to notify it to the preceptors (GLA) by 31st January 2016.
- 1.2 If the tax base is not agreed and notified to the Preceptor by 31st January 2016, this may prejudice the calculation of Council Tax for 2016/17.

2. ALTERNATIVE OPTIONS

- 2.1 The recommendations contained within this report are made in line with the statutory requirements outlined in sections 1.1 and 1.2 of this report; therefore the Council is not presented with alternative options is setting it's Council Tax Base.

3. DETAILS OF REPORT

- 3.1 The Council Tax legislation requires local authorities to agree their Council Tax Base and to notify it to the preceptors by 31st January 2016.
- 3.2 The tax base is central to the Council Tax system because it is the means by which the budget is translated into tax levels. For the next financial year, the estimated tax base is 83,493.
- 3.3 A simple way of looking at this is, broadly, if £1.00 is added to the band D tax, this would raise £83,493 for the General Fund Budget.
- 3.4 For information, the 2015/16 Council Tax Base was 78,841. The 2016/17 figure represents an increase of 4,652 properties, or £4.119m based on the £885.52 band D Council Tax for the Borough. The MTFP had assumed £2.094m growth in Council tax for 2016/17.
- 3.5 This report summarises the principles of the tax base calculation and sets out the calculation for 2016/17.

CALCULATION OF THE TAX BASE

- 3.6 The tax base calculation must take account of:
- 3.5.1 the number of properties in each band, including estimated changes during the year (for Tower Hamlets this includes an estimated increase in property numbers due to the continuing regeneration of the borough);
- 3.5.2 the number of discounts, taking account of estimated changes during the year; and
- 3.5.3 the estimated collection rate; the 2016/17 tax base has been calculated on the basis of a collection rate of 97.0%.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report incorporates the comments of the Chief Financial Officer.

5. LEGAL COMMENTS

- 5.1 The Council is required by section 33 of the Local Government Finance Act 1992 ("the Act") to calculate for each financial year the basic amount of its council tax. The basic amount of council tax must be calculated according to a prescribed formula that uses the amount which is calculated by the Council as its council tax base. The council tax base is in turn calculated by reference to a formula prescribed in the Local Authorities (Calculation of Council Tax Base) Regulations 1992 ("the Tax Base Regulations")

- 5.2 The Council is required to submit its council tax base to the GLA between 1 December and 31 January in the financial year preceding the financial year for which the calculation of council tax base is made. This is the effect of section 33(1) of the Act and regulation 8 of the Tax Base Regulations. If the Council does not submit its council tax base to the GLA, then the GLA is required to determine the calculation for itself, in the manner prescribed in the Tax Base Regulations.
- 5.3 The preparation, for submission to Full Council for consideration, of estimates of the amounts to be used for the purposes of calculating the basic amount of council tax is an executive function by virtue of regulations 4(9) – 4(11) of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Calculation of the Council's tax base is an important step towards calculation of the basic amount of council tax. The calculation of council tax is a key element of the Council's budget, which will enable it to deliver on its Strategic Plan and, in turn, the Community Plan.
- 6.2 The Council's Strategic Plan is focused upon meeting the needs of the diverse communities living in Tower Hamlets. The Key Themes reflect diversity issues and there are key equality milestones in relation to delivering One Tower Hamlets.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Paragraph 3.5 shows how the basic amount for council tax is calculated.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no SAGE implications.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 If the tax base is not agreed, the Council will not be able to set a legal budget for 2016/17 and notify the preceptor by 31st January 2016. Consequently the Council may be open to legal challenge and also affect the budget setting arrangements for the GLA.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no Crime and Disorder Reduction Implications.

11. SAFEGUARDING IMPLICATIONS

- 11.1 There are no implications arising from the recommendations of this report.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix A – Calculation of Council Tax Base 2016/17

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

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


Officer contact details for documents:

Ruth Ebaretonbofa-Morah (Deputy Financial Planning Manager) - ext. 1698

Calculation of Council Tax Base Estimate 2016/17

Estimate 2016/2017		Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total	
1	Total Dwellings	3,517	25,820	37,390	25,277	18,967	8,805	3,350	537	123,661	
2	Exempt Dwellings	2,607	1,261	1,065	753	853	454	126	7	7,125	
3	Disabled Reduction	20	44	37	39	22	8	5	-	175	
4	Account for Disabled Reduction	26	22	- 11	4	- 19	- 11	- 5	- 6	-	
5	Total Chargeable Dwellings	936	24,581	36,314	24,528	18,095	8,340	3,218	524	116,536	
6	25% Discounts	814	11,699	11,058	6,754	3,782	1,512	583	83	36,285	
7	50% Discounts	-	6	22	17	17	1	11	9	83	
8	10% Discounts	-	-	-	-	-	-	-	-	-	
9	Total equivalent number of discounts	204	2,928	2,776	1,697	954	379	151	25	9,113	
10	Net Chargeable Dwellings	732	21,653	33,538	22,831	17,141	7,962	3,067	499	107,424	
11	Band Proportion	2/3	7/9	8/9	1	1 2/9	1 4/9	1 2/3	2	-	
12	Number of band D equivalent properties	488	16,841	29,812	22,831	20,950	11,500	5,112	998	108,533	
13	Council Tax Support Estimate									-	22,458
14	Revised Band D Equivalents										86,075
15	Estimated collection rate										97.00%
16	LBTH Estimated Taxbase 2016/2017										83,493

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<p>Cabinet</p> <p>5 January 2016</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Zena Cooke Corporate Director Resources</p>	<p>Classification: Unrestricted</p>
<p>Local Council Tax Reduction Scheme 2016/17</p>	

Lead Member	Councillor David Edgar, Cabinet Member for Resources
Originating Officer(s)	Steve Hill, Head of Benefits Services
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	A Prosperous Community

Executive Summary

This report advises that Full Council approval for the continuation of the current Local Council Tax Reduction Scheme (LCTRS) for a further year 2016/17 is to be sought.

Recommendations:

The Mayor in Cabinet is recommended to

1. Recommend to Full Council that it approves the continuation of the current Local Council Tax Reduction Scheme for 2016/17 which will retain the same level of support to all working age Council Tax payers on a low income.
2. Recommend to Full Council that it agrees that the extension of the scheme is for one year only, to be reviewed alongside the impact of the Government’s proposed welfare reform changes and an options review for the future of LCTRS during 2016.

1. REASONS FOR THE DECISIONS

- 1.1 To seek approval for the continuation of the current Local Council Tax Reduction Scheme for a further year into 2016/17.

2. ALTERNATIVE OPTIONS

2.1 None.

3. DETAILS OF REPORT

- 3.1 In April 2013 the Government replaced the national Council Tax Benefit scheme with the Local Council Tax Replacement Scheme (LCTRS). At the same time the Government reduced its associated funding contribution by 10% nationally to Local Authorities.
- 3.2 Councils have discretion to design their own LCTRS within certain constraints. Pensioners who account for 27% of LCTRS recipients in Tower Hamlets are protected but changes can be considered for claimants of working age should the Council wish to make any changes to the scheme and /or the level of support provided.
- 3.3 Funding made available to support the LCTRS schemes now forms part of the Council's formula funding arrangements and consequently while figures were published by the Government in respect of the first LCTRS year 2013/14, from 2014/15 there has been no visibility over the level of funding for LCTRS since that point.
- 3.4 The current LCTRS in Tower Hamlets mirrors the previous national Council Tax Benefit scheme. The scheme has an internal appeals process that precedes the national appeals process. It fully disregards war pensions and ensures Benefit is assessed based on claimants' income and circumstances, allowing a maximum entitlement of 100% of Council Tax liability.
- 3.5 Since its inception, the LCTRS in Tower Hamlets has always been fully funded by the Council. The fact that LCTRS is fully funded means that Council Tax charges are not passed on to working age households on a low income.
- 3.6 Funding the LCTRS for 2015/16 is currently met in full by the Council's MTFP (Medium Term Financial Plan) however, given the pressures on Council budgets going forward together with an opportunity to learn from other Council's that have revised their schemes, the Council is committed to undertaking an options review for the future of the LCTRS. Any changes would be subject to extensive public consultation.
- 3.7 There are currently 33,346 LCTRS recipients of whom 73% (24,318 households) are of working age and 27% (9,028 households) are pensioners. Of all 109,448 households in Tower Hamlets (that could apply), 30% receive help through the LCTRS.
- 3.8 The total LCTRS expenditure for 2014/15 was £28m. This would suggest a £2.1m cost to the Council based on the Government's 10% funding reduction introduced in 2013 with the advent of LCTRS (after GLA costs are taken into account), however, as mentioned earlier in this report, there is no longer any

visibility of funding arrangements due to changes in the Government's funding methodology; as a rough guide, based on the number of LCTRS claimants and Government funding reductions for 2015/16, the LCTRS scheme would have cost £20.3m, with a reduced grant of £15.3m and a net cost of around £4.7m.

- 3.9 The Council is asked to agree to the extension of the current Local Council Tax Reduction Scheme for 2016/17, while the full impacts of the Government's proposed welfare reform changes are assessed and for an LCTRS options review to be undertaken during 2016/17.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The comments of the Chief Financial Officer have been incorporated within this report.

5. LEGAL COMMENTS

- 5.1 Before 1st April 2013 assistance with Council Tax was paid in the form of a nationally administered benefit called Council Tax Benefit. This was abolished from April 2013 as the Local Government Finance Act 2012 amended the Local Government Finance Act 1992 ("**the 1992 Act**") by introducing a requirement for a localised council tax reduction scheme (LCTRS). Specifically, section 13A of the 1992 Act required each billing authority in England to make a scheme (a LCTRS) specifying the reductions which are to apply to council tax payable in respect of dwellings situated in its area by: (a) persons whom the authority considers to be in financial need; or (b) persons in classes consisting of persons whom the authority considers to be, in general, in financial need. Further schedule 1A to the 1992 Act provides for matters that are to be included in a LCTRS, namely-

- The scheme must state the classes of person who are entitled to a reduction. This may be determined by reference to the income of any person liable to pay council tax, the capital of any such person or both income and capital. It may be determined by reference to the number of such a person's dependants and whether or not the person has applied for a reduction.
- The scheme must specify the reduction to which a person in a given class is entitled to and different reductions may apply to different classes. The reduction may be in the form of a percentage discount, a discount of an amount specified or calculated under the scheme, an amount of council tax or the whole of council tax.
- The scheme must specify the procedure by which a person may apply for a reduction and how a person may appeal a decision in respect of reduction of council tax.
- The scheme must contain other matters specified in the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 as amended

- 5.2 For each financial year, the Council is required to consider whether to revise its scheme or to replace it with a different scheme. Any revision or replacement must be made by 31st January in the financial year preceding that for which the scheme is to take effect.
- 5.3 The Council did not put in place a LCTRS by 31st January 2013 for it to come into effect on 1st April 2013 and therefore the Government's default scheme applied as set out in the Council Tax Reduction Schemes (Default Scheme) (England) Regulations 2012. This default LCTRS applied until 31st March 2014.
- 5.4 On 27th November 2013 the Council agreed a LCTRS for 2014/15. This LCTRS continued for 2015/16.
- 5.5 The Council must publish its LCTRS. It must also keep the LCTRS under review and decide each financial year whether to revise or replace the scheme. Before revising or replacing its scheme, the Council must (in the following order):
- (a) consult any major precepting authority which has power to issue a precept to it;
 - (b) publish a draft scheme in such manner as it thinks fit, and
 - (c) consult such other persons as it considers are likely to have an interest in the operation of the scheme. The report indicates that consultation is on-going.
- 5.6 In this case however the Council is not revising or replacing its existing LCTRS but is asking for the existing LCTRS to continue. Therefore, no consultation needs to be undertaken.
- 5.7 Pursuant to powers given in the 1992 Act, the Secretary of State has made the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012, which set out detailed matters that must be contained in council tax reduction schemes. The LCTRS has been prepared in accordance with these requirements.
- 5.8 Section 67 of the 1992 Act specifies functions of an authority that shall be discharged only by the authority. The specified functions include making or revising a council tax reduction scheme under section 13A(2) of the 1992 Act. This means that full Council has ultimate responsibility for making and revising the council tax reduction scheme.
- 5.9 The Council has a duty under 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. This is referred to as the Council's best value duty. Best Value considerations will require to be assessed and which have been considered in section 7 of the report.

- 5.10 When making decisions, 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). A proportionate level of equality analysis is required to discharge the duty when considering the LCTRS and which have been considered in section 6 of the report.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The vision and priorities expressed in the Tower Hamlets Community plan are to increase opportunity, prosperity and mobility in Tower Hamlets. Welfare reform, of which Council Tax Reduction is one element, could have a significant impact for each of these priorities for residents.
- 6.2 The proposed Local Council Tax Reduction scheme for 2016/17 does not deviate from the current local scheme, which in turn reflects the DCLG default LCTRS scheme.
- 6.3 There are client groups within the scheme who are fully protected e.g. pensioners, while others e.g. those of working age, could be liable to reduced Benefit payments were the council minded to review the scheme and pass on a charge.
- 6.4 A decision not to change the LCTRS scheme means in effect that nobody has to pay any more towards their Council Tax than they do currently; all classes of people are therefore protected through the continuation of the means tested local scheme.
- 6.5 The proposed LCTRS will maintain the status quo meaning no individual or group will be adversely impacted by the 2016/17 scheme.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The report acknowledges the financial pressures on the Council and proposes that the Council undertakes an options review for the future of the local Council Tax Reduction scheme, learning from experience of other Councils who have revised their schemes and exploring alternative options.
- 7.2 Any proposals that may arise in terms of options for change in the future would be subject to full public consultation.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 None.

9. RISK MANAGEMENT IMPLICATIONS

9.1 The principle risk to the Council is to ensure it has an agreed and workable scheme in place for 2016/17. This report is the first stage in that process.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 None.

11. SAFEGUARDING IMPLICATIONS

11.1 None.

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>Cabinet</p> <p>5 January 2016</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Zena Cooke, Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Fees and Charges 2016/17</p>	

Lead Member	Councillor David Edgar, Cabinet Member for Resources
Originating Officer(s)	Barry Scarr - Interim Service Head, Finance and Procurement
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	One Tower Hamlets

Executive Summary

This report details the proposed changes to fees and charges across all directorates for the financial year 2016/17. A more comprehensive review of fees and charges will be undertaken as part of the medium term financial planning for 2017/18 to 2019/20.

Fees and charges detailed in this report generally fall into two broad categories:

Statutory – those set by the government

Discretionary – those set at the discretion of local authorities.

Whilst the recommendations in this report relate to discretionary charges, details on the key statutory charges have also been included in the appendices (see Appendix 6) to provide the overall picture for the Council.

The level of inflation (CPI = 0.0%, RPI = 1.1% as at the end of August 2015) has been a key factor in determining the recommended changes. However, as the report points out, directorates have also taken into account several other factors such as service demand, the projected cost of providing the different services and the impact of the general economic situation on the Council's residents.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the revised fees and charges for **Communities, Localities and Culture** as set out in **Appendix 1** with effect from 1st April 2016.

2. Approve the new Pre-application charges for **Development and Renewal** as set out in **Appendix 2** with effect from 5th January 2016.
3. Approve the revised fees and charges for **Development and Renewal** as set out in **Appendix 2** with effect from 1st April 2016.
4. Approve the revised fees and charges for **Adults' Services** as set out in **Appendix 3** with effect from 1st April 2016.
5. Approve the revised fees and charges for **Children's Services** as set out in **Appendix 4** with effect from 1st April 2016.
6. Approve the revised fees and charges for **Law, Probity and Governance** as set out in **Appendix 5** with effect from 1st April 2016.
7. Note the revised **Statutory** fees and charges as set out in **Appendix 6** with effect from 1st April 2016.
8. Note the revised **Licensing charges** in **Appendix 7** which have been approved by the Licensing Committee on 6th October 2015, with effect from 1st November 2015.

1. REASONS FOR THE DECISIONS

- 1.1 Fees and charges are reviewed annually as part of the Council's financial and business planning process. This ensures that they are set at the appropriate level for the prevailing economic conditions and represents good practice in terms of the Council's aim to provide value for money.

2. ALTERNATIVE OPTIONS

- 2.1 Whilst the changes to fees and charges recommended in the report follow a review of existing charges by each directorate, other alternatives can be adopted by Members if they so wish. The financial impact of any alternatives will need to be reflected in the Council's Medium Term Financial Plan (MTFP).

3. DETAILS OF REPORT

3.1 BACKGROUND

- 3.1.1 The application of fees and charges plays an important role in supporting the Council achieve its strategic objectives, for example, by:

- Providing a source of funding for re-investment in services;
- Influencing resident behaviour i.e. controlling service demand whilst, through appropriate discounts/concessions, ensuring that only those who can afford to pay are required to pay;
- Working as a driver to reduce unit costs.

- 3.1.2 The Council is committed to optimising its income in a fair and proportionate way.

- 3.1.3 The authority currently generates in the region of £30m through fees and charges, in the main through parking £10.2m, planning and building control fees £3.8m, school meals £3.2m, commercial waste £3.1m, and street trading £2.3m. The income generated through fees and charges is reinvested in the associated services. No service seeks to make a surplus from fees and charges income.

- 3.1.4 The fees and charges fall into two broad categories: (1) statutory charges which are set by statute (this includes most planning fees) and (2) discretionary charges which can be determined by the Council (this includes commercial waste and leisure services). A few charges do not fall clearly into either of these two categories in that they are not under the direct control of the Council: this includes Penalty Charge Notices which are set by local authorities through London Councils, with the approval of the Mayor of London and Secretary of State for Communities and Local Government.

- 3.1.5 Whilst the on-street parking charges are driven by traffic management considerations, a key factor in determining the level of charge for the other main sources of income is the cost of service provision. However, Council

policy has largely dictated that the ability of people to pay is a prime consideration.

3.1.6 The table below sets out the key principles guiding the Council's approach to charging for services.

Fairness	Rationale & Prioritisation	Stability & Predictability
Subsidy should be a conscious choice i.e. a presumption to full cost recovery	Fees and charges should reflect key priorities	The impact of pricing changes should be managed over time where the impact is high
Concessions for services should be logical	There should be a logic for charges for different levels of the same service	Charges should be affordable to both users and the taxpayer
Charges should not provide subsidy to businesses from the taxpayer	Charges should be transparent, clear and simple	Charges should generate income to help delivery capacity, efficiency, and support continuous improvement
A tough stance to be taken on payment avoidance	Charges should take account of the wider market for similar or alternative services	Charges should be communicated to users as soon as practical

3.1.7 All directorates have undertaken a review of their fees and charges as part of the financial and business planning process having regard to these principles. Any additional income generated from increases will be used to offset the savings requirement in the MTFP.

3.1.8 The general rule is that fees and charges may not be set at such a level as to generate a surplus. However, there are some exceptions to this rule.

3.1.9 Set out below is a more detailed narrative on the outcome of the review process within each directorate. The report sets out where any special circumstances apply.

3.2 COMMUNITIES, LOCALITIES AND CULTURE

Parking (Appendix 1, section 1.1) [Ring fenced Account]

3.2.1 In setting Parking fees and charges, consideration has been taken of the need to ensure that:

- Value for money is provided
- Demand can be controlled and managed effectively
- Where appropriate, the cost of providing the services are recovered

- The Council's transport and environment strategies are supported

3.2.2 It is unlawful to set parking charges for the purpose of raising revenue.

3.2.3 The purposes behind setting parking charges are:

- To control and manage parking demand.
- To ensure road safety in the borough.
- To regulate traffic flow and reduce congestion.
- To cover the cost of providing the service, as the Government strongly recommends that any shortfall in operations should not be funded through the General Fund.

3.2.4 Income from fees and charges generate a total of £10.2m excluding Parking Control Notices (PCN). The income is credited to the Parking Control Account and any surplus which accrues within the account at year end is used to fund environmental, transport and highways expenditure within the Council.

3.2.5 In order to comply with best practice as suggested by London Councils, the Parking & Mobility Service has identified a requirement to reduce parking demand. It is assumed that increasing charges in line with RPI will keep parking demand at its current level (or continue to cover the cost of providing a service). It is assumed that increasing charges above RPI will reduce parking demand. In light of the continuing economic difficulties faced by businesses and residents no increases are proposed that exceed RPI for this year.

3.2.6 Increases include the following:

Fee/charge	Change	Range of Charges	Rationale
Residents' permit (Band C)	£0.50 increase for 12 months	Current £57.00 Proposed £57.50	An increase in line with RPI is required
Residents' permit (Bands D - G1)	£0.50-£1.00 increase for 6 months, and £1.00 increase for 12 months	Current £46.00 - £80.00 (6 month permits) £80.00 - £141.00 (12 month permits) Proposed £46.50 - £81.00 (6 month permits) £81.00 - £142.00 (12 month permits)	An increase in line with RPI is required
Residents' permit (Band G2 and multi-vehicle)	£1.00 increase for 6 months, and £2.00 increase 12 months	Current £91.00 (6 month permit) £170.00 (12 month permit)	An increase in line with RPI is required

		Proposed £92.00 (6 month permit) £172.00 (12 month permit)	
Residents' permit (foreign vehicle Band G2)	£1.00 increase for 6 months	Current £92.00 Proposed £93.00	An increase in line with RPI is required
Business / Public Service / Contractor / Doctor's permits (band A-G2)	Between £2-£3 increase for 3 months, between £3-£5 increase for 6 months, and between £5-£8 for 12 months	Current £229 - £340 (3 month permits) £340 - £499 (6 month permits) £549 - £817 (12 month permits) Proposed £231 - £343 (3 month permits) £343 - £504 (6 month permits) £554 - £825 (12 month permits)	An increase in line with RPI is required
Market Trader permit	£2 increase for 3 months, £3 increase for 6 months, and £5 increase for 12 months	Current £173 (3 month permit) £292 (6 month permit) £475 (12 month permit) Proposed £175 (3 month permit) £295 (6 month permit) £480 (12 month permit)	An increase in line with RPI is required
Car Club Permit	£2 increase for 12 months	Current £206 Proposed £208	An increase in line with RPI is required
Traffic Management Order (per item)	£35 increase for making / amending orders including preparation, advertising & implementation	Current £3,400 Proposed £3,435	An increase in line with RPI is required
Bay suspension administration charge (one off)	£1 administration charge increase for businesses and	Current £82 Proposed	An increase in line with RPI is required

	companies, residents, the NHS, police the fire brigade and registered charities	£83	
Dispensation administration charges for businesses and companies (one off)	£1 administration charge increase	Current £57 Proposed £58	An increase in line with RPI is required

3.2.7 New charges:

Fee/charge	Description	Rationale
Disposal of abandoned vehicles removed from private land	£50 per disposal	To cover cost of providing the service
Permit Administration - Refund for returned permits	£25 per item	To cover the administration cost of providing the service

Clean and Green (Appendix 1, section 1.2)

3.2.8 The Council has a duty to collect commercial waste when requested to do so and must make a charge for that collection. By law the Council is not allowed to provide a subsidy and must recover the cost of the service without distorting the commercial market. For these reasons an annual review of charges in line with the authority's fees and charges policies is undertaken.

3.2.9 Uplifts need to be applied to the fees and charges for commercial waste in 2016/17. These cost elements are covered under the two main contracts for collection and disposal. The annual uplift for the collection of waste for the year 2016/17 is anticipated to be 2.4% and this reflects an increase in fees driven by the need to recover those costs. Disposal costs have also increased by 2% and drives a fee uplift to ensure all costs related to the disposal of commercial waste is recouped. The average increase in related fees is therefore approximately 4.4%.

3.2.10 There are some collection only costs which are only increased in line with collection contract increases at 2.4%. All other charges will remain the same.

Transport and Highways (Appendix 1, section 1.3)

3.2.11 There is no proposed increase in fees and charges relating to street works, Traffic Management Orders and services which manage highway inquiries.

Street Trading (Appendix 1, section 1.4) [Markets Trading Account]

3.2.12 There is no proposed increase in fees and charges relating to the Street Trading Account for the financial year 2016/17.

Environmental Health and Trading Standards (Appendix 1, section 1.5)

3.2.13 It is proposed to create an intermediate fee for contaminated land searches. The intermediate fee of £209 would reflect the additional time and cost taken between the standard search and the non-standard search and would capture the search requests which would not be covered in terms of cost for the existing search fees.

3.2.14 It is proposed to increase all other areas within Environmental Health and Trading Standards in line with inflation to ensure cost recovery. This includes all charges for Health and Safety Enforcement, Food Safety, Smoke Free, Trading Standards, discretionary Licensing fees as shown, Housing Enforcement, Pest Control and Strategic Pollution.

Idea Store and Idea Store Learning (Appendix 1, section 1.7)

3.2.15 It is proposed that library charges remain unchanged in 2016/17.

3.2.16 Idea Store Learning is funded through a £2.5million contract with the Skills Funding Agency (SFA) to deliver both accredited and non-accredited adult and community learning. The Skills Funding Agency contract requires the Local Authority to introduce charges for English for Speakers of Other Languages (ESOL) courses, in line with charges for other types of courses.

3.2.17 The SFA funding principle is that a financial contribution to provision of community learning is made by the provider, and that the provider must:

- Maximise access to community learning for adults, bringing new opportunities and improving their lives, whatever people's circumstances, and,
- Collect fees from people who can afford to pay and use where possible to extend provision to those who cannot.

3.2.18 A new fees and charges model is proposed in order to maximise the fee income from those learners who can afford to pay a realistic fee level whilst adhering to SFA funding requirements. This will have no impact on learners who cannot afford to pay and who meet the SFA's definition of being eligible for fee waivers. All courses will be free or subsidised for learners who meet the eligibility criteria as follows:

- 1) **For those in employment:** earning less than the gross London Living wage (£16,653 pa).
- 2) **For those in receipt of Job Seeker's Allowance (JSA) or Universal Credit:** in receipt of JSA or Universal Credit.
- 3) **For those of pensionable age:** in receipt of Pension Credit (guaranteed only).
- 4) For Adult and Community Learning (non- qualification) courses, the above fee waivers will only apply to **LBTH residents only**.

Learners must provide proof of eligibility, such as:

- Pay slips (last 3 months)
- Bank statements (last 3 months)
- P60 (2015-2016)
- Tax returns (2014-15)
- Benefit documentation to ascertain level of individual income

3.2.19 The proposed fees are:

- £1.25 per hour for non-accredited ESOL courses for those in receipt of Universal Credit
- £2.50 per hour for non-accredited ESOL courses for full fee payers
- £4.00 per hour for accredited ESOL courses for full fee payers. These accredited ESOL courses are free for those in receipt of specified benefits
- £0.00 - £2.50 per hour for non-accredited courses (except ESOL courses) for those in receipt of specified benefits
- £2.75 - £4.50 per hour for non-accredited courses (except ESOL courses) for full fee payers

3.2.20 The changes proposed above are expected to generate approximately £75,000 which will increase in the following years and will offset the SFA grant reduction. The SFA Funding allocation for the next academic year is normally published in March and thus the full extent of grant reductions for 2016/17 will not be known until March 2016. However, indications from the Department for Business, Innovation and Skills (BIS) are that funding reductions of 20 - 40% in the Adult Skills Budget are likely.

3.2.21 A significant number of programmes that are provided for those seeking work or need to develop English and Maths skills will remain free to the learner. Examples of these are:

- All Family Literacy and Numeracy Programmes.
- Accredited English Maths and IT programmes for those who have not achieved a full level two qualification previously.
- Accredited ESOL programmes for those who are on benefits linked to employment or are on other benefits but actively seeking work.

- Speaking English with Confidence Clubs for ESOL learners, which are new initiatives being delivered within Tower Hamlets.
- Volunteers are offered free programmes to support their confidence.
- Partnerships with Skills Match will also provide free employability training for residents ready to move into employment.

3.3 DEVELOPMENT & RENEWAL

3.3.1 The Council generates £3.8m a year through charges for various planning and building control services. This includes a range of statutory and discretionary charges introduced in July 2012 for discretionary work associated with Street Naming and Numbering (SN&N) applications.

3.3.2 For 2016/17 the fees and charges include an inflationary increase as well as other increases consistent with the cost recovery principle, and a benchmarking exercise with comparative boroughs.

Planning (Appendix 2, section 2.1)

3.3.3 Pre-application advice meetings have increased significantly over the years and the feedback from customers (e.g. large developers, and local residents) show there is a demand for the service offer to broaden, to better meet the needs and expectations of service users. Developers, in the past, have indicated how useful this service is, in that it provides greater certainty and clarity to them by identifying planning issues and requirements before the application is submitted. It also ensures that more applications are valid and complete when they are received by the LPA. This is particularly so for the more complex applications where the submission of more technical documents necessitate. Similarly, there has been a demand for the higher rate service which developers are willing to pay for. All pre-application fees are inclusive of VAT.

3.3.4 Feedback from customers identifies three new pre-application service levels:

- Duty Planner Site Visits (£180 per follow up site visit)
- Informal EIA screening / scoping opinion (£575 / £865 per opinion)
- Bespoke Pre-application service for large strategic sites (£8,320 for initial consultation, and £4,160 for follow up / subsequent meetings)

3.3.5 It is proposed to increase charges for existing Pre-application services by between £7.80, for follow up meetings for minor scale developments, and £47.00, for the first meeting for a large scale development.

Building Control (Appendix 2, section 2.2)

3.3.6 Building Control trading account activity must break even year on year, hence, fees and charges relating to the Building Control Trading Account must reflect the cost of the service.

3.3.7 Street Naming and Numbering fees and charges were introduced during the 2012/13 financial year. The charges were set to test the impact on service demand. These charges have been reviewed and increased to better reflect the cost of providing the service.

3.3.8 As a result, the following price changes are proposed:

- £5 for naming/renaming a premises/street
- £15 - £30 (lower quartile) and £117 - £120 (upper quartile) for address creation of new developments

3.3.9 Across the rest of the Building Control service, it is proposed to increase charges by up to £7.

Land Charges (Appendix 2, section 2.3)

3.3.10 Although the Council has the power to set its own fees for Local Land Charges searches, fees charged must reflect the cost of the service.

3.3.11 The Local Authority searches are formed in two parts as set out in section 2.3 of Appendix 2; proposed increases are mainly based on inflation, ranging from £5 to £40 for the respective components of the charges.

3.4 ADULTS' SERVICES

Meals Service for Social Service Clients (Appendix 3, section 3.1)

3.4.1 The meals service provides the meals on wheels service, meals to lunch clubs and day services. The service provides meals to elderly and vulnerable adults and currently charges £2.40 per meal for both hot and frozen meals which generates around £230k per annum, depending on fluctuating levels of uptake.

3.4.2 The Meals Service for Social Service Clients remains a heavily subsidised service with the actual cost of meals being on average approximately £7. The majority of other London Boroughs charge in excess of £3 per meal for the service with some being as high as £6; there is therefore the potential to increase the charge further and thus reduce the level of subsidy in the future.

3.4.3 There are currently no proposals to increase prices during 2016/17. However this position will be reviewed as part of a wider review of charging within the directorate and may be revised at a later date following consultation.

Day Care Services (Appendix 3, section 3.2)

3.4.4 Day Care services are currently not charged for when clients meet the Council's eligibility criteria of substantial and critical need and the client lives in the Borough. This will also be reviewed as part of the wider review of charging and thus no immediate changes are proposed to the current

position.

- 3.4.5 Charges are however levied on clients attending LBTH day care centres where the placement is made by another local authority.
- 3.4.6 Current charges range from £44.20 to £64.29 per day, depending on which centre clients attend, and this generates approximately £10k per annum.
- 3.4.7 The current charges are already believed to be competitive and thus no further increases are proposed for 2016/17.

Extra Care for Sheltered Housing and Supported Living Clients (Appendix 3, section 3.3)

- 3.4.8 Client contributions towards extra care at sheltered housing is means tested and currently capped at £173.83 per week at Coopers Court, Duncan Court, Donnybrook Court and Sonali Gardens and at £188.16 per week at Sue Starkey and Shipton House.
- 3.4.9 The cost of extra care for supported living clients, although uncapped, is also means tested using the Council's fairer charging policy.
- 3.4.10 There are no proposals to change these arrangements as they are in line with the commissioned contracts in place and thus fees and charges will be frozen during 2016/17. Thus current income levels of £90k per annum are not expected to change during 2016/17.

3.5 CHILDREN'S SERVICES

School Meals (Appendix 4, section 4.1) [Trading Account]

- 3.5.1 The School Meals Service operated by Contract Services continues to provide healthy and nutritious meals to pupils on a daily basis. The menus change each April and November and are designed to meet or exceed the Government's tough nutritional and food based guidelines. For instance, primary menus served in schools have recently been awarded the Food For Life Silver Catering Mark. Contract Services has carried out a number of efficiency projects in order to generate cost savings and secure a viable future for the service. These efficiencies have been realised to date with the service currently projecting a break even position to year end. A request will be made to reinvest any surplus back into the service.
- 3.5.2 Budgetary research and planning has indicated that the global cost prices of food are likely to remain on par during the course of 2016/17. There will also be additional pressures on the salary budget reflecting the increase to the London Living Wage. Despite these pressures, through the careful and effective re-letting of procurement contracts, utilising the London Supplies Group Contracts (a groups of neighbouring authorities pooling their needs to obtain improved pricing) continued efficiencies on food costs are anticipated. The Mayor's Free School Meals for Primary School Students Project has also

increased meal uptake and in turn reduced unit costs.

- 3.5.3 The contract price charged to schools is £2.30 per child's meal. The price charged to pupils has been recommended to remain the same at £1.90 and £2.00 per meal (primary and secondary respectively) for 2016/17.
- 3.5.4 The price charged to schools, which will be considered by Schools Forum, is proposed to also remain the same for 2016/17 with a further review in twelve months' time. The total current cost of meals supplied is £12.75m. This figure is expected to remain the same for 2016/17, subject to any changes to pupil numbers or if any of the schools opt in/out of using contract services to provide their meals.

Arts and Music (Appendix 4, section 4.2)

- 3.5.5 It is proposed to increase fees and charges for activities provided by The Tower Hamlets Arts and Music Education Service (THAMES) from £6 to £7 per week. This service is free of charge for those parents classified as being on low incomes.
- 3.5.6 This charge is essential for the service to operate on a balanced budget. No funds are used from the Council to subsidise this work and it is fully grant funded by the DfE. THAMES offers the lowest charge of all Music Services in London by a considerable margin. Most services charge around £10 to £18 a week.

Holiday Childcare schemes (Appendix 4, section 4.3)

- 3.5.7 The Council runs childcare schemes during school holidays for both working and non-working parents. The current charges are £4 per day for non-working parents, £10 per day for working parents between 9am and 5pm, or £14 for an extended 8am-6pm day.
- 3.5.8 The service is means tested and to qualify for the subsidised rate, those on benefits must provide recent proof of benefits such as income support, Employment & Support Allowance (ESA) or Disability Living Allowance (DLA). These charges generate approximately £45k per annum.
- 3.5.9 Affordable childcare plays an important role in helping parents to work, or engage in education or training that can lead to work, and therefore contributes significantly to Community Plan priorities in relation to child and adult poverty and employment. This is particularly important in school holidays.
- 3.5.10 It is therefore proposed not to increase the fees for 2016/17. The service currently costs £175k; £75k is funded through SLA income and Fees & charges and the balance of approximately £100k is subsidised by the council.
- 3.5.11 The current proposal is based on no discernible change in demand for the Scheme. An updated report on demand levels is due at the end of October

2015. Any material change in demand will require a review of the current fee structure. Any changes to this will be reported.

Day Nurseries (Appendix 4, section 4.4)

3.5.12 The Day Nurseries currently cost the council £2.6m and provide a front-line service offering high quality childcare. The majority of children accessing this service are vulnerable and have been referred by Social Care or other professionals.

3.5.13 Members have previously set the maximum charge for nursery provision at £180 per week, in practice, for the few cases for which a fee is applicable the prevailing charge has been £148 per week.

3.5.14 There are no proposals to increase prices during 2016/17.

Support Services to Academies and Free Schools (Appendix 4, section 4.5)

3.5.15 The Council provides a range of support services for its schools on a traded basis, which are set out in detail in our online catalogue at www.lbthservicesforschools.co.uk. These services are charged on a full cost recovery basis.

3.5.16 Where appropriate, these services are offered to academies and free schools. In order to cover the additional administrative costs of providing these services to organisations outside local authority control, a pricing policy that adds a 10% administrative charge to the full cost recovery rate was adopted last year. It is proposed to continue with this policy. Academies and Free Schools will also be charged VAT.

3.6 LAW, PROBITY & GOVERNANCE

Electoral Services (Appendix 5, section 5.1)

3.6.1 Electoral Services generate approximately £4k per annum through the following fees and charges:

- Sale of revised registers
- Sale of Monthly alterations lists
- Sale of Marked polling station registers; and
- Confirmation of residency letters

3.6.2 The current charges are in the mid quartile compared to those charged by neighbouring boroughs and no increases are proposed in 2016/17.

Registration & Citizenship Service (Appendix 5, section 5.2)

3.6.3 The Registration & Citizenship Service currently generates approximately £700k per annum from a combination of fees from statutory services such as

the registration of births, deaths, marriages and civil partnerships and other services such as citizenship ceremonies, approved premises' licences etc.

- 3.6.4 Fees were last increased in this area in 2014/15. This is a competitive market and a recent benchmarking exercise has also demonstrated that our current fees are broadly in line with neighbouring Register Offices. Thus to maintain our competitiveness no further increases are proposed in 2016/17.

3.7 RESOURCES

- 3.7.1 There are no fees and charges for consideration within the Resources directorate.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 All directorates have undertaken a review of their fees and charges as part of the financial and business planning process, having regard to the guiding principles detailed in section 3.1.6.
- 4.2 In general fees and charges recover some or all of the costs of services from users. This generates income which reduces the costs of services to Council tax payers and can also be used to achieve other strategic objectives, such as encouraging the use of services. A decision to charge for or to subsidise services needs to be based on rational considerations.
- 4.3 The Medium Term Financial Plan assumes that any additional general fund income generated through increases proposed within this report will meet additional cost pressures within the service. Additional income that may be generated through areas such as street trading and parking charges will need to be earmarked for those specific purposes and do not represent additional income to the general fund.
- 4.4 Assuming demand remains broadly the same as current levels, it is estimated that an additional £600k per annum may be generated through the changes proposed in this report.
- 4.5 If it is decided not to increase charges in line with inflation, this will generally have the impact of increasing the level of subsidy provided by the Council to service users. Once a decision is made to freeze charges, it is difficult to recover the lost income without increasing costs by more than inflation in a future period. The financial implications of freezing charges can therefore be regarded as permanent.

5. LEGAL COMMENTS

- 5.1 The Council has in place a range of fees and charges relating to services it provides. Some are set out in governing legislation or regulations made under such legislation and in those cases there is no discretion as to the level of charge. Others fall to be set by the Council pursuant to a variety of statutory powers. These discretionary fees and charges are reviewed annually.

- 5.2 The Council has general power under section 93 of the Local Government Act 2003 (“LGA 2003”) to charge a person for discretionary services, that is, the provision of a service where the Council is authorised, but not required, to provide the service and the person has agreed to its provision. The power applies where there is no other specific statutory power that covers the proposed charge. The income from charges for a service should not exceed the cost of providing the service. Charges may be set differentially, so that users are charged different amounts, for example for parking at different times of the day or for different levels of service.
- 5.3 The Council has power under section 1 of the Localism Act 2011 to do anything that individuals generally may do, subject to specified restrictions and limitations imposed by other statutes. The general power of competence extends to charging for services, but limits on charging are imposed by section 3 of the Localism Act. The Council may only charge for a service under the general power of competence if: (a) it is a discretionary service; (b) the person agrees to the service being provided; and (c) there is no other power to charge for the service, including in section 93 of the LGA 2003. Taking one financial year with another, the income from charges must not exceed the costs of providing the service.
- 5.4 Before imposing any new or revised fees and charges, the Council should first 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).
- 5.5 Certain fees may not be set by the Cabinet. Regulation 2(6) of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provides that decision on certain approvals, consents permits and licences (for example premises licenses; licenses for street trading) cannot be made by the Executive. Likewise, charges for such approvals, consents permits and licences may not be made by the Cabinet. These fees will be set by the Council.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The Council has a statutory duty under the Equality Act 2010, the effect of which is summarised in paragraph 5.17 of the report.
- 6.2 Equality analyses have been undertaken for all services where fees and charge increases are proposed (Appendix 8).
- 6.3 Where appropriate, concessions will be available to groups or individuals in the community where the increase may result in them being excluded from particular activities or subject to any other particular hardship.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Fees and charges are reviewed annually as part of the Council's financial and business planning process. This ensures that they are set at the appropriate level for the prevailing economic conditions and represents good practice in terms of the Council's aim to provide value for money.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no implications arising from the recommendations of this report.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The proposals for increases to fees and charges detailed in this report support the Council's Medium Term Financial Strategy and are necessary to deliver approved savings and achieve a balanced budget.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no implications arising from the recommendations of this report.

11. SAFEGUARDING IMPLICATIONS

- 11.1 The recommendations do not give rise to any relevant implications.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – Discretionary Fees and Charges within Communities, Localities and Culture
- Appendix 2 – Discretionary Fees and Charges within Development & Renewal
- Appendix 3 – Discretionary Fees and Charges within Adults' Services
- Appendix 4 – Discretionary Fees and Charges within Children's Services
- Appendix 5 – Discretionary Fees and Charges within Law, Probity & Governance
- Appendix 6 – Statutory Fees and Charges (All Directorates)
- Appendix 7 – Discretionary Fees and Charges approved by the Licensing Committee on 6th October 2015
- Appendix 8 – Equality Analyses

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

- None

Officer contact details for documents:

N/A

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Appendix 1

Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
1.1 Parking									
1	CLC	Parking	Residents permits	Band A - 6 months, subject to	N	6.00	6.00	0.0%	6 Months
2	CLC	Parking	Residents permits	Band A - 12 months, subject to	N	6.00	6.00	0.0%	12 Months
3	CLC	Parking	Residents permits	Band B - 6 months	N	29.00	29.00	0.0%	6 Months
4	CLC	Parking	Residents permits	Band B - 12 months	N	46.00	46.50	1.1%	12 Months
5	CLC	Parking	Residents permits	Band C - 6 months	N	35.00	35.00	0.0%	6 Months
6	CLC	Parking	Residents permits	Band C - 12 months	N	57.00	57.50	0.9%	12 Months
7	CLC	Parking	Residents permits	Band D - 6 months	N	46.00	46.50	1.1%	6 Months
8	CLC	Parking	Residents permits	Band D - 12 months	N	80.00	81.00	1.3%	12 Months
9	CLC	Parking	Residents permits	Band E - 6 months	N	57.00	58.00	1.8%	6 Months
10	CLC	Parking	Residents permits	Band E - 12 months	N	102.00	103.00	1.0%	12 Months
11	CLC	Parking	Residents permits	Band F - 6 months	N	69.00	70.00	1.4%	6 Months
12	CLC	Parking	Residents permits	Band F - 12 months	N	125.00	126.00	0.8%	12 Months
13	CLC	Parking	Residents permits	Band G1 - 6 months	N	80.00	81.00	1.3%	6 Months
14	CLC	Parking	Residents permits	Band G1 - 12 months	N	141.00	142.00	0.7%	12 Months
15	CLC	Parking	Residents permits	Band G2 and multi-vehicle - 6 months	N	91.00	92.00	1.1%	6 Months
16	CLC	Parking	Residents permits	Band G2 and multi-vehicle - 12 months	N	170.00	172.00	1.2%	12 Months
17	CLC	Parking	Residents permits	Electric - 6 Months, subject to	N	6.00	6.00	0.0%	6 Months
18	CLC	Parking	Residents permits	Electric - 12 Months, subject to	N	6.00	6.00	0.0%	12 Months
19	CLC	Parking	Residents permits	Foreign vehicle band G2	N	92.00	93.00	1.1%	6 Months
20	CLC	Parking	Residents permits	Motorcycle - 12 months	N	16.00	16.00	0.0%	12 Months
21	CLC	Parking	Residents permits	Temporary permit	N	6.00	6.00	0.0%	per day
22	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band A - 3 Months	N	229.00	231.00	0.9%	3 Months
23	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band A - 6 Months	N	340.00	343.00	0.9%	6 Months
24	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band A - 12 Months	N	549.00	554.00	0.9%	12 Months
25	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band B - 3 Months	N	242.00	244.00	0.8%	3 Months
26	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band B - 6 Months	N	360.00	364.00	1.1%	6 Months
27	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band B - 12 Months	N	582.00	588.00	1.0%	12 Months
28	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band C - 3 Months	N	262.00	265.00	1.1%	3 Months
29	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band C - 6 Months	N	387.00	391.00	1.0%	6 Months
30	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band C - 12 Months	N	621.00	627.00	1.0%	12 Months
31	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band D - 3 Months	N	288.00	291.00	1.0%	3 Months
32	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band D - 6 Months	N	426.00	430.00	0.9%	6 Months
33	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band D - 12 Months	N	687.00	694.00	1.0%	12 Months
34	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band E - 3 Months	N	300.00	303.00	1.0%	3 Months
35	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band E - 6 Months	N	444.00	448.00	0.9%	6 Months
36	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band E - 12 Months	N	719.00	726.00	1.0%	12 Months
37	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band F - 3 Months	N	313.00	316.00	1.0%	3 Months
38	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band F - 6 Months	N	464.00	469.00	1.1%	6 Months
39	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band F - 12 Months	N	751.00	759.00	1.1%	12 Months
40	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band G1 - 3 Months	N	327.00	330.00	0.9%	3 Months
41	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band G1 - 6 Months	N	484.00	489.00	1.0%	6 Months

Appendix 1

Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
42	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band G1 - 12 Months	N	784.00	792.00	1.0%	12 Months
43	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band G2 and multi-vehicle - 3 Months	N	340.00	343.00	0.9%	3 Months
44	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band G2 and multi-vehicle - 6 Months	N	499.00	504.00	1.0%	6 Months
45	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Band G2 and multi-vehicle - 12 Months	N	817.00	825.00	1.0%	12 Months
46	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Electric - 3 Months, subject to	N	7.00	7.00	0.0%	3 Months
47	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Electric - 6 Months, subject to	N	7.00	7.00	0.0%	6 Months
48	CLC	Parking	Business / Public Service / Contractor / Doctor's permits	Electric - 12 Months, subject to	N	7.00	7.00	0.0%	12 Months
49	CLC	Parking	Personalised Disabled Permit	Permit associated with Personalised Disabled Bay	N	0.00	0.00	0.0%	12 Months
50	CLC	Parking	Funeral Waivers	Temporary permit	N	0.00	0.00	0.0%	Per Day
51	CLC	Parking	Pay & Display Short stay parking	A1, A2, A5, A6, C1 and	N	4.40	4.40	0.0%	Per Hour
52	CLC	Parking	Pay & Display Short stay parking	A3, A4, C3 and C4	N	3.80	3.80	0.0%	Per Hour
53	CLC	Parking	Pay & Display Short stay parking	Zones B1, B2, B3, D1 and D2 (Mon-Fri 08:30-	N	3.40	3.40	0.0%	Per Hour
54	CLC	Parking	Pay & Display Short stay parking	Roman Road Car Park	N	3.40	3.40	0.0%	Per Hour
55	CLC	Parking	Contractor Permit	Contractor Permits	N	25.00	25.00	0.0%	Per Day
56	CLC	Parking	Market trader permit	3 Months	N	173.00	175.00	1.2%	3 Months
57	CLC	Parking	Market trader permit	6 Months	N	292.00	295.00	1.0%	6 Months
58	CLC	Parking	Market trader permit	12 Months	N	475.00	480.00	1.1%	12 Months
59	CLC	Parking	Market trader scratch card	Daily permit / scratch card (per book of 5)	N	26.00	26.00	0.0%	Book of 5
60	CLC	Parking	Car Club Permit	Car Club Permit	N	206.00	208.00	1.0%	12 Months
61	CLC	Parking	Traffic Management Order	Making / amending orders inc preparation, advertising & implementation	N	3,400.00	3,435.00	1.0%	Per Item
62	CLC	Parking	Traffic Management Order	permanent for car free developments	N	106.00	106.00	0.0%	Per Item
63	CLC	Parking	Bay suspension administration charge	Administration charge for businesses and companies	N	82.00	83.00	1.2%	One-off
64	CLC	Parking	Bay suspensions administration charge	Administration charge for residents, the NHS, police the fire brigade and registered charities	N	82.00	83.00	1.2%	One-off
65	CLC	Parking	Bay suspension charges for businesses and companies	Zones A1, A2, A5, A6, C1 and C2 (paid)	N	40.00	40.00	0.0%	Bay / Day
66	CLC	Parking	Bay suspension charges for businesses and companies	Zones A3, A4, C3 and C4 (paid)	N	40.00	40.00	0.0%	Bay / Day
67	CLC	Parking	Bay suspension charges for businesses and companies	Zones B1, B2, B3, D1 and D2 (paid)	N	40.00	40.00	0.0%	Bay / Day
68	CLC	Parking	Dispensation administration charge for residents, the NHS, police the fire brigade and registered charities	Administration charge for residents, the NHS, police the fire brigade and registered charities	N	18.00	18.00	0.0%	One-off
69	CLC	Parking	Dispensation administration charges for businesses and companies	Administration for businesses and companies	N	57.00	58.00	1.8%	One-off
70	CLC	Parking	Dispensation charges for businesses and companies	Zones A1, A2, A5, A6, C1 and C2 (paid)	N	40.00	40.00	0.0%	Bay / Day
71	CLC	Parking	Dispensation charges for businesses and companies	Zones A3, A4, C3 and C4 (paid)	N	40.00	40.00	0.0%	Bay / Day
72	CLC	Parking	Dispensation charges for businesses and companies	Zones B1, B2, B3, D1 and D2 (paid)	N	40.00	40.00	0.0%	Bay / Day
73	CLC	Parking	Permit Administration	Amendments or replacements	N	5.00	5.00	0.0%	Per Item
74	CLC	Parking	Permit Administration (New)	Refund for returned permits	N	N/A	25.00	New	Per Item
75	CLC	Parking	Visitors scratch card permit	Residents (6 hours - book of 10)	N	15.00	15.00	0.0%	Book of 10

Appendix 1

Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
76	CLC	Parking	Visitors scratch card permit	Public Service (3 hours per card - book of 10)	N	37.00	37.00	0.0%	Book of 10
77	CLC	Parking	Visitors scratch card permit	Business (20 mins per card - book of 15)	N	22.00	22.00	0.0%	Book of 15
78	CLC	Parking	Skip Licence	Administration Charge for residents and contractors. All areas of the borough	N	18.00	18.00	0.0%	Per Licence
79	CLC	Parking	Skip Licence	Zones A1, A2, A5, A6, C1 and C2	N	40.00	40.00	0.0%	Per Licence
80	CLC	Parking	Skip Licence	Zones A3, A4, C3 and C4	N	40.00	40.00	0.0%	Per Licence
81	CLC	Parking	Skip Licence	Zones B1, B2, B3, D1 and D2	N	40.00	40.00	0.0%	Per Licence
82	CLC	Parking	Abandoned Vehicle Disposal (New)	Disposal of abandoned vehicles removed from private land	N	N/A	50.00	New	Per Item
1.2 Clean and Green									
83	CLC	Clean & Green	Temporary Structures Occupancy fee	Pre-application inspection fee	N	30.00	30.00	0.0%	Per Notice
84	CLC	Clean & Green	Temporary Structures Occupancy fee (less than 50m2)	Road occupancy charge (less than 1 month)	N	225.00	225.00	0.0%	Per Square Metre Per Week
85	CLC	Clean & Green	Temporary Structures Occupancy fee (50m2 - 200m2)	Road occupancy charge (less than 1 month)	N	350.00	350.00	0.0%	Per Square Metre Per Week
86	CLC	Clean & Green	Temporary Structures Occupancy fee (more than 200m2)	Road occupancy charge (less than 1 month)	N	350.00 + 50.00 per extra 50m2	350.00 + 50.00 per extra 50m2	0.0%	Per Square Metre Per Week
87	CLC	Clean & Green	Temporary Structures Occupancy fee (less than 50m2)	Road occupancy charge (1-3 months)	N	400.00	400.00	0.0%	Per Square Metre Per Week
88	CLC	Clean & Green	Temporary Structures Occupancy fee (50m2 - 200m2)	Road occupancy charge (1-3 months)	N	525.00	525.00	0.0%	Per Square Metre Per Week
89	CLC	Clean & Green	Temporary Structures Occupancy fee (more than 200m2)	Road occupancy charge (1-3 months)	N	525.00 + 50.00 per extra 50m2	525.00 + 50.00 per extra 50m2	0.0%	Per Square Metre Per Week
90	CLC	Clean & Green	Temporary Structures Occupancy fee (less than 50m2)	Road occupancy charge (more than 3 months)	N	800.00	800.00	0.0%	Per Square Metre Per Week
91	CLC	Clean & Green	Temporary Structures Occupancy fee (50m2 - 200m2)	Road occupancy charge (more than 3 months)	N	1,050.00	1,050.00	0.0%	Per Square Metre Per Week
92	CLC	Clean & Green	Temporary Structures Occupancy fee (more than 200m2)	Road occupancy charge (more than 3 months)	N	1,050.00 + 50.00 per extra	1,050.00 + 50.00 per extra	0.0%	Per Square Metre Per Week
93	CLC	Clean & Green	Temporary Structures Occupancy fee	Post-inspection and deposit handling fee	N	40.00	40.00	0.0%	Per Notice
94	CLC	Clean & Green	Temporary Structures Occupancy fee	Complaint investigation and compliance fee for upheld complaint	N	45.00	45.00	0.0%	Per Notice
95	CLC	Clean &	Temporary Structures Occupancy	Licence renewal fee	N	100.00	100.00	0.0%	One Off
96	CLC	Clean & Green	Temporary Structures Occupancy fee	Overstay charge	N	150.00 + occupancy fee backdated to licence expiry date	150.00 + occupancy fee backdated to licence expiry date	0.0%	Per Overstay
97	CLC	Clean & Green	Containers/Site Huts/Portaloos	On carriageways	N	275.00	275.00	0.0%	Per Item/Per Month
98	CLC	Clean & Green	Containers/Site Huts/Portaloos	On carriageways (renewal fee)	N	150.00	150.00	0.0%	Per Item/Per Month
99	CLC	Clean & Green	Containers/Site Huts/Portaloos	On footways	N	200.00	200.00	0.0%	Per Item/Per Month
100	CLC	Clean & Green	Containers/Site Huts/Portaloos	On footways (renewal fee)	N	125.00	125.00	0.0%	Per Item/Per Month
101	CLC	Clean & Green	Deposit	York Stone or stone setts paving	N	208.08	208.08	0.0%	Per Square Metre
102	CLC	Clean & Green	Deposit	Other paving materials	N	73.80	73.80	0.0%	Per Square Metre
103	CLC	Commercial Waste	Residual	Sacks	N	1.22	1.27	4.1%	Per Item
104	CLC	Commercial Waste	Residual	240 litre wheeled bin	N	10.46	10.93	4.5%	Per Item
105	CLC	Commercial Waste	Residual	360 litre wheeled bin	N	11.94	12.48	4.5%	Per Item
106	CLC	Commercial Waste	Residual	Eurobin 1100 liber	N	16.52	17.26	4.5%	Per Item
107	CLC	Commercial Waste	Residual	Eurobin 660 liber	N	12.72	13.29	4.5%	Per Item

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Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
108	CLC	Commercial Waste	Residual	Rental only 240 litre wheeled bin	N	0.52	0.53	1.9%	Per Item
109	CLC	Commercial Waste	Residual	Rental only 360 litre wheeled bin	N	0.52	0.53	1.9%	Per Item
110	CLC	Commercial Waste	Residual	Rental only bulk bin	N	1.66	1.70	2.4%	Per Item
111	CLC	Commercial Waste	Residual	Collection only 360 litre wheeled bin	N	6.84	7.14	4.4%	Per Item
112	CLC	Commercial Waste	Residual	Collection only Eurobin	N	11.01	11.50	4.5%	Per Item
113	CLC	Commercial Waste	Residual	Rolonoff	N	150.71	157.49	4.5%	Per Item
114	CLC	Commercial Waste	Residual	Rolonoff hire	N	9.89	10.33	4.4%	Per Item
115	CLC	Commercial Waste	Recycling	Sacks or bundle of cardboard	N	1.11	1.16	4.5%	Per Item
116	CLC	Commercial Waste	Recycling	240 litre wheeled bin	N	3.43	3.58	4.4%	Per Item
117	CLC	Commercial Waste	Recycling	360 litre wheeled bin	N	4.79	5.00	4.4%	Per Item
118	CLC	Commercial Waste	Recycling	Eurobin 600 litre	N	7.28	7.60	4.4%	Per Item
119	CLC	Commercial Waste	Recycling	Eurobin 1280 litre	N	10.39	10.86	4.5%	Per Item
120	CLC	Commercial Waste	Schedule 2	Sacks	N	0.76	0.79	3.9%	Per Item
121	CLC	Commercial Waste	Schedule 2	240 litre wheeled bin	N	1.64	1.71	4.3%	Per Item
122	CLC	Commercial Waste	Schedule 2	360 litre wheeled bin	N	1.73	1.80	4.0%	Per Item
123	CLC	Commercial Waste	Schedule 2	Eurobin 1100 litre	N	5.60	5.85	4.5%	Per Item
124	CLC	Commercial Waste	Schedule 2	Eurobin 660 litre	N	5.30	5.53	4.3%	Per Item
125	CLC	Commercial Waste	Schedule 2	Rental only 240 litre wheeled bin	N	0.49	0.50	2.0%	Per Item
126	CLC	Commercial Waste	Schedule 2	Rental only 360 litre wheeled bin	N	1.50	1.54	2.7%	Per Item
1.3 Transport and Highways									
127	CLC	Transport & Highways	Development	Highways enquiries	N	75.00	75.00	0.0%	Per Enquiry
128	CLC	Transport & Highways	Development	Highways enquiries - (resident groups)	N	35.00	35.00	0.0%	Per Enquiry
129	CLC	Transport & Highways	Street works	Crane Licence - not closing a road	N	360.00	360.00	0.0%	Per Licence
130	CLC	Transport & Highways	Street works	Weekend Day rate for supervising for crane works etc.	N	246.00	246.00	0.0%	Per Day
131	CLC	Transport & Highways	Street works	Section 50 licences	N	812.83	812.83	0.0%	Per Licence
132	CLC	Transport & Highways	Street works	list of statutory undertakers	N	41.00	41.00	0.0%	Per List
133	CLC	Transport & Highways	Street works	Defective statutory undertakers equipment - recharge cost plus fees	N	27% fees	27% fees	0.0%	Per Incident
134	CLC	Transport & Highways	Traffic Management Order	Section 14.2 - Notice to close roads or restrict traffic movement 1 to 5 days	N	960.00 - 2,240.00	960.00 - 2,240.00	0.0%	Per Notice
135	CLC	Transport & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 1 to 14 days	N	1,789.00 - 3,289.00	1,789.00 - 3,289.00	0.0%	Per Notice
136	CLC	Transport & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement 15 to 28 days	N	1,921.00 - 3,521.00	1,921.00 - 3,521.00	0.0%	Per Notice
137	CLC	Transport & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 1 Month	N	2,240.00 - 3,840.00	2,240.00 - 3,840.00	0.0%	Per Notice

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Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
138	CLC	Transport & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 2 Months	N	2,560.00 - 4,160.00	2,560.00 - 4,160.00	0.0%	Per Notice
139	CLC	Transport & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 3 Months	N	2,880.00 - 4,480.00	2,880.00 - 4,480.00	0.0%	Per Notice
140	CLC	Transport & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 6 Months	N	7,680.00 - 12,482.00	7,680.00 - 12,482.00	0.0%	Per Notice
1.4 Street Trading									
141	CLC	Street Trading and Footways - charge for use of	Permanent Trader - General	Mon-Fri	N	7.00	7.00	0.0%	Per Day
142	CLC	Street Trading and Footways - charge for use of	Permanent Trader - General	Sat	N	27.00	27.00	0.0%	Per Day
143	CLC	Street Trading and Footways - charge for use of	Permanent Trader - General	Sun	N	38.00	38.00	0.0%	Per Day
144	CLC	Street Trading and Footways - charge for use of	Permanent Trader - Market Specific (Chrisp Street - Large Pitch)	Mon-Fri	N	8.00	8.00	0.0%	Per Day
145	CLC	Street Trading and Footways - charge for use of	Permanent Trader - Market Specific (Chrisp Street - Large Pitch)	Sat	N	47.00	47.00	0.0%	Per Day
146	CLC	Street Trading and Footways - charge for use of	Permanent Trader - Market Specific (Columbia Road)	Sun	N	47.00	47.00	0.0%	Per Day
147	CLC	Street Trading and Footways - charge for use of	Permanent Trader - Market Specific (Petticoat Lane)	Sun	N	34.00	34.00	0.0%	Per Day
148	CLC	Street Trading and Footways - charge for use of	Permanent Trader - Market Specific (Whitechapel)	Mon-Fri	N	7.00	7.00	0.0%	Per Day
149	CLC	Street Trading and Footways - charge for use of	Permanent Trader - Market Specific (Whitechapel)	Sat	N	30.00	30.00	0.0%	Per Day
150	CLC	Street Trading and Footways - charge for use of	Temporary Trader - General (Daily Issue)	Mon-Fri	N	22.60	22.60	0.0%	Per Day
151	CLC	Street Trading and Footways - charge for use of	Temporary Trader - General (Daily Issue)	Sat	N	33.00	33.00	0.0%	Per Day
152	CLC	Street Trading and Footways - charge for use of	Temporary Trader - General (Daily Issue)	Sun	N	38.00	38.00	0.0%	Per Day
153	CLC	Street Trading and Footways - charge for use of	Temporary Trader - Market Specific (Columbia Road)	Sun	N	38.00	38.00	0.0%	Per Day
154	CLC	Street Trading and Footways - charge for use of	Temporary Trader - Regeneration (Daily Issue)	Mon-Fri	N	12.00	12.00	0.0%	Per Day

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Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
155	CLC	Street Trading and Footways charge for use of	Temporary Trader - Regeneration (Daily Issue)	Sat	N	17.00	17.00	0.0%	Per Day
156	CLC	Street Trading and Footways charge for use of	Temporary Trader - Regeneration (Daily Issue)	Sun	N	22.00	22.00	0.0%	Per Day
157	CLC	Street Trading and Footways charge for use of	Extra Pitch - General (Daily Issue)	Mon-Fri	N	7.00	7.00	0.0%	Per Day
158	CLC	Street Trading and Footways charge for use of	Extra Pitch - General (Daily Issue)	Sat	N	12.00	12.00	0.0%	Per Day
159	CLC	Street Trading and Footways charge for use of	Extra Pitch - General (Daily Issue)	Sun	N	17.00	17.00	0.0%	Per Day
160	CLC	Street Trading and Footways charge for use of	Isolated Pitch - General	Mon-Fri	N	22.00	22.00	0.0%	Per Day
161	CLC	Street Trading and Footways charge for use of	Isolated Pitch - General	Sat	N	42.00	42.00	0.0%	Per Day
162	CLC	Street Trading and Footways charge for use of	Isolated Pitch - General	Sun	N	52.00	52.00	0.0%	Per Day
163	CLC	Street Trading and Footways charge for use of	Display of goods and other use of public footway space (per square metre)	Mon-Sun	N	1.00	1.00	0.0%	Per Day
164	CLC	Street Trading and Footways charge for use of	Additional Cleansing Charge (Fresh Produce/ Flower Refuse)	Mon-Sun (above expected level already included within street trading charge)	N	By market sharing costs equally	By market sharing costs equally		Per Day
165	CLC	Street Trading and Footways charge for use of	Additional Cleansing Charge (Food Courts)	Mon-Sun (above expected level already included within street trading charge)	N	By market sharing costs equally	By market sharing costs equally		Per Day
166	CLC	Street Trading and Footways charge for use of	Forecourt Trading	Mon-Sun	N	27.00	27.00	0.0%	Per Week
167	CLC	Street Trading and Footways charge for use of	Fees for a Licence - Display of Goods	Mon-Sun	N	77.00	77.00	0.0%	Up To 3 Years
168	CLC	Street Trading and Footways charge for use of	Fees for a Licence - Tables & Chairs	Mon-Sun	N	122.00	122.00	0.0%	6 Months
169	CLC	Street Trading and Footways charge for use of	Fees for a Licence - Registered Assistant	Mon-Sun	N	12.00	12.00	0.0%	Up To 3 Years
170	CLC	Street Trading and Footways charge for use of	Fees for a Licence - General Administration (e.g. refunds, etc.)	Mon-Sun	N	27.00	27.00	0.0%	Per Item
171	CLC	Street Trading and Footways charge for use of	Fees for a Licence - Arrears Letter	Mon-Sun	N	22.00	22.00	0.0%	Per Item

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			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
172	CLC	Street Trading and Footways - charge for use of	Fees for a Licence - Final Reminder	Mon-Sun	N	22.00	22.00	0.0%	Per Item
173	CLC	Street Trading and Footways - charge for use of	Fees for a Licence - Licence Variation	Mon-Sun	N	52.00	52.00	0.0%	Per Item
174	CLC	Street Trading and Footways - charge for use of	Fees for a Licence - Replacement Pitch Card	Mon-Sun	N	17.00	17.00	0.0%	Per Item
175	CLC	Street Trading and Footways - charge for use of	Fees for a Licence - New Pitch Designation	Mon-Sun (per pitch)	N	1,002.00	1,002.00	0.0%	Per Item
176	CLC	Street Trading and Footways - charge for use of	Fees for a Licence - Electricity	Mon-Sun (fee for electricity token)	N	3.00	3.00	0.0%	Per Item
1.5 Environmental Health and Trading Standards									
177	CLC	Environmental Health and Trading Standards	Contaminated land searches	Standard search	N	173.00	175.00	1.2%	Per Item
178	CLC	Environmental Health and Trading Standards	Contaminated land searches (New)	Contaminated land search requiring the use of Environmental databases other than the search	N	N/A	209.00	New	Per Item
179	CLC	Environmental Health and Trading Standards	Contaminated land searches	Non standard search	N	462.00	467.00	1.1%	Per Item
180	CLC	Environmental Health and Trading Standards	Section 61 CPA Prior Consents	Prior consents and dispensations	N	84.00	85.00	1.2%	Per Hour
181	CLC	Environmental Health and Trading Standards	HMO Licensing	Basic fee per property	N	520.00	525.00	1.0%	Per Item
182	CLC	Environmental Health and Trading Standards	HMO Licensing	Additional fee per habitable room	N	35.00	35.00	0.0%	Per Item
183	CLC	Environmental Health and Trading Standards	HMO Licensing	Amend details on an existing Licence	N	150.00	152.00	1.3%	Per Item
184	CLC	Environmental Health and Trading Standards	HMO Licensing	Re-Licence fee / habitable room	N	55.00	56.00	1.8%	Per Item
185	CLC	Environmental Health and Trading Standards	Travellers site weekly rent (pitch)		N	77.82	79.00	1.5%	Weekly
186	CLC	Environmental Health and Trading Standards	Animal warden service fees	Retrieve dog from pound	N	50.00	50.00	0.0%	Per Dog
187	CLC	Environmental Health and Trading Standards	Animal warden service fees	Daily charge and additional for ancillary vet costs	N	12.00	12.00	0.0%	Daily/Per Dog
188	CLC	Environmental Health and Trading Standards	Animal warden service fees	Micro chipping a dog	N	13.31	13.31	0.0%	Per Item

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#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
189	CLC	Environmental Health and Trading Standards	Parish funeral admin charge		N	171.00	173.00	1.2%	Per Item
190	CLC	Environmental Health and Trading Standards	Post Mortem (2nd)		N	463.00	468.00	1.1%	Per Item
191	CLC	Environmental Health and Trading Standards	Housing act notice served fee		N	469.00	474.00	1.1%	Per Item
192	CLC	Environmental Health and Trading Standards	Photocopy fees	1st 10 pages A4	N	9.22	9.22	0.0%	10 Pages
193	CLC	Environmental Health and Trading Standards	Photocopy fees	each further sheet A4	N	1.02	1.02	0.0%	Per Page
194	CLC	Environmental Health and Trading Standards	Photocopy fees	1st 10 pages A3	N	17.41	17.60	1.1%	10 Pages
195	CLC	Environmental Health and Trading Standards	Photocopy fees	each further sheet A3	N	1.02	1.02	0.0%	Per Page
196	CLC	Environmental Health and Trading Standards	Pest Control - Pest Control - Pest Control - Mice		N	96.26	97.22	1.0%	Per 3 visits
197	CLC	Environmental Health and Trading Standards	Pest Control - Pest Control - Cockroaches		N	96.26	97.22	1.0%	Per 3 visits
198	CLC	Environmental Health and Trading Standards	Pest Control - Pest Control - Fleas		N	53.25	53.78	1.0%	Per visit
199	CLC	Environmental Health and Trading Standards	Pest Control - Pest Control - Bedbugs		N	141.00	142.41	1.0%	Per treatment
200	CLC	Environmental Health and Trading Standards	Pest Control - Pest Control - Wasps		N	53.25	53.78	1.0%	Per visit
201	CLC	Environmental Health and Trading Standards	Pest Control - Pest Control - Pharaohs Ants		N	96.25	97.21	1.0%	Per 3 visits
202	CLC	Environmental Health and Trading Standards	Pest Control - Pest Control - Garden Ants		N	53.25	53.78	1.0%	Per visit
203	CLC	Environmental Health and Trading Standards	Food Health - Health Certificates		N	63.80	64.43	1.0%	Per Item
204	CLC	Environmental Health and Trading Standards	Food Health - Additional Copies		N	14.85	15.00	1.0%	Per Item
205	CLC	Environmental Health and Trading Standards	Food Health - Collection of product cost		N	110.59	111.70	1.0%	Per Collection

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#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
206	CLC	Environmental Health and Trading Standards	Food Health - Disposal of product cost		N	0.61	0.62	1.0%	Per Disposal
207	CLC	Environmental Health and Trading Standards	Food Health - Certificate of destruction cost		N	29.29	29.58	1.0%	Per Item
208	CLC	Environmental Health and Trading Standards	Food Health - Basic food hygiene & health and safety course		N	62.67	63.30	1.0%	Per Item
209	CLC	Environmental Health and Trading Standards	Food Health - Food premises- full register		N	893.95	902.89	1.0%	Per Item
210	CLC	Environmental Health and Trading Standards	Food Health - Food premises- per category		N	358.20	361.78	1.0%	Per Category
211	CLC	Environmental Health and Trading Standards	Food Health - Food premises - Per Entry		N	7.48	7.55	1.0%	Per Entry
212	CLC	Environmental Health and Trading Standards	Animal Welfare and safety - Dangerous wild animal licence		N	467.66	472.34	1.0%	Per Licence
213	CLC	Environmental Health and Trading Standards	Animal Welfare and safety - Pet shop Licence		N	218.63	220.82	1.0%	Per Item
214	CLC	Environmental Health and Trading Standards	Animal Welfare and safety - Riding establishments		N	232.98	235.31	1.0%	Per Licence
215	CLC	Environmental Health and Trading Standards	Health and safety reports - Production of factual reports		N	113.66	114.80	1.0%	Per Report
216	CLC	Environmental Health and Trading Standards	Health and safety reports - Photocopy of report		N	0.34	0.34	1.0%	Per Photocopy
217	CLC	Environmental Health and Trading Standards	Health and safety reports - Change per photograph		N	24.99	25.24	1.0%	Per Change
218	CLC	Environmental Health and Trading Standards	Verification Fees - If required in the presence of another staff		N	85.45	86.31	1.0%	Per Staff
219	CLC	Environmental Health and Trading Standards	Mail forwarding registration - Mail forwarding registration		N	103.12	104.15	1.0%	Per Registration
220	CLC	Licensing	Scrap Metal: Site Licence	new application	N	614.40	620.54	1.0%	Per Application
221	CLC	Licensing	Scrap Metal: Site Licence	Renewal	N	460.80	465.41	1.0%	Per Renewal
222	CLC	Licensing	Scrap Metal: Site Licence	Variation	N	204.80	206.85	1.0%	Per Variation
223	CLC	Licensing	Scrap Metal: Site Licence	Duplicate	N	20.48	20.68	1.0%	Per Duplicate
224	CLC	Licensing	Scrap Metal: Mobile Collector	new application	N	358.40	361.98	1.0%	Per Application
225	CLC	Licensing	Scrap Metal: Mobile Collector	Renewal	N	204.80	206.85	1.0%	Per Renewal
226	CLC	Licensing	Scrap Metal: Mobile Collector	Variation	N	128.00	129.28	1.0%	Per Variation
227	CLC	Licensing	Scrap Metal: Mobile Collector	Duplicate	N	20.48	20.68	1.0%	Per Duplicate
228	CLC	Licensing	Poisons Act	New Application	N	28.22	28.50	1.0%	Per Application
229	CLC	Licensing	Poisons Act	Renewal	N	14.88	15.03	1.0%	Per Renewal
230	CLC	Licensing	Poisons Act	Variation Detail	N	7.57	7.64	1.0%	Per Variation
231	CLC	Licensing	Gambling Act: Premises Licence: Existing Casino	Annual fee	N	2,250.00	2,250.00	0.0%	Per Licence

Appendix 1

Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
232	CLC	Licensing	Gambling Act: Premises Licence: Existing Casino	Variation	N	1,500.00	1,500.00	0.0%	Per Variation
233	CLC	Licensing	Gambling Act: Premises Licence: Existing Casino	Transfer	N	1,015.00	1,015.00	0.0%	Per Transfer
234	CLC	Licensing	Gambling Act: Premises Licence: Existing Casino	Re-instatement	N	1,015.00	1,015.00	0.0%	Per Licence
235	CLC	Licensing	Gambling Act: Premises Licence: Existing Casino	copy of Licence	N	25.00	25.00	0.0%	Per Licence
236	CLC	Licensing	Gambling Act: Premises Licence: Existing Casino	Notification of change	N	50.00	50.00	0.0%	Per Notification
237	CLC	Licensing	Gambling Act: Premises Licence: New small Casino	New Application	N	8,000.00	8,000.00	0.0%	Per Licence
238	CLC	Licensing	Gambling Act: Premises Licence: New small Casino	Annual fee	N	3,750.00	3,750.00	0.0%	Per Licence
239	CLC	Licensing	Gambling Act: Premises Licence: New small Casino	Variation	N	3,000.00	3,000.00	0.0%	Per Variation
240	CLC	Licensing	Gambling Act: Premises Licence: New small Casino	Transfer	N	1,350.00	1,350.00	0.0%	Per Transfer
241	CLC	Licensing	Gambling Act: Premises Licence: New small Casino	Reinstatement	N	1,350.00	1,350.00	0.0%	Per Licence
242	CLC	Licensing	Gambling Act: Premises Licence: New small Casino	Provisional Statement	N	6,000.00	6,000.00	0.0%	Per Statement
243	CLC	Licensing	Gambling Act: Premises Licence: New small Casino	Application (Provisional Statement Holders)	N	3,000.00	3,000.00	0.0%	Per Licence
244	CLC	Licensing	Gambling Act: Premises Licence: New small Casino	copy of Licence	N	25.00	25.00	0.0%	Per Copy
245	CLC	Licensing	Gambling Act: Premises Licence: New small Casino	Notification of change	N	50.00	50.00	0.0%	Per Notification
246	CLC	Licensing	Gambling Act: Premises Licence: New Large Casino	New Application	N	10,000.00	10,000.00	0.0%	Per Licence
247	CLC	Licensing	Gambling Act: Premises Licence: New Large Casino	Annual fee	N	7,500.00	7,500.00	0.0%	Per Licence
248	CLC	Licensing	Gambling Act: Premises Licence: New Large Casino	Variation	N	3,750.00	3,750.00	0.0%	Per Variation
249	CLC	Licensing	Gambling Act: Premises Licence: New Large Casino	Transfer	N	1,615.00	1,615.00	0.0%	Per Transfer
250	CLC	Licensing	Gambling Act: Premises Licence: New Large Casino	Reinstatement	N	1,615.00	1,615.00	0.0%	Per Licence
251	CLC	Licensing	Gambling Act: Premises Licence: New Large Casino	Provisional Statement	N	7,500.00	7,500.00	0.0%	Per Statement
252	CLC	Licensing	Gambling Act: Premises Licence: New Large Casino	Application (Provisional Statement Holders)	N	5,000.00	5,000.00	0.0%	Per Licence
253	CLC	Licensing	Gambling Act: Premises Licence: New Large Casino	copy of Licence	N	25.00	25.00	0.0%	Per Copy
254	CLC	Licensing	Gambling Act: Premises Licence: New Large Casino	Notification of change	N	50.00	50.00	0.0%	Per Notification
255	CLC	Licensing	Gambling Act: Premises Licence: Regional Casino	New Application	N	15,000.00	15,000.00	0.0%	Per Licence
256	CLC	Licensing	Gambling Act: Premises Licence: Regional Casino	Annual fee	N	11,250.00	11,250.00	0.0%	Per Licence
257	CLC	Licensing	Gambling Act: Premises Licence: Regional Casino	Variation	N	5,625.00	5,625.00	0.0%	Per Variation
258	CLC	Licensing	Gambling Act: Premises Licence: Regional Casino	Transfer	N	4,875.00	4,875.00	0.0%	Per Transfer
259	CLC	Licensing	Gambling Act: Premises Licence: Regional Casino	Reinstatement	N	4,875.00	4,875.00	0.0%	Per Licence
260	CLC	Licensing	Gambling Act: Premises Licence: Regional Casino	Provisional Statement	N	11,250.00	11,250.00	0.0%	Per Statement
261	CLC	Licensing	Gambling Act: Premises Licence: Regional Casino	Application (Provisional Statement Holders)	N	8,000.00	8,000.00	0.0%	Per Licence
262	CLC	Licensing	Gambling Act: Premises Licence: Regional Casino	copy of Licence	N	25.00	25.00	0.0%	Per Copy
263	CLC	Licensing	Gambling Act: Premises Licence: Regional Casino	Notification of change	N	50.00	50.00	0.0%	Per Notification
264	CLC	Licensing	Gambling Act: Premises Licence: Bingo Club	New Application	N	3,500.00	3,500.00	0.0%	Per Licence
265	CLC	Licensing	Gambling Act: Premises Licence: Bingo Club	Annual fee	N	750.00	750.00	0.0%	Per Licence
266	CLC	Licensing	Gambling Act: Premises Licence: Bingo Club	Variation	N	1,315.00	1,315.00	0.0%	Per Variation

Appendix 1

Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
267	CLC	Licensing	Gambling Act: Premises Licence: Bingo Club	Transfer	N	900.00	900.00	0.0%	Per Transfer
268	CLC	Licensing	Gambling Act: Premises Licence: Bingo Club	Reinstatement	N	900.00	900.00	0.0%	Per Licence
269	CLC	Licensing	Gambling Act: Premises Licence: Bingo Club	Provisional Statement	N	2,625.00	2,625.00	0.0%	Per Statement
270	CLC	Licensing	Gambling Act: Premises Licence: Bingo Club	Application (Provisional Statement Holders)	N	900.00	900.00	0.0%	Per Licence
271	CLC	Licensing	Gambling Act: Premises Licence: Bingo Club	copy of Licence	N	20.00	20.00	0.0%	Per Copy
272	CLC	Licensing	Gambling Act: Premises Licence: Bingo Club	Notification of change	N	40.00	40.00	0.0%	Per Notification
273	CLC	Licensing	Gambling Act: Premises Licence: Betting	New Application	N	3,000.00	3,000.00	0.0%	Per Licence
274	CLC	Licensing	Gambling Act: Premises Licence: Betting	Annual fee	N	500.00	500.00	0.0%	Per Licence
275	CLC	Licensing	Gambling Act: Premises Licence: Betting	Variation	N	1,125.00	1,125.00	0.0%	Per Variation
276	CLC	Licensing	Gambling Act: Premises Licence: Betting	Transfer	N	900.00	900.00	0.0%	Per Transfer
277	CLC	Licensing	Gambling Act: Premises Licence: Betting	Reinstatement	N	900.00	900.00	0.0%	Per Licence
278	CLC	Licensing	Gambling Act: Premises Licence: Betting	Provisional Statement	N	2,250.00	2,250.00	0.0%	Per Statement
279	CLC	Licensing	Gambling Act: Premises Licence: Betting	Application (Provisional Statement Holders)	N	900.00	900.00	0.0%	Per Licence
280	CLC	Licensing	Gambling Act: Premises Licence: Betting	copy of Licence	N	20.00	20.00	0.0%	Per Copy
281	CLC	Licensing	Gambling Act: Premises Licence: Betting	Notification of change	N	40.00	40.00	0.0%	Per Notification
282	CLC	Licensing	Gambling Act: Premises Licence: Tracks	New Application	N	2,500.00	2,500.00	0.0%	Per Licence
283	CLC	Licensing	Gambling Act: Premises Licence: Tracks	Annual fee	N	750.00	750.00	0.0%	Per Licence
284	CLC	Licensing	Gambling Act: Premises Licence: Tracks	Variation	N	940.00	940.00	0.0%	Per Variation
285	CLC	Licensing	Gambling Act: Premises Licence: Tracks	Transfer	N	715.00	715.00	0.0%	Per Transfer
286	CLC	Licensing	Gambling Act: Premises Licence: Tracks	Reinstatement	N	715.00	715.00	0.0%	Per Licence
287	CLC	Licensing	Gambling Act: Premises Licence: Tracks	Provisional Statement	N	1,875.00	1,875.00	0.0%	Per Statement
288	CLC	Licensing	Gambling Act: Premises Licence: Tracks	Application (Provisional Statement Holders)	N	715.00	715.00	0.0%	Per Licence
289	CLC	Licensing	Gambling Act: Premises Licence: Tracks	copy of Licence	N	20.00	20.00	0.0%	Per Copy
290	CLC	Licensing	Gambling Act: Premises Licence: Tracks	Notification of change	N	40.00	40.00	0.0%	Per Notification
291	CLC	Licensing	Gambling Act: Premises Licence: Family Entertainment Centre	New Application	N	2,000.00	2,000.00	0.0%	Per Licence
292	CLC	Licensing	Gambling Act: Premises Licence: Family Entertainment Centre	Annual fee	N	600.00	600.00	0.0%	Per Licence
293	CLC	Licensing	Gambling Act: Premises Licence: Family Entertainment Centre	Variation	N	750.00	750.00	0.0%	Per Variation
294	CLC	Licensing	Gambling Act: Premises Licence: Family Entertainment Centre	Transfer	N	715.00	715.00	0.0%	Per Transfer
295	CLC	Licensing	Gambling Act: Premises Licence: Family Entertainment Centre	Reinstatement	N	715.00	715.00	0.0%	Per Licence
296	CLC	Licensing	Gambling Act: Premises Licence: Family Entertainment Centre	Provisional Statement	N	1,500.00	1,500.00	0.0%	Per Statement
297	CLC	Licensing	Gambling Act: Premises Licence: Family Entertainment Centre	Application (Provisional Statement Holders)	N	715.00	715.00	0.0%	Per Licence
298	CLC	Licensing	Gambling Act: Premises Licence: Family Entertainment Centre	copy of Licence	N	20.00	20.00	0.0%	Per Copy
299	CLC	Licensing	Gambling Act: Premises Licence: Family Entertainment Centre	Notification of change	N	40.00	40.00	0.0%	Per Notification
300	CLC	Licensing	Gambling Act: Premises Licence: Adult Gaming Centre	New Application	N	2,000.00	2,000.00	0.0%	Per Licence
301	CLC	Licensing	Gambling Act: Premises Licence: Adult Gaming Centre	Annual fee	N	650.00	650.00	0.0%	Per Licence

Appendix 1

Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
302	CLC	Licensing	Gambling Act: Premises Licence: Adult Gaming Centre	Variation	N	750.00	750.00	0.0%	Per Variation
303	CLC	Licensing	Gambling Act: Premises Licence: Adult Gaming Centre	Transfer	N	900.00	900.00	0.0%	Per Transfer
304	CLC	Licensing	Gambling Act: Premises Licence: Adult Gaming Centre	Reinstatement	N	900.00	900.00	0.0%	Per Licence
305	CLC	Licensing	Gambling Act: Premises Licence: Adult Gaming Centre	Provisional Statement	N	1,500.00	1,500.00	0.0%	Per Statement
306	CLC	Licensing	Gambling Act: Premises Licence: Adult Gaming Centre	Application (Provisional Statement Holders)	N	900.00	900.00	0.0%	Per Licence
307	CLC	Licensing	Gambling Act: Premises Licence: Adult Gaming Centre	Copy of Licence	N	20.00	20.00	0.0%	Per Copy
308	CLC	Licensing	Gambling Act: Premises Licence: Adult Gaming Centre	Notification of change	N	40.00	40.00	0.0%	Per Notification
309	CLC	Licensing	Film Classification	Per hour or part thereof	N	30.00	30.00	0.0%	Per hour or part thereof
1.6 Arts and Events									
310	CLC	Arts & Events	Kobi Nazrul Centre rental charges	Space occupied by 11 organisations	N	9.00 - 12.00	9.00 - 12.00	0.0%	Per Square Foot
311	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Main Hall (13m x 8.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	50.00	50.00	0.0%	Per Hour
312	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Side Hall (13m x 7.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	32.00	32.00	0.0%	Per Hour
313	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Main & Side Hall (13m x 16m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	64.00	64.00	0.0%	Per Hour
314	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Studio (18m x 10.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	42.00	42.00	0.0%	Per Hour
315	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Meeting Room (4.5m x 2.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	15.00	15.00	0.0%	Per Hour
316	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Main Hall (13m x 8.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	39.00	39.00	0.0%	Per Hour
317	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Side Hall (13m x 7.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	20.00	20.00	0.0%	Per Hour
318	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Main & Side Hall (13m x 16m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	45.00	45.00	0.0%	Per Hour
319	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Studio (18m x 10.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	30.00	30.00	0.0%	Per Hour
320	CLC	Arts & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Meeting Room (4.5m x 2.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	N	10.00	10.00	0.0%	Per Hour
321	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Main Hall (13m x 8.5m) From 5pm	N	90.00	90.00	0.0%	Per Hour
322	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Side Hall (13m x 7.5m) from 5pm	N	65.00	65.00	0.0%	Per Hour
323	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Main & Side Hall (13m x 16m) from 5pm	N	110.00	110.00	0.0%	Per Hour
324	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Studio (18m x 10.5m) from 5pm	N	88.00	88.00	0.0%	Per Hour
325	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Meeting Room (4.5m x 2.5m) from 5pm	N	21.00	21.00	0.0%	Per Hour
326	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Main Hall (13m x 8.5m) From 5pm	N	68.00	68.00	0.0%	Per Hour
327	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Side Hall (13m x 7.5m) from 5pm	N	52.00	52.00	0.0%	Per Hour
328	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Main & Side Hall (13m x 16m) from 5pm	N	82.00	82.00	0.0%	Per Hour
329	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Studio (18m x 10.5m) from 5pm	N	66.00	66.00	0.0%	Per Hour

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Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
330	CLC	Arts & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Meeting Room (4.5m x 2.5m) from 5pm	N	15.00	15.00	0.0%	Per Hour
331	CLC	Arts & Events	Kobi Nazrul Centre weekday hire charges (private hire)	Main Hall Theatre (12 x 6m)	N	30.00	30.00	0.0%	Per Hour
332	CLC	Arts & Events	Kobi Nazrul Centre weekday hire charges (private hire)	Meeting Room (7.8 x 5m)	N	22.00	22.00	0.0%	Per Hour
333	CLC	Arts & Events	Kobi Nazrul Centre weekday hire charges (private hire)	Committee Room (7 x 6.3 m)	N	15.00	15.00	0.0%	Per Hour
334	CLC	Arts & Events	Kobi Nazrul Centre weekday hire charges (community group hire)	Main Hall Theatre (12 x 6m)	N	25.00	25.00	0.0%	Per Hour
335	CLC	Arts & Events	Kobi Nazrul Centre weekday hire charges (community group hire)	Meeting Room (7.8 x 5m)	N	18.00	18.00	0.0%	Per Hour
336	CLC	Arts & Events	Kobi Nazrul Centre weekday hire charges (community group hire)	Committee Room (7 x 6.3 m)	N	12.00	12.00	0.0%	Per Hour
337	CLC	Arts & Events	Kobi Nazrul Centre weekday hire charges (all groups) per day	Main Hall Theatre (12 x 6m)	N	100.00	100.00	0.0%	Per Day
338	CLC	Arts & Events	Kobi Nazrul Centre weekday hire charges (all groups) per day	Meeting Room (7.8 x 5m)	N	60.00	60.00	0.0%	Per Day
339	CLC	Arts & Events	Kobi Nazrul Centre weekday hire charges (all groups) per day	Committee Room (7 x 6.3 m)	N	50.00	50.00	0.0%	Per Day
340	CLC	Arts & Events	Kobi Nazrul Centre weekend hire charges (private hire)	Main Hall Theatre (12 x 6m) from 5pm	N	47.00	47.00	0.0%	Per Hour
341	CLC	Arts & Events	Kobi Nazrul Centre weekend hire charges (private hire)	Meeting Room (7.8 x 5m) from 5pm	N	32.00	32.00	0.0%	Per Hour
342	CLC	Arts & Events	Kobi Nazrul Centre weekend hire charges (private hire)	Committee Room (7 x 6.3 m) from 5pm	N	25.00	25.00	0.0%	Per Hour
343	CLC	Arts & Events	Kobi Nazrul Centre weekend hire charges (community group hire)	Main Hall Theatre (12 x 6m) from 5pm	N	35.00	35.00	0.0%	Per Hour
344	CLC	Arts & Events	Kobi Nazrul Centre weekend hire charges (community group hire)	Meeting Room (7.8 x 5m) from 5pm	N	28.00	28.00	0.0%	Per Hour
345	CLC	Arts & Events	Kobi Nazrul Centre weekend hire charges (community group hire)	Committee Room (7 x 6.3 m) from 5pm	N	18.00	18.00	0.0%	Per Hour
346	CLC	Arts & Events	Kobi Nazrul Centre weekend hire charges (all groups) per day	Main Hall Theatre (12 x 6m) from 5pm	N	170.00	170.00	0.0%	Per Day
347	CLC	Arts & Events	Kobi Nazrul Centre weekend hire charges (all groups) per day	Meeting Room (7.8 x 5m) from 5pm	N	135.00	135.00	0.0%	Per Day
348	CLC	Arts & Events	Kobi Nazrul Centre weekend hire charges (all groups) per day	Committee Room (7 x 6.3 m) from 5pm	N	90.00	90.00	0.0%	Per Day
1.7 Idea Stores and Idea Store Learning									
349	CLC	Idea Store	Membership Cards	Lost - children	N	0.50	0.50	0.0%	Per Card
350	CLC	Idea Store	Membership Cards	Lost - adult	N	1.00	1.00	0.0%	Per Card
351	CLC	Idea Store	NEW: Overdue items notification by post	Notification by post to all adults (16 and over)	N	1.00	1.00	0.0%	Per Notification
352	CLC	Idea Store	Library reservations - all adults	Books - Premium services for books held outside the LLC	N	5.00	5.00	0.0%	Per Item
353	CLC	Idea Store	Library reservations - all adults	AV - Premium services for AV held outside	N	5.00	5.00	0.0%	Per Item
354	CLC	Idea Store	Room hire: standard	Average Learning Lab	N	27.50	27.50	0.0%	Per Hour
355	CLC	Idea Store	Room hire: specialist	IS Canary Wharf, Dance Studio, Seminar Room, Conference Room, Local History Library and other specialist rooms	N	15.00 - 100.00	15.00 - 100.00	0.0%	Per Hour
356	CLC	Idea Store	Photocopying	Card	N	1.00	1.00	0.0%	Per Card
357	CLC	Idea Store	Photocopying	A4 B&W	N	0.10	0.10	0.0%	Per Sheet
358	CLC	Idea Store	Photocopying	A3 B&W	N	0.20	0.20	0.0%	Per Sheet
359	CLC	Idea Store	Photocopying	A4 Colour	N	1.00	1.00	0.0%	Per Sheet
360	CLC	Idea Store	Photocopying	A3 Colour	N	2.00	2.00	0.0%	Per Sheet
361	CLC	Idea Store	Fax	to UK	N	0.60	0.60	0.0%	Per Page
362	CLC	Idea Store	Fax	receiving faxes	N	0.12	0.12	0.0%	Per Page
363	CLC	Idea Store	Printouts	A4 B&W printouts from internet	N	0.10	0.10	0.0%	Per Sheet
364	CLC	Idea Store	Printouts	A4 Colour printouts from internet	N	0.26	0.26	0.0%	Per Sheet
365	CLC	Idea Store	Printouts	A3 Colour printouts from internet	N	0.52	0.52	0.0%	Per Sheet

Appendix 1

Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
366	CLC	Idea Store (Local History Library & Archives)	Printouts	A3 microfilm printouts	N	0.35	0.35	0.0%	Per Sheet
367	CLC	Idea Store (Local History Library & Archives)	Printouts	A4 microfilm printouts	N	0.45	0.45	0.0%	Per Sheet
368	CLC	Idea Store (Local History Library & Archives)	Digitisation	Images less than 300dpi (whether previously scanned or not)	N	5.00	5.00	0.0%	Per Image
369	CLC	Idea Store (Local History Library & Archives)	Digitisation	Images more than 300dpi (whether previously scanned or not)	N	10.00	10.00	0.0%	Per Image
370	CLC	Idea Store (Local History Library & Archives)	Digitisation	Burning to CD	N	2.00	2.00	0.0%	Per disc
371	CLC	Idea Store (Local History Library & Archives)	Digitisation	Use of personal digital camera	N	5.00	5.00	0.0%	Per Day
372	CLC	Idea Store (Local History Library & Archives)	Image reproduction	Film/TV (UK)	N	100.00	100.00	0.0%	Per Image
373	CLC	Idea Store (Local History Library & Archives)	Image reproduction	Film/TV (World)	N	200.00	200.00	0.0%	Per Image
374	CLC	Idea Store (Local History Library & Archives)	Image reproduction	Websites (including free-to-view web-only films, and free-to-download smartphone apps)	N	25.00	25.00	0.0%	Per Image
375	CLC	Idea Store (Local History Library & Archives)	Image reproduction	Commercial smartphone apps	N	300.00	300.00	0.0%	Per Image
376	CLC	Idea Store (Local History Library & Archives)	Image reproduction	Exhibition / non-commercial public display	N	50.00	50.00	0.0%	Per Image
377	CLC	Idea Store (Local History Library & Archives)	Image reproduction	Merchandise, advertising, art/design products, other commercial use	N	100.00	100.00	0.0%	Per Image
378	CLC	Idea Store (Local History Library & Archives)	Image reproduction	Print media and e-books (UK)	N	50.00	50.00	0.0%	Per Image
379	CLC	Idea Store (Local History Library & Archives)	Image reproduction - LBTH residents and voluntary/community groups	Print media and e-books (UK)	N	15.00	15.00	0.0%	Per Image
380	CLC	Idea Store (Local History Library & Archives)	Image reproduction	Print media and e-books (World)	N	100.00	100.00	0.0%	Per Image
381	CLC	Idea Store (Local History Library & Archives)	Image reproduction - LBTH residents and voluntary/community groups	Print media and e-books (World)	N	30.00	30.00	0.0%	Per Image
382	CLC	Idea Store (including Local History Library & Archives)	Image reproduction concession - not-for-profit organisations, e.g. small presses, academic projects, community heritage projects	50% discount on reproduction fees listed above, except for use of image for Film/TV (World) distribution	N	Various	Various		Per Image

Appendix 1

Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
383	CLC	Idea Store Learning	Skills Funding Agency contract: non-accredited ESOL courses funded through Adult Community Learning grant (fees remitted for those in receipt of benefits)	Typical course fee on a 10 hour programme	N	1.00	1.25	25.0%	Per Hour
384	CLC	Idea Store Learning	Skills Funding Agency contract: non-accredited ESOL courses funded through Adult Community Learning grant (full fee payers)	Typical course fee on a 10 hour programme	N	2.00	2.50	25.0%	Per Hour
385	CLC	Idea Store Learning	Skills Funding Agency contract: accredited ESOL courses funded through Adult Skills grant (full fee payers)	Typical course fee on a 14 hour programme	N	3.50	4.00	14.3%	Per Hour
386	CLC	Idea Store Learning	Skills Funding Agency contract: Courses funded through Adult Community Learning grant (fees remitted for those in receipt of benefits)	Typical course fee per hour on a 20 hour programme	N	0.00 - 2.00	0.00-2.50	25.0%	Per Hour
387	CLC	Idea Store Learning	Skills Funding Agency contract: Courses funded through Adult Community Learning grant (full fee payers)	Typical course fee on a 20 hour programme	N	2.50 - 4.00	2.75-4.50	12.5%	Per Hour
1.8 Sports Pitches									
388	CLC	Sports Pitches	Astroturf hire - full pitch	Borough adults hiring in peak hours	N	43.80	43.80	0.0%	Per Hour
389	CLC	Sports Pitches	Astroturf hire - half pitch	Borough adults hiring in peak hours	N	25.44	25.44	0.0%	Per Hour
390	CLC	Sports Pitches	Astroturf hire - full pitch	Borough adults hiring in non-peak hours	N	30.84	30.84	0.0%	Per Hour
391	CLC	Sports Pitches	Astroturf hire - half pitch	Borough adults hiring in non-peak hours	N	18.78	18.78	0.0%	Per Hour
392	CLC	Sports Pitches	Astroturf hire - full pitch	Non-borough adults hiring in peak hours	N	73.67	73.67	0.0%	Per Hour
393	CLC	Sports Pitches	Astroturf hire - half pitch	Non-borough adults hiring in peak hours	N	38.14	38.14	0.0%	Per Hour
394	CLC	Sports Pitches	Astroturf hire - full pitch	Non-borough adults hiring in non-peak	N	62.37	62.37	0.0%	Per Hour
395	CLC	Sports Pitches	Astroturf hire - half pitch	Non-borough adults hiring in non-peak	N	33.31	33.31	0.0%	Per Hour
396	CLC	Sports Pitches	Astroturf hire - full pitch	Borough primary	N	15.10	15.10	0.0%	Per Hour
397	CLC	Sports Pitches	Astroturf hire - half pitch	Borough primary	N	7.56	7.56	0.0%	Per Hour
398	CLC	Sports Pitches	Astroturf hire - full pitch	Borough secondary schools	N	7.50	7.50	0.0%	Per Hour
399	CLC	Sports Pitches	Astroturf hire - half pitch	Borough secondary schools	N	3.75	3.75	0.0%	Per Hour
400	CLC	Sports Pitches	Astroturf hire - full pitch	Non-borough schools	N	36.12	36.12	0.0%	Per Hour
401	CLC	Sports Pitches	Astroturf hire - half pitch	Non-borough schools	N	18.09	18.09	0.0%	Per Hour
402	CLC	Sports Pitches	Astroturf hire - full pitch	Borough under-16s hiring in peak hours	N	24.24	24.24	0.0%	Per Hour
403	CLC	Sports Pitches	Astroturf hire - half pitch	Borough under-16s hiring in peak hours	N	12.12	12.12	0.0%	Per Hour
404	CLC	Sports Pitches	Astroturf hire - full pitch	Borough under-16s hiring in non-peak	N	20.64	20.64	0.0%	Per Hour
405	CLC	Sports Pitches	Astroturf hire - half pitch	Borough under-16s hiring in non-peak	N	10.32	10.32	0.0%	Per Hour
406	CLC	Sports Pitches	Astroturf hire - full pitch	Non-borough under-16s hiring in peak hours	N	51.67	51.67	0.0%	Per Hour
407	CLC	Sports Pitches	Astroturf hire - half pitch	Non-borough under-16s hiring in peak hours	N	25.81	25.81	0.0%	Per Hour
408	CLC	Sports Pitches	Astroturf hire - full pitch	Non-borough under-16s hiring in non-peak	N	45.42	45.42	0.0%	Per Hour
409	CLC	Sports Pitches	Astroturf hire - half pitch	Non-borough under-16s hiring in non-peak	N	22.67	22.67	0.0%	Per Hour
410	CLC	Sports Pitches	Grass pitch hire	Borough adult team (weekday/weekend)	N	44.16	44.16	0.0%	Per Hour
411	CLC	Sports Pitches	Grass pitch hire	Non-borough adult team (weekday)	N	84.53	84.53	0.0%	Per Hour
412	CLC	Sports Pitches	Grass pitch hire	Non-borough adult team (weekend)	N	81.03	81.03	0.0%	Per Hour

Appendix 1

Discretionary Fees and Charges within Communities, Localities and Culture

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
413	CLC	Sports Pitches	Grass pitch hire	Borough under-16s team	N	24.06	24.06	0.0%	Per Hour
414	CLC	Sports Pitches	Grass pitch hire	Non-borough under-16s team (weekday)	N	44.16	44.16	0.0%	Per Hour
415	CLC	Sports Pitches	Grass pitch hire	Non-borough under-16s team (weekend)	N	42.30	42.30	0.0%	Per Hour
416	CLC	Sports Pitches	Cricket match	Borough adult team	N	41.58	41.58	0.0%	Per Match
417	CLC	Sports Pitches	Cricket match	Non-borough adult	N	96.50	96.50	0.0%	Per Match
418	CLC	Sports Pitches	Cricket match	Borough under-16s	N	24.06	24.06	0.0%	Per Match
419	CLC	Sports Pitches	Cricket match	Non-borough under-16s team	N	53.53	53.53	0.0%	Per Match
420	CLC	Sports Pitches	Tennis court hire	Adults	N	4.81	4.81	0.0%	Per Hour
421	CLC	Sports Pitches	Tennis court hire	Under-16s	N	2.95	2.95	0.0%	Per Hour
422	CLC	Sports Pitches	Softball/rounders match	Adults	N	40.80	40.80	0.0%	Per Hour
423	CLC	Sports Pitches	Softball/rounders match	Under-16s	N	23.96	23.96	0.0%	Per Hour
424	CLC	Sports Pitches	Softball/rounders match	School curriculum	N	11.98	11.98	0.0%	Per Hour
425	CLC	Sports Pitches	Bowls	Adult season ticket	N	35.28	35.28	0.0%	Per Season
426	CLC	Sports Pitches	Bowls	Under-16s season ticket	N	19.76	19.76	0.0%	Per Season
427	CLC	Sports Pitches	Bowls	Senior citizens season ticket	N	14.80	14.80	0.0%	Per Season
428	CLC	Sports Pitches	Bowls	Adults	N	2.41	2.41	0.0%	Per Hour
429	CLC	Sports Pitches	Bowls	Under-16s	N	1.13	1.13	0.0%	Per Hour
430	CLC	Sports Pitches	Bowls	Adult leisure pass holders	N	1.23	1.23	0.0%	Per Hour
431	CLC	Sports Pitches	Athletics track - Victoria Park	Primary schools	N	11.88	11.88	0.0%	Per Hour
432	CLC	Sports Pitches	Athletics track - Victoria Park	Secondary schools	N	15.72	15.72	0.0%	Per Hour
433	CLC	Sports Pitches	Athletics track - Victoria Park	Adults	N	2.00	2.00	0.0%	Per Hour
434	CLC	Sports Pitches	Athletics track - Victoria Park	Under-16s	N	0.92	0.92	0.0%	Per Hour
435	CLC	Sports Pitches	Athletics track - Victoria Park	Season ticket (adults/under-16s)	N	61.13	61.13	0.0%	Per Hour
436	CLC	Sports Pitches	Athletics track	Track marking	N	44.03	44.03	0.0%	Per Hour
437	CLC	Sports Pitches	Athletics track	Events - Sports Day etc.	N	54.68	54.68	0.0%	Per Hour

Appendix 2

Discretionary Fees and Charges within Development & Renewal

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
2.1 Planning									
1	D&R	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy 2010 Business Collection	N	82.00	85.00	3.7%	Per Document
2	D&R	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy 2010 Business Postage	N	87.00	90.00	3.4%	Per Document
3	D&R	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy 2010 Resident Collection	N	52.00	55.00	5.8%	Per Document
4	D&R	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy 2010 Resident Postage	N	56.00	60.00	7.1%	Per Document
5	D&R	Strategic Planning	Documents & Information	Local Plan Documents Managing Development Document 2013 Business Collection	N	110.00	115.00	4.5%	Per Document
6	D&R	Strategic Planning	Documents & Information	Local Plan Documents Managing Development Document 2013 Business Postage	N	117.00	120.00	2.6%	Per Document
7	D&R	Strategic Planning	Documents & Information	Local Plan Documents Managing Development Document 2013 Resident Collection	N	52.00	55.00	5.8%	Per Document
8	D&R	Strategic Planning	Documents & Information	Local Plan Documents Managing Development Document 2013 Resident Postage	N	60.00	65.00	8.3%	Per Document
9	D&R	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy & Managing Development Document 2013 Business Collection	N	191.00	195.00	2.1%	Per Document
10	D&R	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy & Managing Development Document 2013 Business Postage	N	200.00	205.00	2.5%	Per Document
11	D&R	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy & Managing Development Document 2013 Resident Collection	N	103.00	105.00	1.9%	Per Document
12	D&R	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy & Managing Development Document 2013 Resident Postage	N	111.00	115.00	3.6%	Per Document
13	D&R	Master Planning	Planning Briefs/Masterplans Copy	Planning Brief/ Master Plan	N	32.00	35.00	9.4%	Per Document
14	D&R	Planning	Planning Site History Package	Summary of Planning applications, appeals, Conservation area and listed building status.	N	56.00	60.00	7.1%	Per Site (One Address)
15	D&R	Planning	Pre-application	Scale B Minor Scale Development Meeting	N	775.20	785.00	1.3%	First Meeting
16	D&R	Planning	Pre-application	Scale B Minor Scale Development Meeting	N	397.20	405.00	2.0%	Follow-Up/ Subsequent Meetings.
17	D&R	Planning	Pre-application	Scale C Medium Scale Development Meeting	N	662.40	700.00	5.7%	Follow-Up/ Subsequent Meetings.
18	D&R	Planning	Pre-application	Scale C Medium Scale Development Meeting	N	1,386.00	1,405.00	1.4%	First Meeting
19	D&R	Planning	Pre-application	Scale D Major Scale Development Meeting	N	2,772.00	2,805.00	1.2%	First Meeting
20	D&R	Planning	Pre-application	Scale D Major Scale Development Meeting	N	1,386.00	1,405.00	1.4%	Follow-Up/ Subsequent Meetings.

Appendix 2

Discretionary Fees and Charges within Development & Renewal

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
21	D&R	Planning	Pre-application	Scale D Major Scale Development Meeting	N	1,044.00	1,060.00	1.5%	Community Forum Attendance
22	D&R	Planning	Pre-application	Scale E Large Scale Development Meeting	N	4,158.00	4,205.00	1.1%	First Meeting
23	D&R	Planning	Pre-application	Scale E Large Scale Development Meeting	N	2,430.00	2,460.00	1.2%	Follow-Up/ Subsequent Meetings.
24	D&R	Planning	Pre-application	Scale E Large Scale Development Meeting	N	1,044.00	1,060.00	1.5%	Community Forum Attendance
25	D&R	Planning	Pre-application	Scale F Advice on Conditions and material / non material amendments	N	794.40	805.00	1.3%	All Scales
26	D&R	Planning	Pre-application (New)	Scale A Duty Planner Site Visit	N	N/A	180.00	New	Follow-Up Site Visits
27	D&R	Planning	Pre-application (New)	Scale C Medium Scale Informal EIA Scoping Opinion	N	N/A	865.00	New	First Scoping Opinion
28	D&R	Planning	Pre-application (New)	Scale C Medium Scale Informal EIA Screening Opinion	N	N/A	575.00	New	First Screening Opinion
29	D&R	Planning	Pre-application (New)	Scale D Major Scale Informal EIA Scoping Opinion	N	N/A	865.00	New	First Scoping Opinion
30	D&R	Planning	Pre-application (New)	Scale D Major Scale Informal EIA Screening Opinion	N	N/A	575.00	New	First Screening Opinion
31	D&R	Planning	Pre-application (New)	Scale E Large Scale Informal EIA Scoping Opinion	N	N/A	865.00	New	First Scoping Opinion
32	D&R	Planning	Pre-application (New)	Scale E Major Scale Informal EIA Screening Opinion	N	N/A	575.00	New	First Screening Opinion
33	D&R	Planning	Pre-application (New)	Scale F Premium Bespoke service	N	N/A	8,320.00	New	Specialist Consultaion
34	D&R	Planning	Pre-application (New)	Scale F Premium Bespoke service	N	N/A	4,160.00	New	Follow-Up/ Subsequent Meetings.
35	D&R	Planning	Documents & Information	Section 106 and other legal documents	N	28.00	30.00	7.1%	Per Agreement
2.2 Building Control									
36	D&R	Building Control	Demolition Survey and issue of [section 81] Demolition Notice	The standard flat rate charge covers officer time and administrative costs associated with survey, consultation and issue of the notice	N	275.00	280.00	1.8%	Per Application
37	D&R	Building Control	Out of Hours Test Witnessing at developer or owner's request	For test witnessing fire and life safety systems out of working hrs 06:00-09:00 & 17:00-21:00.	N	60.00	65.00	8.3%	£60/Hr Covers Officer 2x Pay
38	D&R	Building Control	Out of Hours Test Witnessing at developer or owner's request	For test witnessing fire and life safety systems out of working hrs 21:00-06:00hrs and weekends	N	120.00	130.00	8.3%	£120/Hr Covers Officer 2x Pay And Cover For Toil
39	D&R	Building Control	Street Naming and Numbering	House or premises addition of a name or name change	N	400.00	405.00	1.3%	
40	D&R	Building Control	Street Naming and Numbering	Naming of Street	N	400.00	405.00	1.3%	
41	D&R	Building Control	Street Naming and Numbering	Renaming a pre-existing street (including realignment and extensions of/to an existing street name area)	N	400.00	405.00	1.3%	

Appendix 2

Discretionary Fees and Charges within Development & Renewal

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
42	D&R	Building Control	Street Naming and Numbering	New Developments Address creation or Regularisation of Addresses for pre-existing but unaddressed	N	165 - 880	180 - 1,000	9.0% - 13.6%	Number of plots + 5 per plot over 100
43	D&R	Building Control	Street Naming and Numbering	3 rd party obtaining of copy of a single street naming and numbering order and/or definitive street naming and addressing plan	N	20.00	25.00	25.0%	
44	D&R	BC/LC/DC	Ordnance Survey Map Extracts	A4 Scale 1:1250	N	33.00	35.00	6.1%	
45	D&R	BC/LC/DC	Ordnance Survey Map Extracts	A4 Scale 1:2500	N	65.00	70.00	7.7%	
46	D&R	BC/LC/DC	Documents & Information	List of Current Applications	N	275.00	280.00	1.8%	Per Annum
47	D&R	BC/LC/DC	Drawings	A0 Sized	N	10.00	15.00	50.0%	Per Sheet
48	D&R	BC/LC/DC	Drawings	A1 - A3 Sized	N	8.00	10.00	25.0%	Per Sheet
49	D&R	BC/LC/DC	File Retrieval	Research for file retrieval	N	36.00	40.00	11.1%	
50	D&R	BC/LC/DC	File Retrieval	Retrieval of 1 archive box from Storage.	N	20.00	25.00	25.0%	
51	D&R	BC/LC/DC	File Retrieval	Express Retrieval of 1-6 archive boxes from Storage.	N	38.00	45.00	18.4%	
52	D&R	BC/LC/DC	File Retrieval	Additional File Boxes £1 per box up to 20 boxes	N	1.00	1.00	0.0%	
53	D&R	BC/LC/DC	Copies	A4 first page	N	1.95	1.95	0.0%	
54	D&R	BC/LC/DC	Copies	A4 each page thereafter	N	0.25	0.25	0.0%	
55	D&R	BC/LC/DC	Copies	A3 first page	N	5.40	5.40	0.0%	
56	D&R	BC/LC/DC	Copies	A3 each page thereafter	N	0.50	0.50	0.0%	
57	D&R	BC/LC/DC	Professional Advice and Services	Post Search/ Conveyance Related	N	153.00	155.00	1.3%	Per Letter
58	D&R	BC/LC/DC	Professional Advice and Services	Follow-up Duty Service Correspondence	N	63.00	65.00	3.2%	Per Letter
59	D&R	BC/LC/DC	Professional Advice and Services	Enquires requiring response by letter, non-binding.	N	45.00	50.00	11.1%	Per Letter
60	D&R	BC/LC/DC	Professional Advice and Services	Confirmation of Tree Preservation Order / Listed Building Status / Conservation Area	N	22.00	25.00	13.6%	Up to 5 sites/addresses
61	D&R	BC/LC/DC	Professional Advice and Services	Other charges for administrative work	N	45.00	50.00	11.1%	Per Hour
62	D&R	BC/LC/DC	Documents & Information	Copy Decision Notice/ Completion Certificate/ Building Regulation Approval Decision/ Rights of Light Notice	N	20.00	25.00	25.0%	Per Document
2.3 Land Charges									
63	D&R	Local Land Charges	Documents & Information	Copy Of Local Land Charges Search	N	25.00	30.00	20.0%	
64	D&R	Local Land Charges	Documents & Information	Copy of LLC 1	N	10.00	15.00	50.0%	
65	D&R	Local Land Charges	Official Search	Register only (Regular search or NLIS)	N	40.00	40.00	0.0%	
66	D&R	Local Land Charges	Official Search	CON29 (Regular search or NLIS)	N	160.00	170.00	6.3%	
67	D&R	Local Land Charges	Official Search	Total Full Search Fee (Regular search or NLIS)	N	200.00	210.00	5.0%	
68	D&R	Local Land Charges	Enhanced Search Fee	Each additional parcel of land on LLC1	N	6.00	10.00	66.7%	
69	D&R	Local Land Charges	Enhanced Search Fee	Each additional parcel of land on CON29	N	40.00	45.00	12.5%	
70	D&R	Local Land Charges	Enhanced Search Fee	Each additional parcel of land on LLC1 + CON29	N	46.00	55.00	19.6%	
71	D&R	Local Land Charges	Enhanced Search Fee	Part 2 enquiries	N	35.00	40.00	14.3%	
72	D&R	Local Land Charges	Enhanced Search Fee	Cancellation Fee	N	55.00	60.00	9.1%	

Appendix 2

Discretionary Fees and Charges within Development & Renewal

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
73	D&R	Local Land Charges	Private Registration Fee	Rights of Light Notice (Full or Temporary)	N	150.00	155.00	3.3%	
74	D&R	Local Land Charges	Private Registration Fee	Rights of Light Notice (Definitive Certificate following registration of temporary certificate)	N	10.00	50.00	400.0%	

Appendix 3

Discretionary Fees and Charges within Adults' Services

Nature and policy of charging					Charge				
#	Dir	Service	Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
3.1 Meals Service for Social Service Clients									
1	ADU	Meals on Wheels	Contribution towards the cost of meal	Meal Contribution	N	2.40	2.40	0.0%	Per Meal
2	ADU	Day Care	Contribution towards the cost of meal	Meal Contribution	N	2.40	2.40	0.0%	Per Meal
3.2 Day Care Services									
3	ADU	Day Care	Contribution towards the cost of refreshments	Refreshments	N	0.50	0.50	0.0%	Per Unit (Half Day)
4	ADU	Day Care	Attendance for other local authority placement for the day, excluding transport	Pritchards Road - Mental Health	N	47.68	47.68	0.0%	Per Day
5	ADU	Day Care	Attendance for other local authority placement for the day, excluding transport	Coburn Centre - Learning Disabilities	N	47.11	47.11	0.0%	Per Day
6	ADU	Day Care	Attendance for other local authority placement for the day, excluding transport	Mayfield House - Elders	N	44.20	44.20	0.0%	Per Day
7	ADU	Day Care	Attendance for other local authority placement for the day, excluding transport	Riverside Day Centre - Elders	N	46.80	46.80	0.0%	Per Day
8	ADU	Day Care	Attendance for other local authority placement for the day, excluding transport	Russia Lane - Elders	N	58.24	58.24	0.0%	Per Day
9	ADU	Day Care	Attendance for other local authority placement for the day, excluding transport	Physical Disability Day Opportunities	N	64.29	64.29	0.0%	Per Day
3.3 Extra Care for Sheltered Housing and Supported Living Clients									
10	ADU	Extra Care Sheltered Housing	Contribution towards extra care sheltered housing	Coopers Court	N	Means Tested	Means Tested	N/A	Per Week
11	ADU	Extra Care Sheltered Housing	Contribution towards extra care sheltered housing	Duncan Court	N	Means Tested	Means Tested	N/A	Per Week
12	ADU	Extra Care Sheltered Housing	Contribution towards extra care sheltered housing	Donnybrook Court	N	Means Tested	Means Tested	N/A	Per Week
13	ADU	Extra Care Sheltered Housing	Contribution towards extra care sheltered housing	Sonali Gardens	N	Means Tested	Means Tested	N/A	Per Week
14	ADU	Extra Care Sheltered Housing	Contribution towards extra care sheltered housing	Sue Starkey	N	Means Tested	Means Tested	N/A	Per Week
15	ADU	Extra Care Sheltered Housing	Contribution towards extra care sheltered housing	Shipton House	N	Means Tested	Means Tested	N/A	Per Week
16	ADU	Supported Living	Housing Support	Receiving Extra Care	N	Means Tested	Means Tested	N/A	Per Week
17	ADU	Supported Living	Housing Support	Non-Extra Care	N	Means Tested	Means Tested	N/A	Per Week

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Appendix 4

Discretionary Fees and Charges within Children's Services

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
4.1 Schools Meals									
1	CHI	School Meals	School Lunch	Primary	N	1.90	1.90	0.0%	Per Meal
2	CHI	School Meals	School Lunch	Secondary	N	2.00	2.00	0.0%	Per Meal
4.2 Arts and Music									
3	CHI	Arts and Music	THAMES Saturday Music Centre	Primary and Secondary Pupils	N	6.00	7.00	16.7%	Per child per week/10 weeks a term/3 times a year
4.3 Holiday Childcare Schemes									
4	CHI	Childcare	Holiday child care	Non working parents	N	4.00	4.00	0.0%	Per Child, Per Day
5	CHI	Childcare	Holiday child care	Working parents - 9am to 5pm	N	10.00	10.00	0.0%	Per Child, Per Day
6	CHI	Childcare	Holiday child care	Working parents - 8am to 6pm	N	14.00	14.00	0.0%	Per Child, Per Day
4.4 Day Nurseries									
7	CHI	Nursery Fees	Day Nursery	NA	N	148.00-180.00	148.00-180.00		Per Week
4.5 Support Services to Academies and Free Schools									
8	CHI	School support services	Services to Academies	NA	N	Cost of service plus 10% administration charge plus VAT. Services outlined in brochure at	Cost of service plus 10% administration charge plus VAT. Services outlined in brochure at		Varies

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Appendix 5

Discretionary Fees and Charges within Law, Probity & Governance

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
5.1 Electoral Services									
1	LPG	Electoral Registration	Register of Electors confirmation letter	For a person	N	15.00	15.00	0.0%	Per Letter
2	LPG	Electoral Registration	Register of Electors confirmation letter	For a company	N	25.00	25.00	0.0%	Per Letter
3	LPG	Electoral Registration	Register of Electors confirmation letter	For a person - going back 5 years	N	35.00	35.00	0.0%	Per Letter
4	LPG	Electoral Registration	Register of Electors confirmation letter	For a company - going back 5 years	N	80.00	80.00	0.0%	Per Letter
5	LPG	Electoral Registration	Register of Electors confirmation letter	For a person - going back 6-10 years	N	55.00	55.00	0.0%	Per Letter
6	LPG	Electoral Registration	Register of Electors confirmation letter	For a person - going back 10-25 years	N	80.00	80.00	0.0%	Per Letter
7	LPG	Electoral Registration	Register of Electors street index	All	N	30.00	30.00	0.0%	Per Copy
8	LPG	Freedom of Information	None	None	None	None	None	None	None
5.2 Registration & Citizenship Service									
9	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Vestry	Monday - Tuesday	N	136.00	136.00	0.0%	1 hr
10	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Vestry	Thursday - Friday	N	156.00	156.00	0.0%	1 hr
11	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Vestry	Saturday AM	N	206.00	206.00	0.0%	1 hr
12	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Vestry	Saturday PM	N	306.00	306.00	0.0%	1 hr
13	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Vestry	Sunday	N	496.00	496.00	0.0%	1 hr
14	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Vestry	Bank Holidays	N	546.00	546.00	0.0%	1 hr
15	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Bow Room	Monday - Tuesday	N	95.00	95.00	0.0%	1 hr
16	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Licenced Venue	Monday - Saturday 10am - 4.30pm	N	496.00	496.00	0.0%	2 hrs
17	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Licenced Venue	Monday - Saturday 5pm - 7.30pm	N	546.00	546.00	0.0%	2 hrs
18	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Licenced Venue	Monday - Saturday 8pm - 10pm	N	796.00	796.00	0.0%	2 hrs
19	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Licenced Venue	Sunday 10am - 4.30pm	N	596.00	596.00	0.0%	2 hrs
20	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Licenced Venue	Sunday 5pm - 7.30pm	N	846.00	846.00	0.0%	2 hrs
21	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Licenced Venue	Sunday 8pm - 10pm	N	946.00	946.00	0.0%	2 hrs
22	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Licenced Venue	Bank Holidays 10am - 10pm	N	996.00	996.00	0.0%	2 hrs
23	LPG	Registration & Citizenship	Marriage & Civil Partnership Ceremony - Licenced Venue	Christmas/New Year's Eve 5pm -10pm	N	1,996.00	1,996.00	0.0%	2 hrs
24	LPG	Registration & Citizenship	Nationality Checking Service	Adult	N	60.00	60.00	0.0%	45 mins
25	LPG	Registration & Citizenship	Nationality Checking Service	Child	N	30.00	30.00	0.0%	45 mins
26	LPG	Registration & Citizenship	Individual Citizenship Ceremony - Vestry Room	Monday - Friday	N	100.00	100.00	0.0%	1 hr
27	LPG	Registration & Citizenship	Individual Citizenship Ceremony - Vestry Room	Saturday AM	N	206.00	206.00	0.0%	1 hr
28	LPG	Registration & Citizenship	Individual Citizenship Ceremony - Vestry Room	Saturday PM	N	306.00	306.00	0.0%	1 hr
29	LPG	Registration & Citizenship	Individual Citizenship Ceremony - Vestry Room	Sunday	N	496.00	496.00	0.0%	1 hr
30	LPG	Registration & Citizenship	Individual Citizenship Ceremony - other licenced venue	Monday - Friday	N	496.00	496.00	0.0%	2 hrs
31	LPG	Registration & Citizenship	Individual Citizenship Ceremony - other licenced venue	Saturday	N	546.00	546.00	0.0%	2 hrs
32	LPG	Registration & Citizenship	Individual Citizenship Ceremony - other licenced venue	Sunday	N	546.00	546.00	0.0%	2 hrs
33	LPG	Registration & Citizenship	Individual Citizenship Ceremony - other licenced venue	Bank Holidays	N	546.00	546.00	0.0%	2 hrs
34	LPG	Registration & Citizenship	Naming - Space 17	Pre-application meeting	N	15.00	15.00	0.0%	1 hr

Appendix 5

Discretionary Fees and Charges within Law, Probity & Governance

#	Dir	Service	Nature and policy of charging			Charge			
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
35	LPG	Registration & Citizenship	Ceremony Booking Fee	Provisional Bookings	N	50.00	50.00	0.0%	30 min
36	LPG	Registration & Citizenship	Approved Premises Licenses	Venue with 1 Room	N	425.00	425.00	0.0%	Per Annum
37	LPG	Registration & Citizenship	Approved Premises Licenses	Venue with 2 - 4 Rooms	N	625.00	625.00	0.0%	Per Annum
38	LPG	Registration & Citizenship	Approved Premises Licenses	Venue with 5+ Rooms	N	945.00	945.00	0.0%	Per Annum

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
1	ADU	Residential Respite	Weekly contribution to residential respite	Under 60s	Y	80.45	80.45	Per Week
2	ADU	Residential Respite	Weekly contribution to residential respite	Over 60s	Y	126.30	126.30	Per Week
3	ADU	Residential/ Nursing Care	Contribution towards residential/nursing care (means tested)	Dementia	Y	Means tested under Charging for Residential and Accommodation Charges	Means tested under Charging for Residential and Accommodation Charges	Per Week
4	ADU	Residential/ Nursing Care	Contribution towards residential/nursing care (means tested)	Residential	Y	Means tested under Charging for Residential and Accommodation Charges	Means tested under Charging for Residential and Accommodation Charges	Per Week
5	ADU	Residential/Nursing Care	Contribution towards residential/nursing care (means tested)	Nursing Care	Y	Means tested under Charging for Residential and Accommodation Charges	Means tested under Charging for Residential and Accommodation Charges	Per Week
6	ADU	Financial Deputyship	Management of clients financial affairs as directed by the Court	Set up of a new client	Y	£100 TBC by OPG	£100 TBC by OPG	
7	ADU	Financial Deputyship	Management of clients financial affairs as directed by the Court	Use of Court of Protection with over £16,000	Y	£585 TBC by Court of Protection	£585 TBC by Court of Protection	
8	ADU	Financial Deputyship	Management of clients financial affairs as directed by the Court	Use of Court of Protection with under £16,000	Y	3% of Savings TBC by COP	3% of Savings TBC by COP	
9	ADU	Financial Deputyship	Management of clients financial affairs as directed by the Court	Use of Court of Protection with property	Y	£270 per Property, TBC by COP	£270 per Property, TBC by COP	
10	ADU	Financial Deputyship	Management of clients financial affairs as directed by the Court	Court of Protection producing annual Reports	Y	£195 TBC by COP	£195 TBC by COP	
11	LPG	Electoral Registration	Electoral Register	Full - data format	Y	£20 fee plus £1.50 per 1,000 electors	£20 fee plus £1.50 per 1,000 electors	Per 1,000 Electors
12	LPG	Electoral Registration	Electoral Register	Full - paper format	Y	£10 fee plus £5.00 per 1,000 electors	£10 fee plus £5.00 per 1,000 electors	Per 1,000 Electors
13	LPG	Electoral Registration	Electoral Register	Edited - data format (now called Open Register)	Y	£20 fee plus £1.50 per 1,000 electors	£20 fee plus £1.50 per 1,000 electors	Per 1,000 Electors
14	LPG	Electoral Registration	Electoral Register	Edited - paper format (now known as Open Register)	Y	£10 fee plus £5.00 per 1,000 electors	£10 fee plus £5.00 per 1,000 electors	Per 1,000 Electors
15	LPG	Electoral Registration	Electoral Register	Overseas electors register - data format	Y	£20 fee plus £1.50 per 100 electors	£20 fee plus £1.50 per 100 electors	Per 1,000 Electors
16	LPG	Electoral Registration	Electoral Register	Overseas electors register - paper copy	Y	£10 fee plus £5.00 per 100 electors	£10 fee plus £5.00 per 100 electors	Per 1,000 Electors
17	LPG	Registration & Citizenship	Searches	Family History	Y	18.00	18.00	Per 6 Verifications
18	LPG	Registration & Citizenship	Searches	Retrieval - in current register AT TIME OF REGISTRATION	Y	4.00	4.00	Per Item
19	LPG	Registration & Citizenship	Searches	retrieval - in current register AFTER REGISTRATION	Y	7.00	7.00	Per Item

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
20	LPG	Registration & Citizenship	Searches	retrieval - in vaults	Y	10.00	10.00	Per Item
21	LPG	Registration & Citizenship	Copy of birth, marriage & death certificate	Priority same day service & phone	Y	15.00 (incl 10.00 statutory fee)	15.00 (incl 10.00 statutory fee)	Per Search
22	LPG	Registration & Citizenship	Copy of birth, marriage & death certificate	Posted next working day / postal applications	Y	11.00 (incl 10.00 statutory fee)	11.00 (incl 10.00 statutory fee)	Per Search
23	LPG	Registration & Citizenship	Copy of birth, marriage & death certificate	Collect next working day	Y	10.00	10.00	Per Search
24	LPG	Registration & Citizenship	Copy of Marriage Certificate	At time of marriage	Y	4.00	4.00	
25	LPG	Registration & Citizenship	Copy of Marriage Certificate	After time of marriage	Y	7.00	7.00	
26	LPG	Registration & Citizenship	Copy of Civil Partnership Certificate	At time of Civil Partnership Registration	Y	4.00	4.00	
27	LPG	Registration & Citizenship	Copy of Civil Partnership Certificate	After Registration	Y	7.00	7.00	
28	LPG	Registration & Citizenship	Wedding Ceremony - Register Office Room	Standard marriage charge	Y	46.00	46.00	0 Hr
29	LPG	Registration & Citizenship	Wedding Ceremony - Register Office	Certificate fee - day of ceremony	Y	4.00	4.00	Per Item
30	LPG	Registration & Citizenship	Wedding Ceremony - Register Office	Certificate fee - after the ceremony	Y	7.00	7.00	Per Item
31	LPG	Registration & Citizenship	Notice Fee		Y	35.00	35.00	Per Person
32	LPG	Registration & Citizenship	Certificate of birth, death or marriage	(a) from a registrar when application is made at the time of registration	Y	4.00	4.00	30 Mins
33	LPG	Registration & Citizenship	Certificate of birth, death or marriage	(b) from a registrar when application is made after the time of registration	Y	4.00 collect next working day 5.00 post next working day 9.00 same day service	4.00 collect next working day 5.00 post next working day 9.00 same day service	30 Mins
34	LPG	Registration & Citizenship	Marriage Act 1949 section 27(6)	Notice of Marriage	Y	35.00	35.00	30 Mins
35	LPG	Registration & Citizenship	Notice of Civil Partnership Statutory Fee	Notice of Civil Partnership	Y	35.00	35.00	30 Mins
36	LPG	Registration & Citizenship	Marriage Act 1949 section 31(5F)	Application to reduce the 15 day period	Y	3.00	3.00	2 Hours
37	LPG	Registration & Citizenship	Marriage Act 1949 section 27(7)	Attendance of superintendent registrar other than at his office for purpose of being given notice of marriage of house-bound or detained person	Y	84.00	84.00	2 Hours
38	LPG	Registration & Citizenship	Marriage Act 1949 section 41(6)	Registration of buildings for Religious worship	Y	29.00	29.00	30 Mins
39	LPG	Registration & Citizenship	Marriage Act 1949 section 41(6)	Registration of buildings for solemnization of marriages	Y	123.00	123.00	30 Mins
40	LPG	Registration & Citizenship	Marriage Act 1949 section 51(2)	Fee of superintendent registrar attending marriage at the place where a house-bound or detained person usually resides	Y	84.00	84.00	2 Hours
41	LPG	Registration & Citizenship	Marriage Act 1949 section 51(1)	Fee of registrar for attending marriage--(a) at register office	Y	46.00	46.00	30 Mins
42	LPG	Registration & Citizenship	Marriage Act 1949 section 51(1)	Registered building, house-bound or detained	Y	94.00	94.00	2 Hours

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
43	LPG	Registration & Citizenship	Births and Deaths Registration Act 1953	General search of indexes kept by superintendent	Y	18.00	18.00	2 Hours
44	CLC	Transport & Highways	Streetworks	Sample Inspections	Y	50.00	50.00	Per Inspection
45	CLC	Transport & Highways	Streetworks	Defect follow up	Y	48.00	48.00	Per Inspection
46	CLC	Transport & Highways	Streetworks	Fixed penalty notices	Y	80.00-120.00	80.00-120.00	Per Notice
47	CLC	Licensing	Licence to store explosives - new	(a) one year's duration	Y	105.00	105.00	Per Licence
48	CLC	Licensing	Licence to store explosives - new	(b) two years' duration	Y	136.00	136.00	Per Licence
49	CLC	Licensing	Licence to store explosives - new	(c) three years' duration	Y	166.00	166.00	Per Licence
50	CLC	Licensing	Licence to store explosives - new	(d) four years' duration	Y	198.00	198.00	Per Licence
51	CLC	Licensing	Licence to store explosives - new	(e) five years' duration	Y	229.00	229.00	Per Licence
52	CLC	Licensing	Licence to store explosives - renewal	(a) one year's duration	Y	52.00	52.00	Per Licence
53	CLC	Licensing	Licence to store explosives - renewal	(b) two years' duration	Y	83.00	83.00	Per Licence
54	CLC	Licensing	Licence to store explosives - renewal	(c) three years' duration	Y	115.00	115.00	Per Licence
55	CLC	Licensing	Licence to store explosives - renewal	(d) four years' duration	Y	146.00	146.00	Per Licence
56	CLC	Licensing	Licence to store explosives - renewal	(e) five years' duration	Y	178.00	178.00	Per Licence
57	CLC	Licensing	Explosives:	Varying licence/registration-varying name of licensee or registered person, or address of site	Y	35.00	35.00	Per Licence
58	CLC	Licensing	Explosives: any other kind of variation	The reasonable cost to the licensing authority of having the work carried out	N	35.00	35.00	Per Licence
59	CLC	Licensing	Explosives: Transfer		Y	35.00	35.00	Per Licence
60	CLC	Licensing	Explosives: Replacement of licence or registration referred to in this Part if lost		Y	35.00	35.00	Per Licence
61	CLC	Licensing	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value -Band A	Y	100.00	100.00	Per Licence/Statement
62	CLC	Licensing	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value -Band B	Y	190.00	190.00	Per Licence/Statement
63	CLC	Licensing	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value -Band C	Y	315.00	315.00	Per Licence/Statement
64	CLC	Licensing	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value -Band D	Y	450.00	450.00	Per Licence/Statement
65	CLC	Licensing	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value -Band E	Y	635.00	635.00	Per Licence/Statement
66	CLC	Licensing	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Band D where premises exclusively for consumption on premises	Y	900.00	900.00	Per Licence/Statement
67	CLC	Licensing	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Band E where premises exclusively for consumption on premises	Y	1,905.00	1,905.00	Per Licence/Statement
68	CLC	Licensing	Licensing Act: New Premises Licence	Capacity: 5,000-9,999	Y	1,000.00	1,000.00	Per Licence
69	CLC	Licensing	Licensing Act: New Premises Licence	Capacity:10,000-14,999	Y	2,000.00	2,000.00	Per Licence
70	CLC	Licensing	Licensing Act: New Premises Licence	Capacity:15,000-19,999	Y	4,000.00	4,000.00	Per Licence
71	CLC	Licensing	Licensing Act: New Premises Licence	Capacity: 20,000-29,999	Y	8,000.00	8,000.00	Per Licence
72	CLC	Licensing	Licensing Act: New Premises Licence	Capacity:30,000-39,999	Y	16,000.00	16,000.00	Per Licence

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
73	CLC	Licensing	Licensing Act: New Premises Licence	Capacity:40,000-49,999	Y	24,000.00	24,000.00	Per Licence
74	CLC	Licensing	Licensing Act: New Premises Licence	Capacity:50,000-59,999	Y	32,000.00	32,000.00	Per Licence
75	CLC	Licensing	Licensing Act: New Premises Licence	Capacity:60,000-69,999	Y	40,000.00	40,000.00	Per Licence
76	CLC	Licensing	Licensing Act: New Premises Licence	Capacity:70,000-79,999	Y	48,000.00	48,000.00	Per Licence
77	CLC	Licensing	Licensing Act: New Premises Licence	Capacity:80,000-89,999	Y	56,000.00	56,000.00	Per Licence
78	CLC	Licensing	Licensing Act: New Premises Licence	Capacity:90,000 and	Y	64,000.00	64,000.00	Per Licence
79	CLC	Licensing	Licensing Act: Premises Licence	Theft or loss, etc. of premises licence or summary	Y	10.50	10.50	Per Licence
80	CLC	Licensing	Licensing Act: Premises Licence	change of name or address	Y	10.50	10.50	Per Licence
81	CLC	Licensing	Licensing Act: Premises Licence	Transfer	Y	23.00	23.00	Per Licence
82	CLC	Licensing	Licensing Act: Provisional Statement	Application for a provisional statement where premises being built, etc.	Y	315.00	315.00	Per Statement
83	CLC	Licensing	Licensing Act: Premises Licence	Application to vary licence to specify individual as premises supervisor	Y	23.00	23.00	Per Licence
84	CLC	Licensing	Licensing Act: Premises Licence	Interim authority notice following death etc. of licence holder	Y	23.00	23.00	Per Licence
85	CLC	Licensing	Licensing Act: Club Premises	Theft, loss etc. of certificate or summary	Y	10.50	10.50	Per Licence
86	CLC	Licensing	Licensing Act: Club Premises	Notification of change of name or alteration of rules of club	Y	10.50	10.50	Per Licence
87	CLC	Licensing	Licensing Act: Club Premises	Change of relevant registered address of club	Y	10.50	10.50	Per Licence
88	CLC	Licensing	Licensing Act: Personal Licence	new application and renewals	Y	37.00	37.00	Per Licence
89	CLC	Licensing	Licensing Act: Personal Licence	Theft or Loss of personal licence	Y	10.50	10.50	Per Licence
90	CLC	Licensing	Licensing Act: Personal Licence	Notification of change of name or address	Y	10.50	10.50	Per Licence
91	CLC	Licensing	Licensing Act: Personal Licence	Right of freeholder etc. to be notified of licensing matters	Y	21.00	21.00	Per Licence
92	CLC	Licensing	Gambling Act: Gaming: New Operator	2 or less machines	Y	50.00	50.00	Per Licence
93	CLC	Licensing	Gambling Act: Gaming: New Operator	3 or more machines	Y	150.00	150.00	Per Licence
94	CLC	Licensing	Gambling Act: Gaming: Existing Operator	3 or more machines	Y	100.00	100.00	Per Licence
95	CLC	Licensing	Gambling Act: Gaming:	3 or more machines - Transfer	Y	25.00	25.00	Per Licence
96	CLC	Licensing	Gambling Act: Gaming:	Annual Fee	Y	50.00	50.00	Per Licence
97	CLC	Licensing	Local Authority Industrial Pollution Prevention and Control (LAPCC) Charges	Charges to help reduce any pollution that factories/businesses may cause and, in particular, to help improve air quality. Businesses which operate these premises must have a	Y	See DEFRA website	See DEFRA website	Various

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
98	CLC	Licensing	Private Water Supplies Fees	The Private Water Supplies Regulations 2009 allows the Council to charge any relevant person (i.e. owner) responsible for a private water supply a fee up to a specified maximum for undertaking their required duties	Y	See LBTH website	See LBTH website	Various
99	CLC	Idea Store Learning	Skills Funding Agency contract: Courses funded through the Adult Skills budget. Fees fixed by SFA.	Typical fee for programmes ranging from 60 hours - 400 hours depending on the qualification = £4.50 per hour	Y	4.50 - 4.75	4.50 - 4.75	Per Hour
100	D&R	Building Control	Dangerous Structures	Survey and administration costs in processing contractors' invoices etc.	LBTH DS Fees & Charges Regs 1995	200.00 - 350.00 survey fee and 5% of contractors' invoiced costs	200.00 - 350.00 survey fee and 5% of contractors' invoiced costs	Job By Job Basis
101	D&R	Building Control	Creation of New Dwellings - standard	Plan Charge - between 1-19 dwellings	Building [Local Authority] Charges Regs 2010	260.00 - 680.00 ex VAT 312.00 - 816.00 inc VAT	260.00 - 680.00 ex VAT 312.00 - 816.00 inc VAT	Dependent On Number Of Dwellings
102	D&R	Building Control	Creation of New Dwellings - standard	Plan Charge - between 1-19 dwellings - REGULARISATION CHARGE	Building [Local Authority] Charges Regs 2010	As above plus 25%	As above plus 25%	Dependent On Number Of Dwellings
103	D&R	Building Control	Creation of New Dwellings - standard	Inspection Charge - between 1-19 dwellings	Building [Local Authority] Charges Regs 2010	350.00 - 2,464.00 ex VAT 420.00 - 2,956.80 inc VAT	350.00 - 2,464.00 ex VAT 420.00 - 2,956.80 inc VAT	Dependent On Number Of Dwellings
104	D&R	Building Control	Creation of New Dwellings - standard	Inspection Charge - between 1-19 dwellings - REGULARISATION CHARGE	Building [Local Authority] Charges Regs 2010	As above plus 25%	As above plus 25%	Dependent On Number Of Dwellings
105	D&R	Building Control	Creation of New Dwellings - standard	Building Notice Charge - between 1-19 dwellings	Building [Local Authority] Charges Regs 2010	610.00 - 3,144.00 ex VAT 732.00 - 3,772.80 inc VAT	610.00 - 3,144.00 ex VAT 732.00 - 3,772.80 inc VAT	Dependent On Number Of Dwellings
106	D&R	Building Control	Creation of New Dwellings - standard	Building Notice Charge - between 1-19 dwellings - REGULARISATION CHARGE	Building [Local Authority] Charges Regs 2010	As above plus 25%	As above plus 25%	Dependent On Number Of Dwellings
107	D&R	Building Control	Extensions to a single domestic building	Plan Charge - Single storey extensions - category 1,2,3	Building [Local Authority] Charges Regs 2010	250.00 ex VAT 300.00 inc VAT	250.00 ex VAT 300.00 inc VAT	Per Plan
108	D&R	Building Control	Extensions to a single domestic building	Inspection Charge - Single storey extensions - category 1,2,3	Building [Local Authority] Charges Regs 2010	325.00 - 504.00 ex VAT 390.00 - 604.80 inc VAT	325.00 - 504.00 ex VAT 390.00 - 604.80 inc VAT	Per Inspection & Depending On Floor Area
109	D&R	Building Control	Extensions to a single domestic building	Building Notice Charge - Single storey extensions - category 1,2,3	Building [Local Authority] Charges Regs 2010	575.00 - 754.00 ex VAT 690.00 - 904.80 inc VAT	575.00 - 754.00 ex VAT 690.00 - 904.80 inc VAT	Per Notice & Depending On Floor Area
110	D&R	Building Control	Extensions to a Two Storey domestic building	Plan Charge - Two storey extensions - category 4, 5	Building [Local Authority] Charges Regs 2010	250.00 ex VAT 300.00 inc VAT	250.00 ex VAT 300.00 inc VAT	Per Plan

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
111	D&R	Building Control	Extensions to a Two Storey domestic building	Inspection Charge - Two storey extensions - category 4,5	Building [Local Authority] Charges Regs 2010	504.00 - 575.00 ex VAT 604.80 - 690.00 INC VAT	504.00 - 575.00 ex VAT 604.80 - 690.00 INC VAT	Per Inspection & Depending On Floor Area
112	D&R	Building Control	Extensions to a Two Storey domestic building	Building Notice Charge - Two storey extensions - category 4,5	Building [Local Authority] Charges Regs 2010	754.00 - 825.00 ex VAT 904.80 - 990.00 inc VAT	754.00 - 825.00 ex VAT 904.80 - 990.00 inc VAT	Per Notice & Depending On Floor Area
113	D&R	Building Control	Loft Conversion	Plan Charge - Loft Conversion - category 6,7	Building [Local Authority] Charges Regs 2010	250.00 ex VAT 300.00 inc VAT	250.00 ex VAT 300.00 inc VAT	Per Plan
114	D&R	Building Control	Loft Conversion	Inspection Charge - Loft Conversion - category 6,7	Building [Local Authority] Charges Regs 2010	325.00 - 575.00 ex VAT - no dormer / dormer 390.00 - 690.00 inc VAT	325.00 - 575.00 ex VAT - no dormer / dormer 390.00 - 690.00 inc VAT	Per Inspection
115	D&R	Building Control	Loft Conversion	Building Notice Charge - Loft Conversion - category 6,7	Building [Local Authority] Charges Regs 2010	575.00 - 825.00 ex VAT - no dormer / dormer 690.00 - 990.00 inc VAT	575.00 - 825.00 ex VAT - no dormer / dormer 690.00 - 990.00 inc VAT	Per Notice
116	D&R	Building Control	Garages & Carports	Plan Charge - Garages & Carports - Category 8	Building [Local Authority] Charges Regs 2010	175.00 ex VAT 210.00 inc VAT	175.00 ex VAT 210.00 inc VAT	Per Plan
117	D&R	Building Control	Garages & Carports	Inspection Charge - Garages & Carports - Category 8	Building [Local Authority] Charges Regs 2010	255.00 ex VAT 306.00 inc VAT	255.00 ex VAT 306.00 inc VAT	Per Inspection
118	D&R	Building Control	Garages & Carports	Buildings Notice Charge - Garages & Carports - Category 8	Building [Local Authority] Charges Regs 2010	430.00 ex VAT 516.00 inc VAT	430.00 ex VAT 516.00 inc VAT	Per Notice
119	D&R	Building Control	Garages & Carports	Plan Charge - Garages & Carports - Category 9	Building [Local Authority] Charges Regs 2010	175.00 ex VAT 210.00 inc VAT	175.00 ex VAT 210.00 inc VAT	Per Plan
120	D&R	Building Control	Garages & Carports	Inspection Charge - Garages & Carports - Category 9	Building [Local Authority] Charges Regs 2010	325.00 ex VAT 390.00 inc VAT	325.00 ex VAT 390.00 inc VAT	Per Inspection
121	D&R	Building Control	Garages & Carports	Buildings Notice Charge - Garages & Carports - Category 9	Building [Local Authority] Charges Regs 2010	500.00 ex VAT 600.00 inc VAT	500.00 ex VAT 600.00 inc VAT	Per Notice
122	D&R	Building Control	Other	Plan Charge - Conversion of a garage to a dwelling to a habitable room(s) -	Building [Local Authority] Charges Regs 2010	215.00 ex VAT 258.00 inc VAT	215.00 ex VAT 258.00 inc VAT	Per Plan
123	D&R	Building Control	Other	Inspection Charge - Conversion of a garage to a dwelling to a habitable room(s) - Category 10	Building [Local Authority] Charges Regs 2010	380.00 ex VAT 456.00 inc VAT	380.00 ex VAT 456.00 inc VAT	Per Inspection
124	D&R	Building Control	Other	Buildings Notice Charge - Conversion of a garage to a dwelling to a habitable room(s) - Category 10	Building [Local Authority] Charges Regs 2010	595.00 ex VAT 714.00 inc VAT	595.00 ex VAT 714.00 inc VAT	Per Notice

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Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
125	D&R	Building Control	Other	Plan Charge - Alterations to extend or create a basement up to 100m2 - Category 11	Building [Local Authority] Charges Regs 2010	250.00 ex VAT 300.00 inc VAT	250.00 ex VAT 300.00 inc VAT	Per Plan
126	D&R	Building Control	Other	Inspection Charge - Alterations to extend or create a basement up to 100m2 - Category 11	Building [Local Authority] Charges Regs 2010	505.00 ex VAT 606.00 inc VAT	505.00 ex VAT 606.00 inc VAT	Per Inspection
127	D&R	Building Control	Other	Buildings Notice Charge Alterations to extend or create a basement up to 100m2 - Category 11	Building [Local Authority] Charges Regs 2010	755.00 ex VAT 906.00 inc VAT	755.00 ex VAT 906.00 inc VAT	Per Notice
128	D&R	Building Control	Extensions	Regularisation Charge	Building [Local Authority] Charges Regs 2010	1.25% x Building Notice Charge	1.25% x Building Notice Charge	Per Application
129	D&R	Building Control	Extensions	Not using a Part P Registered Electrician	Building [Local Authority] Charges Regs 2010	200.00 ex VAT 240.00 inc Vat	200.00 ex VAT 240.00 inc Vat	Per Application
130	D&R	Building Control	Alterations to Single Domestic Building	Underpinning - Plan Charge	Building [Local Authority] Charges Regs 2010	175.00 ex VAT 210.00 inc VAT	175.00 ex VAT 210.00 inc VAT	Per Application
131	D&R	Building Control	Alterations to Single Domestic Building	Underpinning - Inspection Charge	Building [Local Authority] Charges Regs 2010	200.00 ex VAT per 5m 240.00 inc VAT	200.00 ex VAT per 5m 240.00 inc VAT	Per Application
132	D&R	Building Control	Alterations to Single Domestic Building	Underpinning - Building Notice Charge	Building [Local Authority] Charges Regs 2010	375.00 ex VAT 450.00 inc VAT	375.00 ex VAT 450.00 inc VAT	Per Application
133	D&R	Building Control	Alterations to Single Domestic Building	Underpinning - Inspection Charge - each additional 5m or part thereof	Building [Local Authority] Charges Regs 2010	85.00 ex VAT 102.00 inc VAT	85.00 ex VAT 102.00 inc VAT	Per Application
134	D&R	Building Control	Alterations to Single Domestic Building	Internal alterations, installation of fittings (not electrical) and/or structural alterations - Plan Charge	Building [Local Authority] Charges Regs 2010	175.00 - 250.00 ex VAT 210.00 - 300.00 inc VAT	175.00 - 250.00 ex VAT 210.00 - 300.00 inc VAT	Depending on estimated cost of works
135	D&R	Building Control	Alterations to Single Domestic Building	Internal alterations, installation of fittings (not electrical) and/or structural alterations - Inspection Charge	Building [Local Authority] Charges Regs 2010	175.00 - 760.00 ex VAT 210.00 - 912.00 inc VAT	175.00 - 760.00 ex VAT 210.00 - 912.00 inc VAT	Depending on estimated cost of works
136	D&R	Building Control	Alterations to Single Domestic Building	Internal alterations, installation of fittings (not electrical) and/or structural alterations - Building Notice Charge	Building [Local Authority] Charges Regs 2010	175.00 - 1,010.00 ex VAT 210.00 - 1,212.00 inc VAT	175.00 - 1,010.00 ex VAT 210.00 - 1,212.00 inc VAT	Depending on estimated cost of works
137	D&R	Building Control	Alterations to Single Domestic Building	Window replacement (not competent persons scheme) - Plan Charge	Building [Local Authority] Charges Regs 2010	85.00 ex VAT 102.00 inc VAT	85.00 ex VAT 102.00 inc VAT	Up to 20 windows / over 20 windows
138	D&R	Building Control	Alterations to Single Domestic Building	Window replacement (not competent persons scheme) - Inspection Charge	Building [Local Authority] Charges Regs 2010	200.00 / 400.00 ex VAT 240.00 / 480.00 inc VAT	200.00 / 400.00 ex VAT 240.00 / 480.00 inc VAT	Up to 20 windows / over 20 windows
139	D&R	Building Control	Alterations to Single Domestic Building	Window replacement (not competent persons scheme) - Building Notice Charge	Building [Local Authority] Charges Regs 2010	285.00 / 485.00 ex VAT 342.00 / 582.00 inc VAT	285.00 / 485.00 ex VAT 342.00 / 582.00 inc VAT	Up to 20 windows / over 20 windows

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
140	D&R	Building Control	Alterations to Single Domestic Building	Electrical wiring - Plan Charge	Building [Local Authority] Charges Regs 2010	230.00 ex VAT 276.00 inc Vat	230.00 ex VAT 276.00 inc Vat	
141	D&R	Building Control	Alterations to Single Domestic Building	Electrical wiring - Inspection Charge	Building [Local Authority] Charges Regs 2010	230.00 ex VAT 276.00 inc Vat	230.00 ex VAT 276.00 inc Vat	
142	D&R	Building Control	Alterations to Single Domestic Building	Electrical wiring - Building Notice Charge	Building [Local Authority] Charges Regs 2010	230.00 ex VAT 276.00 inc Vat	230.00 ex VAT 276.00 inc Vat	
143	D&R	Building Control	Alterations to Single Domestic Building	Conversion to create new dwellings - Plan Charge	Building [Local Authority] Charges Regs 2010	175.00 - 340.00 ex VAT 210.00 - 408.00 inc VAT	175.00 - 340.00 ex VAT 210.00 - 408.00 inc VAT	Per application - 7 pricing bands - depending on estimated costs
144	D&R	Building Control	Alterations to Single Domestic Building	Conversion to create new dwellings - Inspection Charge	Building [Local Authority] Charges Regs 2010	175.00 - 1,850.00 ex VAT 210.00 - 2,220.00 inc VAT	175.00 - 1,850.00 ex VAT 210.00 - 2,220.00 inc VAT	Per application - 7 pricing bands - depending on estimated costs
145	D&R	Building Control	Alterations to Single Domestic Building	Conversion to create new dwellings - Building Notice Charge	Building [Local Authority] Charges Regs 2010	175.00 - 2,190.00 ex VAT 210.00 - 2,628.00 inc VAT	175.00 - 2,190.00 ex VAT 210.00 - 2,628.00 inc VAT	Per application - 7 pricing bands - depending on estimated costs
146	D&R	Building Control	Alterations to Single Non Domestic Building	Underpinning - Plan Charge	Building [Local Authority] Charges Regs 2010	175.00 ex VAT 210.00 inc VAT	175.00 ex VAT 210.00 inc VAT	Per application.
147	D&R	Building Control	Alterations to Single Non Domestic Building	Underpinning - Inspection Charge	Building [Local Authority] Charges Regs 2010	200.00 ex VAT 240.00 inc VAT	200.00 ex VAT 240.00 inc VAT	Per application. For every 5m length or part thereof
148	D&R	Building Control	Alterations to Single Non Domestic Building	Underpinning - Inspection Charge	Building [Local Authority] Charges Regs 2010	84.00 ex VAT 100.80 inc VAT	84.00 ex VAT 100.80 inc VAT	Per application, for each additional 5m or part thereof
149	D&R	Building Control	Alterations to Single Non Domestic Building	Fit out and alteration - office and retail - Plan Charge	Building [Local Authority] Charges Regs 2010	175.00 - 505.00 ex VAT 210.00 - 606.00 inc VAT	175.00 - 505.00 ex VAT 210.00 - 606.00 inc VAT	Per application. 7 price bands depending on estimated cost
150	D&R	Building Control	Alterations to Single Non Domestic Building	Fit out and alteration - office and retail - Inspection Charge	Building [Local Authority] Charges Regs 2010	200.00 - 900.00 ex VAT 240.00 - 1,080.00 inc VAT	200.00 - 900.00 ex VAT 240.00 - 1,080.00 inc VAT	Per application. 7 price bands depending on estimated cost
151	D&R	Building Control	Alterations to Single Non Domestic Building	Fit out and alteration - other than office or retail use - Plan Charge	Building [Local Authority] Charges Regs 2010	175.00 - 505.00 ex VAT 210.00 - 606.00 inc VAT	175.00 - 505.00 ex VAT 210.00 - 606.00 inc VAT	Per application. 7 price bands depending on estimated cost
152	D&R	Building Control	Alterations to Single Non Domestic Building	Fit out and alteration - other than office or retail use - Inspection Charge	Building [Local Authority] Charges Regs 2010	340.00 - 1,265.00 ex VAT 408.00 - 1,518.00 inc VAT	340.00 - 1,265.00 ex VAT 408.00 - 1,518.00 inc VAT	Per application. 7 price bands depending on estimated cost
153	D&R	Planning	Household applications	Extension to an existing dwellinghouse or works within its garden	Y	172.00	172.00	1 dwellinghouse
154	D&R	Planning	Household applications	Extension to an existing dwellinghouse or works within its garden	Y	339.00	339.00	2 or more dwellinghouses

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Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
155	D&R	Planning	Creation of new dwellings	Outline apps for the erection of new dwelling houses where site does not exceed 2.5 hectares.	Y	385.00	385.00	For each 0.1 hectare of site area where site area does not exceed 2.5 hectares.
156	D&R	Planning	Creation of new dwellings	Outline apps for the erection of new dwelling houses where site does exceed 2.5 hectares.	Y	9,527.00	9,527.00	And an additional £115 for each 0.1 hectare over 2.5 hectares. Subject to a maximum of
157	D&R	Planning	Creation of new dwellings	Full apps for the erection of new dwelling houses	Y	385.00	385.00	For each dwelling house if the development is
158	D&R	Planning	Creation of new dwellings	Full apps for the erection of new dwelling houses	Y	19,049.00	19,049.00	If development exceeds 50, £115 per dwelling extra. Maximum in total of
159	D&R	Planning	Creation of new dwellings	Change of use of an existing dwellinghouse to use as two or more single dwelling houses	Y	385.00	385.00	For each additional dwellinghouse to be created
160	D&R	Planning	Creation of new dwellings	Change of use of a building to use as one or more separate dwelling houses	Y	385.00	385.00	For each dwellinghouse to be created
161	D&R	Planning	Erection of other buildings	Outline applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Y	385.00	385.00	For each 0.1 hectare of site area where the site area does not exceed 2.5 hectares
162	D&R	Planning	Erection of other buildings	Outline applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Y	9,527.00	9,527.00	Where the site area does exceed 2.5 hectares and a additional £115 per 0.1 hectares over 2.5. Maximum total of £125,000
163	D&R	Planning	Erection of other buildings	Full applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Y	195.00	195.00	Where floor space created does not exceed 40 sq metres
164	D&R	Planning	Erection of other buildings	Full applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Y	385.00	385.00	Where floor space to be created falls between 40 sq metres and 75 sq metres

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
165	D&R	Planning	Erection of other buildings	Full applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Y	385.00	385.00	Where floor space falls between 76 sq metres and 3750 sq metres. £385 for each 75 sq metres of that area.
166	D&R	Planning	Erection of other buildings	Full applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Y	19,049.00	19,049.00	Where floorspace exceeds 3750 sq metres and a additional £115 for each 75 sq metres in excess of 3750 sq metres. Subject to a maximum in total of
167	D&R	Planning	Erection of other buildings	Erection, alteration or replacement of plant or machinery.	Y	385.00	385.00	Where site does not exceed 5 hectares. £385 for each 0.1 hectares of site area.
168	D&R	Planning	Erection of other buildings	Erection, alteration or replacement of plant or machinery.	Y	19,049.00	19,049.00	Where site does exceed 5 hectares and an additional £115 for each 0.1 hectares in excess of 5. Maximum total of £250,000
169	D&R	Planning	Other operations	The construction of car parks, service roads and other means of access on land used for the purpose of a single undertaking	Y	195.00	195.00	
170	D&R	Planning	Other operations	The carrying out of any operations not coming within any of the above categories.	Y	195.00	195.00	For each 0.1 hectare of site area, to a maximum of £1,690
171	D&R	Planning	Other operations	Satellite Dish	Y	172.00 / 195.00	172.00 / 195.00	Dwellinghouse / All other applications
172	D&R	Planning	Uses of land	Making a material change in the use of a building or land	Y	385.00	385.00	
173	D&R	Planning	Applications for the approval of reserved matters on an outline planning permission	Applications for the approval of reserved matters on an outline planning permission	Y	385.00	385.00	
174	D&R	Planning	Applications to discharge, remove or change conditions on planning permissions	Applications for approval of details required by conditions on a planning	Y	97.00 / 28.00	97.00 / 28.00	Non household development / Household development
175	D&R	Planning	Applications to discharge, remove or change conditions on planning permissions	Removal of variation of a condition of a previous permission	Y	195.00	195.00	

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
176	D&R	Planning	Applications to discharge, remove or change conditions on planning permissions	Continuance of a use of land or the retention buildings or works on land without compliance with a condition subject to which a previous planning permission has been granted.	Y	195.00	195.00	
177	D&R	Planning	Applications for non-material amendments following the grant of planning permission	Householders All other applications.	Y	28 / 195	28 / 195	Householders / All other applications
178	D&R	Planning	Applications for extension of time limit for implementation.	Householders Major Developments All other applications.	Y	57.00 / 575.00 / 195.00	57.00 / 575.00 / 195.00	Householders / Major development / All other applications
179	D&R	Planning	Applications for lawful development certificates	Application for existing use of building or land or whether any operations carried out in, over or under land are lawful	Y	Same as the fee for a planning app for same development	Same as the fee for a planning app for same development	
180	D&R	Planning	Applications for lawful development certificates	Application to ascertain whether failure to comply with any condition or limitation is	Y	195.00	195.00	
181	D&R	Planning	Applications for lawful development certificates	Application to check whether any proposed use of buildings or land, or any operation to be carried out in, over or under land are lawful	Y	Half the amount of the fee for a planning application for the same proposal	Half the amount of the fee for a planning application for the same proposal	
182	D&R	Planning	Applications for consent to display an advertisement	Advertisements displayed on business premises (including forecourts) or directing members of the public to the premises	Y	110.00	110.00	
183	D&R	Planning	Applications for consent to display an advertisement	All other advertisements	Y	385.00	385.00	
184	D&R	Planning	Applications for prior approval under the General Permitted Development Order.	Determination of whether prior approval is necessary for agriculture/forestry building & operations or demolition of buildings	Y	80.00	80.00	
185	D&R	Planning	Applications for prior approval under the General Permitted Development Order.	Determinations of whether prior approval is necessary for telecommunication code system operators	Y	385.00	385.00	
186	D&R	Planning	Concessions and exemptions	Revised or fresh application of the same character or description by the same applicant within 12 months.	Y	No fee	No fee	
187	D&R	Planning	Concessions and exemptions	Works to improve access for the disabled to public buildings or to improve access, safety, health or comfort for a disabled person home.	Y	No fee	No fee	

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Nature and policy of charging			Charge		
			Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
188	D&R	Planning	Concessions and exemptions	Applications required because of the removal of permitted development rights by a condition or by an Article 4 Direction, or by withdrawal of deemed advertisement consent.	Y	No fee	No fee	
189	D&R	Planning	Concessions and exemptions	Alternative applications for one site made by the same applicant on the same day	Y	Highest of fees applicable for each alternative and a sum equal to half the rest	Highest of fees applicable for each alternative and a sum equal to half the rest	
190	D&R	Planning	Concessions and exemptions	Development crossing planning authority boundaries requiring more than one application.	Y	Only one fee paid to the authority having the larger site.	Only one fee paid to the authority having the larger site.	
191	D&R	Building Control	Section 30 - Temporary Structures Charge	Application for erection of a special buildings or structures intended to be kept permanently or temporarily.	N	TBC Please contact for a quote	TBC Please contact for a quote	
192	D&R	Building Control	Section 30 - Temporary Structures Charge	Grandstand	N	300.00-600.00	300.00-600.00	No of seats 10 to 1000 No of seats over 1000 to be agreed based on details of structure & complexity
193	D&R	Building Control	Section 30 - Temporary Structures Charge	Stage	N	300.00	300.00	Less than 60m ² Over 60m ² to be agreed based on details of structure & complexity
194	D&R	Building Control	Section 30 - Temporary Structures Charge	Framed Tower for loud speakers, lighting, video screens etc	N	180.00	180.00	+50% for each additional tower of a similar type
195	D&R	Building Control	Section 30 - Temporary Structures Charge	Other structure pf a complex nature	N	To be agreed based on details of structure & complexity	To be agreed based on details of structure & complexity	
196	D&R	Building Control	Section 30 - Temporary Structures Charge	Renewals of previous consents (regardless of the regulatory of the re-inspection) - Building or Structure	N	85.00 - 125.00	85.00 - 125.00	
197	D&R	Building Control	Section 30 - Temporary Structures Charge	Renewals of previous consents (regardless of the regulatory of the re-inspection) - Chimney Shaft, Smoke Duct, Tower or similar sized structure (whether vertical, horizontal or	N	85.00 / 10.00	85.00 / 10.00	For first 6 metres/ for every additional 6 metres

Appendix 6

Statutory Fees and Charges (All Directorates)

#	Dir	Nature and policy of charging				Charge		
		Service	Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	Unit of charge
198	D&R	Building Control	Section 30 - Temporary Structures Charge	Renewals of previous consents (regardless of the regulatory of the re-inspection) - Advertisement Hoarding or other sign supporting structure	N	85.00	85.00	Per independent panel

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Appendix 7

Discretionary Fees and Charges approved by the Licensing Committee on 6th October 2015

#	Dir	Nature and policy of charging				Charge			
		Service	Description of fee and charge	Breakdown Fees/Charges	Charges set nationally / by statute (Y/N)	Current charge 15/16 (£)	Proposed charge 16/17 (£)	% Change	Unit of charge
1	CLC	Massage and Special Treatments	Including Acupuncture, tattooist, etc		N	319.00	322.00	0.9%	Per Licence
2	CLC	Massage and Special Treatments	Intense Pulse Laser Treatment Licence		N	513.00	518.00	1.0%	Per Application
3	CLC	Animal Welfare and safety	Performing Animals registration		N	360.00	364.00	1.1%	Per Licence
4	CLC	Animal Welfare and safety	Animal Boarding Establishments		N	N/A	363.00	New	Per Licence
5	CLC	Animal Welfare and safety	Variation of Performing Animals registration		N	269.00	272.00	1.1%	Per Variation

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EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented	Parking Fees and Charges proposals 2016/17
Directorate / Service	Communities, Localities & Culture / Parking, Mobility & Transport Services. Public Realm
Lead Officer	Mirsad Bakalovic
Signed Off By (inc date)	Mirsad Bakalovic (08/10/15)
Summary – to be completed at the end of completing the QA (using Appendix A)	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: green; margin-right: 10px;"></div> <div> <p>Proceed with implementation</p> <p>As a result of performing the QA checklist, the fees and charges do not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> </div> </div>

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Stage	Checklist Area / Question	Yes / No / Unsure	Comment
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	<p><u>Abandoned vehicle disposal</u></p> <p>The proposal is to introduce a charge of £50 to customers who request us to dispose of vehicles; customers are most likely to be agencies that require a vehicle to be removed and disposed from private land. The service currently does not charge for the service and the proposed charge is to contribute towards the administrative costs of providing the</p>

			<p>service.</p> <p><u>Charge for refunding returned permits</u> The proposal to introduce a charge of £25 for refunding returned permits will affect any customers who request this service. The service does not currently charge for refunds and the proposal will cover the administrative cost of providing the refund.</p> <p>The increases in existing fees and charges proposed are in line with inflationary pressures. It is assumed that increasing charges in line with RPI will keep parking demand at its current level and/or continue to cover the cost of providing a service. These increases are not expected to have any adverse effects on people who share protected characteristics.</p>
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	<p><u>Abandoned vehicle disposal</u> Customers such as housing associations who request the disposal of an abandoned vehicle from private estate land will be required to pay a nominal charge.</p> <p><u>Charge for refunding returned permits</u> Customers (residents, businesses, market traders, doctors) who return their permit and request a refund will be charged for the service.</p>
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	<p>Officers annually review parking charges/admin charges adopted by other London boroughs and will continue to monitor these.</p> <p>Currently very few members of the public request the disposal of an abandoned vehicle from private land. It is likely to be agencies that require the removal and subsequent</p>

			disposal of a vehicle to free up parking space and to maintain the quality of the environment.
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	The service monitor the service take-up.
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	Parking Policy, operational and finance officers have discussed the proposals
d	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	No	For the inflationary charge proposals we have not consulted stakeholders. The abandoned vehicle charge proposal is required to contribute towards our service delivery costs; if the proposal is approved officers will engage with the agencies that are likely to use the service. The permit refund proposal is required to cover the administrative costs of providing the service.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	<u>Abandoned vehicle disposal</u> It is likely to be agencies that require the removal and subsequent disposal of a vehicle to free up parking space and to maintain the quality of the environment. Currently very few members of the public request the disposal of an abandoned vehicle from private land. <u>Charge for refunding returned permits</u> Customers from all background may need to return permits.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	<u>Abandoned vehicle disposal</u> It is likely to be agencies that require the removal and subsequent disposal of a vehicle to free up parking space and to maintain the quality of the environment.

			<u>Charge for refunding returned permits</u> Customers from all background may need to return permits. This will affect to everyone who would like to return permits regardless of their background.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	An action plan will be produced to initiate and communicate the charges if approved.
b	Have alternative options been explored	Yes	Charges could remain at current levels; However it is recommended they are increased in line with inflation to contribute to the costs of providing the service.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The Parking, Mobility and Transport Services Management Team will review and monitor the implementation of the proposals
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	The Parking, Mobility and Transport Services Management Team will review and monitor the implementation of the proposals
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Commercial Waste Fees and Charges 2016/17
Directorate / Service	Communities, Localities & Culture / Clean, Green and Highways
Lead Officer	Liz Nelson
Signed Off By (inc date)	Liz Nelson (09/10/15)
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: #00b050; margin-right: 10px;"></div> <div> <p>Proceed with implementation</p> <p>As a result of performing the QA checklist, the fee changes does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> </div> </div>

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Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	As attached, various Commercial Fees and Charges to be changed. This increase is based on the Contract - the annual uplift for the collection of waste for the year 2016/17 is

			<p>anticipated to be 2.4% and this needs to be applied to ensure the recovery of collection costs. Alongside this charge for the disposal costs are due to increase by 2%. This also needs to be applied to ensure all costs related to the collection and disposal of commercial waste is recouped. The general increase is therefore 4.4%.</p> <p>There are some collection only costs which are only increased in line with collection contract increases at 2.4%</p>
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	<p>The Trade Waste Portfolio currently has 3,395 customers, these customers or potential new business customers have the opportunity to choose other service providers.</p> <p>D&R, which have corporate lead responsibility for Business related data capture, are currently reviewing the technical implications in developing an equalities strand of their business data base.</p>
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	The service maintains a Trade Waste Portfolio
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	See above
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	The service monitor and update the Trade Waste Portfolio on a regular basis.
d	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	Following the agreement, the Service will send notification to existing customers outlining the change and allow them to have the opportunity to choose.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	<p>The Trade Waste Portfolio currently has 3,395 customers, these customers or potential new business customers have the opportunity to choose other service providers.</p> <p>D&R, which have corporate lead responsibility for Business</p>

			related data capture, are currently reviewing the technical implications in developing an equalities strand of their business data base.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	Every business has the opportunity to choose provider.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	Following the agreement, the Service will send notification to existing customers outlining the change and allow them to have the opportunity to choose.
b	Have alternative options been explored	N/A	
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	We are currently monitoring the Trade Waste Portfolio.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	See above.
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Contaminated land searches – Fees and Charges report for 2016/17
Directorate / Service	Communities, Localities & Culture / Consumer and Business Regulations
Lead Officer	David Tolley
Signed Off By (inc date)	David Tolley (09/10/15)
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: #00b050; margin-right: 10px;"></div> <div> <p>Proceed with implementation</p> <p>As a result of performing the QA checklist, the charge does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> </div> </div>

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Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	The service offer the contaminated land search to the public, who are buying property in the borough, as part of their environmental reporting for purchasing property. The service

			<p>users include residents, environmental consultants (as part of environmental due diligence audits), solicitors and anyone purchasing property within the borough.</p> <p>In 2015/16, the fee is £173. For 2016/17, it is proposed that the fee will be £173 plus inflation. If a service user requires information the service hold on the Council's Civica APP, additional £36 will be charged. Therefore, the cost for a service user of the Contaminated land search who requires the information on Civica APP will be £209 for 2016/17.</p>
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	<p>The service users are residents, solicitors and anyone purchasing property within the Borough. Below are the last three years' service take-up:</p> <p>2013/14: 48 2014/15: 83 2015/16 (up to 23 Sep): 26.</p> <p>All property buyers in the Borough will be charged equally. The number of service take-up depends on the market and activities in the market.</p>
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	As above, the service monitor and review records of the service provision.
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	See above.
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	The service monitor and review records of the service provision.
d	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	N/A	Following the agreement, the new fee structure will be implemented.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact	Yes	All property buyers in the Borough will be charged equally. The number of service take-up depends on the market and

	amongst the nine protected characteristics?		activities in the market.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	See above.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	Following the agreement, the new fee structure will widely communicated, including the Council website.
b	Have alternative options been explored	Yes	No charge for the information provision was considered.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The service will continue monitoring the service provision.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	See above.
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Idea Store and Idea Store Learning fees and charges 2016/17
Directorate / Service	Communities, Localities & Culture / Idea Store
Lead Officer	Judith St. John
Signed Off By (inc date)	Shazia Hussain (11/11/15)
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="width: 20px; height: 20px; background-color: green; margin-right: 10px;"></div> <p>Proceed with implementation</p> </div> <p>As a result of performing the QA checklist, the policy does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

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Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	There are no increases in the library fees and charges. There are small increases in the Idea Store Learning fees and charges, which include fee remittance for low income groups.


			<p>Idea Store Learning is funded through a £2.5million contract with the Skills Funding Agency (SFA) to deliver both accredited and non-accredited adult and community learning. The SFA contract requires the Local Authority to introduce charges for English for Speakers of Other Languages (ESOL) courses, in line with charges for other types of courses. The SFA funding principle is that a financial contribution to provision of community learning is made by the provider and that the provider must:</p> <ul style="list-style-type: none"> • maximise access to community learning for adults, whatever people's circumstances • collect fee and income from people who can afford to pay and use where possible to extend provision to those who cannot. <p>The fees represent a balance between the requirement to charge those who can afford to pay a realistic fee whilst adhering to SFA funding requirements.</p>
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	<p>Learners who can afford to pay will be required to pay full fees which have been benchmarked against similar courses delivered by other learning providers in London.</p> <p>Fee remittance for low income groups is included in the proposals as follows:</p> <ul style="list-style-type: none"> • For those in employment: earning less than the gross London Living wage (£16,653 pa). • For those in receipt of Job Seeker's Allowance (JSA) or Universal Credit: in receipt of JSA or Universal Credit. • For those of pensionable age: in receipt of Pension Credit (guaranteed only). • For Adult and Community Learning (non-

			<p>qualification) courses, the above fee waivers will only apply to LBTH residents only. Therefore, no or little impact on the socio-economic group is expected.</p> <p>The proposed fees are:</p> <ul style="list-style-type: none">• £1.25 per hour for non-accredited ESOL courses for those in receipt of Universal Credit• £2.50 per hour for non-accredited ESOL courses for full fee payers• £4.00 per hour for accredited ESOL courses for full fee payers. These accredited ESOL courses are free for those in receipt of specified benefits• £0.00 - £2.50 per hour for non-accredited courses (except ESOL courses) for those in receipt of specified benefits• £2.75 - £4.50 per hour for non-accredited courses (except ESOL courses) for full fee payers <p>There is detailed equalities data on existing learners in relation to age, gender, ethnicity, level of income, postcode, faith, sexual orientation and disability. This profile data is used throughout the year to track the types of learners who are accessing Idea Store Learning courses and the level of fees which they pay or don't pay (see Section 2 below). For example, 85% of the current Idea Store learners come from disadvantaged postcodes and approximately 90% of ESOL and Basic skills learners come from those postcodes.</p> <p>Whilst it is not possible to state that future learners will have exactly the same characteristics as the current cohort, the assessment of the data around the protected characteristics listed above, suggests that most of the future learners within these groups are likely to experience little or no impact from the proposal.</p>
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2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	Data on learners participating in Idea Store Learning courses is regularly analysed. It is also reviewed through the annual Self Assessment Report.
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	Fees and charges are set using benchmark information from other comparable providers
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	Data on learners participating in Idea Store Learning courses is regularly analysed. It is also reviewed through the annual Self Assessment Report.
d	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	The consultation on this proposal has been ongoing. Also, data on learners participating in Idea Store Learning courses is regularly analysed. It is also reviewed through the annual Self Assessment Report.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	See the section 1-b above. Data on learners participating in Idea Store Learning courses is regularly analysed. It is also reviewed through the annual Self Assessment Report.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	Data on learners participating in Idea Store Learning courses is regularly analysed. The data show that the learners reflect the range of residents of the Borough.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	Curriculum planning meetings are held throughout the year at which the data on learners participating in Idea Store Learning courses is regularly reviewed.
b	Have alternative options been explored	Yes	Do nothing option is considered. However, a 'Do nothing' option will result in loss of funding. The proposals reflect the criteria set by the Skills Funding Agency criteria.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The income will be monitored regularly. The service take-up will also be regularly monitored and analysed through data on learners participating in Idea Store Learning. It is also reviewed through the annual Self Assessment Report.

b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	Equalities data on the service users will continue to be monitored through data on learners participating in Idea Store Learning courses. It is also reviewed through the annual Self Assessment Report.
6 Reporting Outcomes and Action Plan			
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	It is also contained in the Self Assessment Report.


EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Inflationary increases & Other increases in line with principles of cost recovery
Directorate / Service	Development & Renewal / Planning & Building Control, Land charges
Lead Officer	David Williams / Owen Whalley
Signed Off By (inc date)	Owen Whalley (09/10/15)
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="text-align: center;">  Proceed with implementation </div> <p>Based on the findings of the QA checklist it is clear that the proposal the policy, project or function does not appear to have any adverse effects on people who share Protected Characteristics and no further actions are recommended at this stage.</p> <p>The tariff is applied as a result of inflation and to cover recovery costs. As the service is a universal service open to all residents who choose to make an application regardless of equality characteristic. The increase will only apply to those choosing to make a development application/land searches in the Borough. Looking at those whom the policy will impact upon, it is unlikely there is any variation across boroughs/ nationally with any sharing of protected characteristics are likely to be a result of the wider industry.</p>

Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	Developers submitting planning applications, those undertaking land searches. The development process is a universal service open to anyone wishing to make a development application within the borough. The charge has been evidence based and will only apply to those who wish to make an application.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	Yes, only those submitting development applications/land searches will be affected by the increase covering inflation and cost recovery charges, the charge of which is minimal. There may be some shared characteristics of those impacted upon largely as a result of shared characteristics of those who work within the wider development industry (largely in relation to gender, ethnicity and age)
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	Limited data exists however, informal knowledge of those making applications would suggest this would be replicated across London / Nationally as a product of the development industry
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	
d	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	Inflationary increases are a standard annual procedure with the industry. Those impacted upon by the change in policy will be notified.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact	Yes	Due to the universal nature of the policy, and the voluntary nature of making an application, there is no major adverse

	amongst the nine protected characteristics?		impact of the policy upon any of the 9 protected characteristics.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	Yes, although as the tariff is applied to cover costs and are applied to all making a development application, if there was to be an unequal impact it is because developers within the borough are over represented amongst particular characteristics. In this circumstance, little can be done to modify the audience who are making application so as to have a more equal impact.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	No	The price increase is in line with inflation and cost recovery principle the service applies.
b	Have alternative options been explored	No	
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	Levels of applications received will be monitored to review the impact of the policy.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	


EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

<p>Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)</p>	<p>Introduction of new Pre-application fees:</p> <ul style="list-style-type: none"> • Duty Planner Site Visits • Informal EIA screening/ scoping opinion • Bespoke Pre-application service for large strategic sites
<p>Directorate / Service</p>	<p>Development & Renewal / Planning – Development Control</p>
<p>Lead Officer</p>	<p>Paul Buckenham / David Williams / Owen Whalley</p>
<p>Signed Off By (inc date)</p>	<p>Owen Whalley (09/10/15)</p>
<p>Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)</p>	<div style="text-align: center;">  <p>Proceed with implementation</p> </div> <p>As a result of performing the QA checklist, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> <p>The tariff is applied to recover costs associated with activities undertaken to deliver the Council's pre application process. As the service is a universal service open to all residents who choose to make an application regardless of equality characteristic, the increase will only apply to those choosing to make a Development Pre application.</p> <p>Looking at those whom the policy will impact upon, it is unlikely there is any variation across boroughs/ nationally with any impact upon those sharing of protected characteristics (Age, Gender, Ethnicity) likely to be a result of the wider development industry.</p>

Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	Developers seeking pre application advice. The pre app service is a universal service open to anyone wishing to make a development application and seeks pre app advice. . The charge has been evidence based and will only apply to those who wish to make an application
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	Yes, only those using the pre app service will be affected by the increase which is evidenced based and calculated to cover itemised service costs. There may be some shared characteristics of those impacted upon largely as a result of shared characteristics of those who work within the wider development industry (largely in relation to gender, ethnicity and age)
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	Limited data exists however, informal knowledge of those making applications would suggest this would be replicated across London / Nationally as a product of the development industry
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	
d	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	Those impacted upon by the change in policy will be notified.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	Due to the universal nature of the policy, and the voluntary nature of making an application, there is no major adverse impact of the policy upon any of the 9 protected characteristics.

b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	Yes, although as the tariff is applied to cover costs and are applied to those seeking DC Pre application advice. If there was to be an unequally impact it is because developers within the borough are over represented amongst particular characteristics. In this circumstance, little can be done to modify the audience who are making application so as to have a more equal impact.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	No	The price increase is in line with an evidence base concerning service activities.
b	Have alternative options been explored	No	
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	Levels of applications received will be monitored to review the impact of the policy.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	


EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Increasing element of Street Naming and Numbering Fees
Directorate / Service	Development & Renewal / Planning & Building Control
Lead Officer	Martin Fahey
Signed Off By (inc date)	Martin Fahey (08/10/15)
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="display: flex; align-items: center; margin-bottom: 10px;">  <p>Proceed with implementation</p> </div> <p>Based on the findings of the QA checklist it is clear that the proposal function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> <p>The tariff is applied to recover costs associated with activities undertaken to deliver the Council's SNN Function. Any impact of proposals upon protected characteristics is derived through industry factors as the service is only open to those seeking to develop in the borough and require the creation of addresses. The increase will only apply to those choosing to make a Street Naming and Numbering application. Looking at those whom the policy will impact upon, it is unlikely there is any variation across boroughs/ nationally with any sharing of protected characteristics are likely to be a result of the wider industry.</p>

Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	Developers submitting a street naming and numbering application. The development process is a universal service open to anyone wishing to make a development application within the borough. The charge has been evidence based and will only apply to those who wish to make an application.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	Yes, only those submitting street naming and numbering application will be affected by the increase covering inflation and cost recovery charges, the charge of which is minimal. There may be some shared characteristics of those impacted upon largely as a result of shared characteristics of those who work within the wider development industry (largely in relation to gender, ethnicity and age)
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	Limited data exists however, informal knowledge of those making applications would suggest this would be replicated across London / Nationally as a product of the development industry
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	
d	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	No	Those impacted upon by the change in policy will be notified.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	No	Due to the universal nature of the policy, and the voluntary nature of making an application, there is no major adverse impact of the policy upon any of the 9 protected characteristics.

b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	No	Yes, although as the tariff is applied to cover costs and are applied to all making an SNN application, if there was to be an unequally impact it is because developers within the borough are over represented amongst particular characteristics. In this circumstance, little can be done to modify the audience who are making application so as to have a more equal impact.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	No	The price increase is in line with an evidence base concerning service activities.
b	Have alternative options been explored	No	
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	Levels of applications received will be monitored to review the impact of the policy.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST


Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Fees and Charges for the Saturday Music Centre (THAMES)
Directorate / Service	Children's Services / Arts and Music
Lead Officer	Karen Brock – Head of Tower Hamlets Arts and Music Education Service (THAMES)
Signed Off By (inc date)	Karen Brock (12/10/15)
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="text-align: center;">  Proceed with implementation </div> <p>The Saturday Music Centre has had its fees for the Saturday Centre frozen for the past five years. In that time THAMES (which is only funded by the DfE and who receive no money from the Council) has had their budget cut by one third. In addition the fees are the lowest in London and as many of the families who attend are able to afford to pay the fees we need now to raise them for the first time in many years. There is a comprehensive remissions policy and any pupils whose parents are unable to pay receive free tuition. About a third of the pupils who attend do not pay. The modest rise in a weekly fee is now essential for the Service.</p> <p>There are 153 pupils who attend the Centre and 18 pupils who are in receipt of full remission. No child is excluded from the Centre on the basis of cost. The Centre is open to all pupils in Tower Hamlets. The pupils who are taught through THAMES do not have to pay hire fees for instruments and therefore the current costs for the Centre are incredibly low.</p>

Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	The fees are not payable by any pupils whose parents are in receipt of income support, free school meals etc.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	THAMES has the lowest fees in London (the highest fees in London can be as much as £15-20 a week). As the Council does not provide any additional monies these fees need to increase to provide much needed income.
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	
d	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	We have consulted with the Parents Association in previous years.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	

b	Have alternative options been explored	Yes	
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	Each term the THAMES management team looks at impact on pupils' attendance or otherwise.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	N/A	

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Agenda Item 5.5

Cabinet 5 January 2016	 TOWER HAMLETS
Report of: Aman Dalvi – Corporate Director Development & Renewal	Classification: Unrestricted
Housing Revenue Account Rent Setting report 2016/17	

Lead Member	Councillor Rachel Blake, Cabinet Member for Strategic Development
Originating Officers	Chris Holme, Service Head Resources, Development & Renewal Paul Leeson, Finance Manager, Development & Renewal Katherine Ball, Senior Accountant, Development & Renewal
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

Executive Summary

The Government's Summer budget that was presented to Parliament on 8 July 2015 included several policies that have significant implications for social housing. These included the announcement that rents on social housing properties will be reduced by 1% a year for each of the four years from 2016-17. Although not formally incorporated in legislation to date, the policy is included within the Welfare Reform and Work Bill that is currently being debated by Parliament.

In line with the proposed legislation, this report sets out the rent reduction that will apply to the Authority's rents for four years from 2016/17 to 2019/20. This report also seeks Cabinet approval of the level of the 2016/17 service charge increase for the year ahead in order for the Council to comply with its statutory requirement to notify tenants.

The Council must prepare proposals in January and February each year relating to income from rents and other charges, and expenditure in relation to management and maintenance of its housing stock. A decision is required with regard to rents and service charges in January in order that statutory notice can be given to tenants prior to 1st April implementation.

Recommendations

The Mayor in Cabinet is recommended to:-

1. Note that, under section 21 of the Welfare Reform and Work Bill (which is at Committee Stage in the House of Lords), the Authority must implement a rent reduction of 1% for each of the next four years, starting in 2016/17, and consequently to agree an average weekly rent reduction of 1% to take effect from the first rent week of April 2016.
2. Agree that the element of the rental charge that relates to communal electricity will be removed from the rent (de-pooled) and will be added to the tenanted service charge.
3. Agree that the average weekly tenanted service charge will increase by £0.10 from the first rent week in April 2016, after applying the de-pooling adjustment of communal energy charges referred to in Recommendation 2.
4. Note the risks to the Housing Revenue Account, (HRA) detailed in sections 6 to 8, and note that an updated medium-term financial strategy will be developed for the HRA in response to the various government policies that will have a substantial impact on the HRA.
5. Note that the HRA budget will be presented to Cabinet in February 2016.

1. REASONS FOR THE DECISIONS

- 1.1 The Council must prepare proposals in January and February each year relating to income from rents and other charges, and expenditure in relation to management and maintenance of its housing stock. A decision is required with regard to rents and service charges in January in order that statutory notice can be given to tenants prior to implementation from the first rent week of 2016/17.

2. ALTERNATIVE OPTIONS

- 2.1 Section 21 of the Welfare Reform and Work Bill (which is at Committee stage the House of Lords) requires that, from April 2016, social rents are to be cut by 1% for four years. As this requirement is to be enshrined in legislation, if the Authority did not comply, it would risk the possibility of a legal challenge.

3 BACKGROUND

- 3.1 The Housing Revenue Account (HRA) relates to the activities of the Council as landlord of its dwelling stock. Since 1st April 1990 the Housing Revenue Account has been "ring-fenced". This means that deficits on the Housing

Revenue Account cannot be met from the General Fund. The HRA must remain in balance.

- 3.2 From April 2012, HRA Subsidy was abolished and replaced by self-financing, under which local authorities retain their rental income, but are responsible for meeting all costs relating to council housing.
- 3.3 Under HRA Self-Financing, Local Authorities were able to decide on the level of rent increase that they implemented each year, and although they were expected to have regard to government guidance on the matter, this was not compulsory. However, with the publication of the Welfare Reform and Work Bill, the discretion that Local Authorities previously had in this matter has been removed for the next four years.

4. SOCIAL RENT LEGISLATION

1% Rent Reduction for Four Years

- 4.1 As part of the summer budget in July 2015 the Government announced that social rents would be subject to a 1% reduction for four years, starting in April 2016. This announcement was unexpected and came just over a year after the government's 'Guidance on Rents for Social Housing' which - amongst other things - set out a 10 year rent policy of annual rent increases at the rate of the Consumer Price Index (CPI) + 1%.
- 4.2 The 1% reduction will also apply to the 'POD' affordable rents charged on the Council's new-build properties
- 4.3 Local authorities previously had power under section 24 of the Housing Act 1985 to make reasonable charges for the tenancy or occupation of their dwellings. The inclusion of the rent reduction in the Welfare Reform and Work Bill means that local authorities have lost control of their rent setting process for the next four years, with no indication as yet of what the position will be from 2020/21 onwards. As rent is the biggest source of income for the HRA, losing control in this area undermines the principle of HRA Self-Financing, the premise of which was that local authorities would be able to make decisions locally about their HRA 'businesses' and engage in long-term planning.
- 4.6 Section 23(10) of the Welfare Reform and Work Bill states that the Secretary of State may issue a direction that a local authority need not comply with the 1% rent reduction; if "*the Secretary of State considers that the local authority would be unable to avoid serious financial difficulties if it were to comply with section 21*". However, section 23 (12) provides that:

"The Secretary of State may publish a document about the measures that the Secretary of State considers could be taken by a local authority in order to comply with section 19 and to avoid serious financial difficulties."

This may indicate that there will be a high threshold with regards to the exercise of the exemption in section 23.

Impact on the HRA

- 4.7 Modelling of the HRA financial position prior to the announcement of the four year 1% rent cut indicated that the Authority had sufficient resources to fund the anticipated capital work investment needed over the 30 year period, as well as its agreed programme of new builds. In addition, projections showed that the level of HRA reserves would increase over the period.
- 4.8 The impact of the 1% rent reduction for each of the next four years was modelled and indicated a loss of rental income over four years of £24 million, and a loss in excess of £400 million over 30 years (this includes inflation). As a result, if no mitigating action is taken, then – on current assumptions - the Authority will not be able to fund all of the anticipated capital works needed over the 30 year period, with a projected shortfall in the region of £130m.
- 4.9 As the September CPI figure is now known it is possible to calculate the precise impact of the 1% rent reduction in 2016/17 compared to that assumed within the HRA Financial Modelling. As the September CPI figure was -0.1%, the impact of a 2016/17 rent cut of 1%, compared to a CPI + 1% rent increase (i.e. 0.9%) is £1.2 million.

5. DE-POOLING OF COMMUNAL ELECTRICITY CHARGES

- 5.1 The Council has previously separated the majority of the elements of the rent that relate to the provision of communal services and recovered the costs of these services via a service charge which makes it more transparent to tenants which services they pay for. This process is known as de-pooling or un-pooling.
- 5.2 Separate service charges mean that the charge paid by a tenant is more closely matched to the service received, similar to that already provided to lessees.
- 5.3 Listed below are the current de-pooled services provided to tenants:
- Heating
 - Hot water
 - Block caretaking
 - Estate caretaking
 - Concierge/CCTV
 - Grounds Maintenance

Apart from block caretaking which is provided to all tenants, not all tenants receive all the amenities.

- 5.4 The above services have already been removed (de-pooled) from the rent charge, leaving communal electricity charges as the final service that is commonly removed from the rent charge by local authorities and billed to tenants separately.
- 5.5 It is proposed that the communal electricity charges are de-pooled from the first rental week of April 2016. Rents will be reduced by the value of the communal electricity charge with a corresponding service charge being levied in its place as appropriate.

6. PAY TO STAY

‘Pay to Stay’ – the current (discretionary) scheme

- 6.1 Following a consultation exercise in 2012 social landlords in England were given the ability to charge market or near market rents to households with an income of over £60,000. The Authority has not implemented a discretionary Pay to Stay scheme.

‘Pay to Stay’ – the Housing & Planning Bill

- 6.2 In its Summer Budget 2015, the Government announced its intention to make the ‘Pay to Stay’ scheme compulsory in England. The Housing and Planning Bill (published on 13th October 2015, and currently at Committee Stage in the House of Lords) provides some detail of how the scheme will work in practice – this is summarised below.

Mandatory Rents for High Income Social Tenants

- 6.3 Clause 74 of the Bill gives the Secretary of State the power to set the levels of rent that registered providers of social housing ‘must charge’ a high income tenant. The Bill does not define what the rent levels will be; these are to be set out in future rent regulations.
- 6.4 The Government has previously indicated that the policy is ‘likely’ to contain a taper, and the consultation that was published on 9th October 2015 states that: “*A gradual increase in rent for social tenants as their incomes rise may be a fairer system.*” Therefore it seems likely that there will be a taper and that tenants earning just above the threshold may not immediately have to pay market or near market rent.

High Income

- 6.5 Clause 75 relates to ‘high income’ which is to be defined by reference to income thresholds in future rent regulations. In its Summer Budget 2015, the Government indicated that starting income thresholds of £40,000 would apply in London (and £30,000 elsewhere).

Information about Income

- 6.6 Clause 76 provides that future rent regulations will give registered providers of social housing the power to require their tenants (current and prospective) to declare what their household income is, and that any tenants who do not comply may have their rent raised to the maximum level. Clause 77 permits information to be shared between HMRC and landlords to enable levels of income to be verified.

Treatment of Additional Income Received

- 6.7 The Policy Costings document published alongside the Summer Budget stated that clause 79 of the Bill requires local authorities to pay the additional rent collected to the Government to contribute towards reducing the deficit.
- 6.8 Clause 79 (5) states that: *“The regulations may provide for assumptions to be made in making a calculation, whether or not those assumptions are, or are likely to be, borne out by events.”* The implication of this is that future rent regulations - and therefore payments made by local authorities to the Government - may be based on assumptions that do not represent the actual position. As there is limited data currently available of how many of the Authority’s tenanted households’ incomes are above £40,000, it may be difficult to challenge future assumptions put forward by the Government.
- 6.9 The government published a consultation document on 9th October 2015, requesting views on the income thresholds, and the estimated administrative costs. The consultation states that local authorities will be able to recover any reasonable administrative costs before they are required to return additional income from increased rents to the exchequer.
- 6.10 It is difficult to assess what the costs of administering this policy may be, but possible additional costs that may be incurred are listed below:
- Collecting / recording information on income
 - Dealing with tenancy changes (where required)
 - Pay to Stay rent setting (including affordability checks, support and IT changes)
 - Collection of additional rent – including housing management support / enforcement and transactional costs
 - An increase in bad debts / rent arrears
 - Dealing with appeals from tenants

Impact on the HRA

- 6.11 A potential side-effect of the Pay to Stay proposals is an increase in Right to Buy applications from households facing a significant rent increase. This in turn would increase the amount of one for one Right to Buy receipts retained by the Authority, leading to additional pressure on the HRA, as under the

terms of the Right to Buy agreement, if the Authority decides to spend one for one receipts itself on replacement social housing, rather than returning them to the Government, then it must contribute 70% of the funding of the schemes.

- 6.12 Until more details are provided, the financial impact on the authority will not be clear, either in terms of the size of the upfront payment(s) that will be due to the Government, or the impact in terms of administering the scheme.
- 6.13 As 80% of the borough's residents earn below £60,000 per annum, it is probable that the income criteria would affect only a small number of the authority's tenants.
- 6.14 The explanatory notes to the Bill state that "*there are approximately 350,000 social rented tenants with household incomes over £30,000 per annum, including over 40,000 with incomes in excess of £50,000 per year.*" Government statistics indicate that there are 4 million social rented homes, therefore a reasonable assumption to make may be that up to 10% of households in social rented accommodation will be affected.
- 6.15 Analysis carried out by Savills in September suggested that 4% of Local Authority and Housing Association tenants may be affected.
- 6.16 Table 1 below shows what the impact may be on the Authority's HRA given a range of scenarios. Given the uncertainties and current lack of detail, this is very indicative modelling at this stage.

	1 Bed	2 Bed	3 Bed	4 Bed	5 bed	TOTAL
Stock numbers/ households	3,927	4,823	2,607	486	83	11,926
2016/17 LBTH Social Rents (reflecting a 1% decrease)	£98	£111	£125	£139	£155	
2015/16 80% of Market rents	£264	£335	£423	£495	£546	
ADDITIONAL RENT TO BE COLLECTED – ASSUMING 80% MARKET RENT LEVIED						
	£'m	£'m	£'m	£'m	£'m	£'m
30% of households affected	9.9	16.5	11.8	2.6	0.5	41.5
25% of households affected	8.3	13.7	9.9	2.2	0.4	34.5
20% of households affected	6.6	11.0	7.9	1.7	0.3	27.6
15% of households affected	4.9	8.2	5.9	1.3	0.4	20.7
10% of households affected	3.3	5.5	3.9	0.8	0.2	13.8
5% of households affected	1.6	2.7	1.9	0.4	0.08	6.9

Table 1– Possible impact of Pay to Stay assuming that 80% of market rent will be charged

	1 Bed	2 Bed	3 Bed	4 Bed	5 bed	TOTAL
Stock numbers	3,927	4,823	2,607	486	83	11,926
2016/17 LBTH Social Rents (reflecting a 1% decrease)	£98	£111	£125	£139	£155	
2015/16 Market rents (100%)	£330	£419	£529	£619	£683	
ADDITIONAL RENT TO BE COLLECTED – ASSUMING MARKET RENT LEVIED						
	£'m	£'m	£'m	£'m	£'m	£'m
30% of households affected	13.9	22.7	16.1	3.6	0.7	56.9
25% of households affected	11.6	18.9	13.4	2.9	0.5	47.4
20% of households affected	9.3	15.1	10.7	2.4	0.4	37.9
15% of households affected	6.9	11.3	8.0	11.8	0.3	28.5
10% of households affected	4.6	7.5	5.3	1.2	0.2	18.9
5% of households affected	2.3	3.8	2.7	0.6	0.1	9.5

Table 2– Possible impact of Pay to Stay assuming that market rent will be charged

- 6.17 As can be seen in Tables 1 & 2 above, if the Government makes the assumption that between 4% and 10% of the Council's tenanted households should be paying a higher rent (see paragraphs 6.14 & 6.15), the amount to be levied payment could be between £6.9 million and £18.9 million, depending on whether 80% or full market rent is assumed.
- 6.18 The Bill does not indicate that there will be a clawback mechanism available to local authorities if payments made to the Government are more than the additional amount of rental income that was actually due. Similarly it is not clear what will happen where additional rent owed to the Authority is not collected – the assumption may need to be made that this would be a cost borne by the Authority.
- 6.19 The Pay to Stay policy will come into effect in 2017/18, therefore, it will be prudent to include an annual sum in the HRA Medium Term Financial Plan from 2017/18 onwards to represent the gap between what the Authority will pay to the Government, and what it will be able to collect. This gap may arise (1) because the Government assumes a higher level of additional rent is due than is actually the case, or (2) because the Authority is not able to collect all of the additional rent levied.
- 6.20 The research carried out by Savills in September suggested that, in London, of the estimated 27,000 tenants affected by Pay to Stay, 60% will not be able to afford to pay market rent or exercise the Right to Buy.

7. SALE OF HIGH VALUE VOID STOCK

- 7.1 The government has announced its proposal to extend the right to buy to 1.3 million housing association tenants; the policy is contained in the Housing and

Planning Bill (published on 13th October 2015, and currently at Committee Stage in the House of Lords).

- 7.2 The extension of the Right to Buy will have an impact on local authorities as the government intends the policy to be funded from the sale of high value Council stock when it becomes void.
- 7.3 There have been reports that the Right to Buy will be phased in gradually so the government can cope with demand. This may be as a result of indications that the policy will cost more than expected.
- 7.4 Clause 62 of the Housing and Planning Bill refers to local authorities being required to make a payment to the Government, representing the market value of the high value stock that is estimated to become vacant during the year. Local authorities will therefore make upfront payments based on assumptions about the number of their high value properties that will become void. Although Clause 69 includes a duty on the local authority to ‘*consider selling its interest in any high value housing that has become vacant*’, presumably a local authority could choose not to do so, in which case it would need to find an alternative way to finance the payment to the government.
- 7.5 Clause 67 provides that the Secretary of State and a local housing authority may enter into an agreement to reduce the amount paid; such an agreement will require the amount of the reduction to be used for “*the provision of housing or things that facilitate housing*”. There is no further detail about what terms and conditions will be included.
- 7.6 The intention is that monies raised from high value voids will be used to fund the Right to Buy discounts given to Housing Association tenants, provide replacement affordable housing on a one for one basis, and establish a Brownfield Regeneration Fund.
- 7.7 At the moment there is no detail about how this policy will work in practice, or how the receipt from the sale of any local authority stock will be split between the local authority, the government, and/or housing associations. Therefore at this stage, it is not possible to assess the impact that this policy may have on the Authority.
- 7.8 Table 3 below shows thresholds for London as set out by the Conservative Party in an April 2015 press release.

Bed Size	1	2	3	4	5+
Market Value Threshold	£340,000	£400,000	£490,000	£790,000	£1,205,000

Table 3 – Possible market value thresholds in London

- 7.9 Initial modelling showed that, out of its total stock of approximately 12,000 dwellings, the Authority currently has 527 properties that are above the London thresholds; this equates to 4.1% of the stock. Table 4 below shows the breakdown.

Bed Size	1	2	3	4	5+	TOTAL
No. of 'High Value' properties	40	211	261	12	-	527
% of LBTH properties which are 'High Value'	1.2%	4.4%	10.0%	2.5%	-	4.1%
No. of void properties - 2014/15	123	139	49	7	1	357
Void properties above the market value threshold	-	11	5	-	-	16

Table 4 – Estimated number of LBTH properties above the 'High Value' threshold – and the number that would have had to be considered for sale in 2014/15

- 7.10 Table 4 also shows the breakdown of the 357 properties that were void at some point in 2014/15; if this policy had been in place during that year, 16 properties which became void and were above the thresholds in Table 4 would have had to be considered for sale. The total market value of these was £7.7 million (an average of just over £481,000 each).
- 7.11 Research carried out by Inside Housing magazine showed big differences in the estimated impact on local authorities; for example, in London, Camden predicted that 34% of its stock would be classified as 'high-value', whereas Barking & Dagenham, Hillingdon and Croydon all estimated that none of their stock would be classified as 'high-value'.
- 7.12 It is possible that in order to avoid this unequal effect, the Government will decide to set thresholds for each local authority area rather than having absolute values. Such an approach could be seen as being fairer, however, if this were the case then the impact on the Authority may be more substantial than initially modelled.
- 7.13 The Government is currently undertaking an information gathering exercise, and until further detail is forthcoming the impact on the Authority will be unknown.

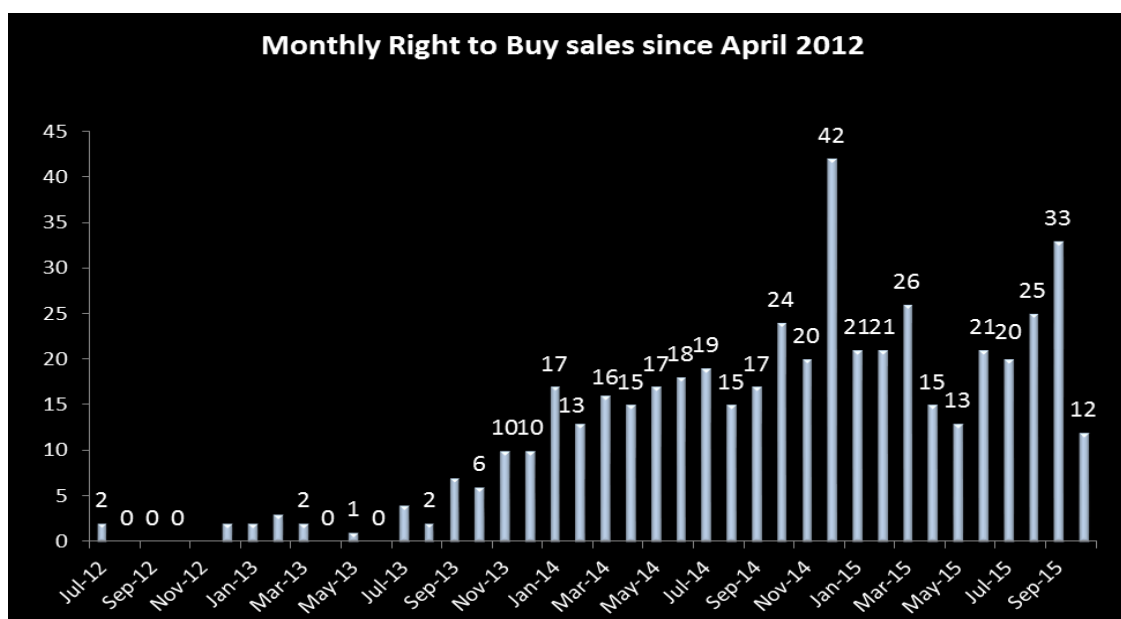
8. RIGHT TO BUY

Right to Buy Applications

- 8.1 Between April 2012 and the end of October 2015, there were 2,728 Right to Buy applications.

Right to Buy Sales to Date

- 8.2 Between April 2012 and the end of October 2015 there were 480 RTB sales; Graph 4 shows the number of sales each month since April 2012.



Graph 1 – 480 Right to Buy sales have taken place since April 2012

Future Right to Buy Sales

- 8.3 The 2015/16 budget assumes that there will be 150 sales in 2015/16, however judging by the current level of sales it is currently anticipated that between 250 and 300 sales will take place this year. This higher level of disposals is incorporated into the reported budget monitoring projections (see paragraph 10.1). Current modelling assumes that there will be 100 RTB sales in 2016/17, and 50 a year thereafter, however these assumptions may need to be increased in the light of the current number of live RTB applications, and the possible impact of Pay to Stay.

Right to Buy Receipts

- 8.4 The Authority has an agreement with the Secretary of State allowing it to retain a proportion of Right to Buy receipts to be spent on replacement social housing. As at the end of Q2 of 2015/16, the Authority has £36.6 million of one for one retained receipts, the breakdown of which is show in Table 5.

RTB Sales	Quarter Received	Retained one for one Receipts (30%) £	Spend needed on social housing £	Spend Deadline	Council resources needed (70%) £	Cumulative spend needed on social housing £
1	2012/13 – Q1	-	-	-	-	-
2	Q2	-	-	-	-	-
2	Q3	-	-	-	-	-
7	Q4	-	-	-	-	-
1	2013/14 – Q1	-	-	-	-	-
13	Q2	-	-	-	-	-
26	Q3	1,503,000	5,010,000	31/12/16	3,507,000	5,010,000
46	Q4	3,508,000	11,693,000	31/03/17	8,185,000	16,703,000
50	2014/15 – Q1	3,480,000	11,600,000	30/06/17	8,120,000	28,303,000

RTB Sales	Quarter Received	Retained one for one Receipts (30%) £	Spend needed on social housing £	Spend Deadline	Council resources needed (70%) £	Cumulative spend needed on social housing £
51	Q2	4,246,000	14,153,000	30/09/17	9,907,000	42,456,000
86	Q3	7,065,000	23,550,000	31/12/17	16,485,000	66,006,000
68	Q4	6,115,000	20,383,000	31/03/18	14,268,000	86,389,000
49	2015/16 – Q1	4,024,000	13,413,000	30/06/18	9,389,000	99,802,000
78	Q2	6,660,000	22,222,000	30/09/18	15,540,000	122,024,000
480		36,601,000	122,024,000		85,401,000	
PLUS PROJECTED SALES FOR THE REMAINDER OF 2015/16						
50	2015/16 – Q3	4,000,000	13,333,333	31/12/18	9,333,333	135,357,000
50	Q4	4,000,000	13,333,333	31/12/19	9,333,333	148,670,000
		44,601,000	148,670,000		104,069,000	

Table 5 – Summary of current and projected retained one for one RTB Receipts

8.5 At its meeting on 6th October 2015 the Mayor in Cabinet agreed a strategy for using the one for one receipts, including the following:

- to return Greater London Authority (GLA) grant and additional borrowing awarded under the Local Growth Fund in relation to new build schemes at Ashington East, Hereford, Locksley, Baroness Rd and Jubilee St, and to re-model the sites, as well as two additional sites at Tent St and Arnold Rd; the intention is that these schemes will use one for one receipts
- to adopt a capital estimate of £27.3 million to purchase up to 85 former social housing leasehold and/or freehold units
- to agree a capital estimate of £7.06 million for a Local Affordable Housing Grant scheme (subject to the Commissioners' approval)

8.6 As the tenure mix on the re-modelled sites is yet to be determined, it is not currently clear how much of the one for one receipts will be used (receipts can only be used to part-fund affordable rented units). The maximum use of one for one receipts if all the schemes listed in paragraph 8.5 were to go ahead in conjunction with the £4.554 million being applied towards the 100 social units being developed on the Poplar Baths / Dame Colet House sites, would total over £54 million (compared to £36.6 million of one for one receipts currently held).

8.7 The level of RTB activity remains high, with 947 live applications as at the end of October 2015. If there are another 100 RTB sales in the remaining two quarters of the year, there could be an additional £8 million of one for one receipts by the end of 2015/16. This would mean that the Authority would have one for one receipts of £44 million, leading to the need to spend a total of over £148 million on replacement social housing by the end of 2018/19 (see Table 5 above).

- 8.8 It is anticipated that if all the schemes outlined at paragraph 8.5 go ahead, most, if not all, of the HRA's borrowing headroom will be needed to contribute towards the remaining 70% that the Authority must fund.
- 8.9 Once the Authority's HRA borrowing has been used, the Authority will have very limited resources available to fund 70% of the cost of replacement social housing from further one for one receipts. Once the HRA is unable to deliver replacement social housing to use up future one for one receipts, the Authority will need to consider one or more of the following options:
- a) consider alternative delivery models that could use the receipts
 - b) pass future one for one receipts to a third party
 - c) return future one for one receipts immediately (to avoid interest charges);

9. WELFARE REFORM

9.1 The main changes that will affect THH tenants are:

- (1) Benefit Cap
- (2) Universal Credit and Direct Payments

Benefit Cap

9.2 This came into effect in Tower Hamlets on 12th August 2013. Under the new rules:

- No family household will receive benefits totalling more than £500 per week
- No single person household will receive more than £350 per week

9.3 In its Summer Budget the Government announced that the Benefit Cap in London will reduce from £26,000 to £23,000.

Universal Credit

9.4 Universal Credit (UC) is a welfare benefit launched in 2013, which replaces six means-tested benefits and tax credits: Jobseeker's Allowance, Housing Benefit, Working Tax Credit, Child Tax Credit, Employment and Support Allowance and Income Support. Universal Credit can only be applied for online and will be paid monthly directly to only one member of the household, except in exceptional circumstances.

9.5 As part of Tranche 1 of the implementation, from March 2015 Universal Credit was rolled out to new, single applicants in Tower Hamlets. It is estimated that approximately 100 Council tenants are claiming Universal Credit.

9.6 It is not yet known when Universal Credit will be rolled out more widely within the borough, therefore the cumulative impact on the HRA will not be clear until the various reforms all take effect.

- 9.7 Provision was made in the 2015/16 budget for an anticipated increase in the amount of bad debt, but it is now expected that this level of provision will not be fully required as the implementation dates for Universal Credit and Direct Payments have slipped. However, it is recommended to maintain an increased level of provision for bad debts over the next few years as the reforms take effect.

10. HRA BUDGET 2015/16 & 2016/17

- 10.1 The latest HRA budget monitoring for 2015/16 is elsewhere on this agenda; current projections are for a forecast year-end underspend of £0.798m.
- 10.2 The 2016/17 HRA estimates will be considered by Cabinet in February.
- 10.3 Given the uncertainty arising from the recent Housing and Planning Bill, as well as the four year rent cut, it is recommended that the Authority should plan to make initial savings within the HRA of a minimum of £1 million in 2016/17, and an additional £2 million in 2017/18. Modelling shows that this level of savings would mean that the HRA would stay in balance each year, although there would still be a shortfall of £34 million in the funding available to finance the capital programme.

11. HRA MEDIUM TERM FINANCIAL STRATEGY

- 11.1 The cumulative impact of government policies that have come into effect or been announced since April 2012 is on such a scale that it is necessary to carry out a review of the HRA medium term financial strategy. The HRA is now operating in a very different environment; arguably the idea of Self-Financing has – to all intents and purposes – been extinguished by successive policy announcements, particularly the requirement to cut the rent for four years and the loss of stock through the reinvigorated Right to Buy scheme, and, now, the sale of high value void stock.
- 11.2 The Authority will therefore need to reconsider its strategic priorities, and agree a new financial strategy to reflect these.

12. COMMENTS OF THE CHIEF FINANCE OFFICER

- 12.1 The report asks the Mayor in Cabinet to note that, under section 19 of the Welfare Reform and Work Bill (which has recently had its Second Reading in the House of Lords), the Authority must implement a rent reduction of 1% for each of the next four years, beginning in 2016/17, and in view of this to agree an average weekly rent decrease of 1%. This equates to an average rent reduction of £1.11 for 2016/17.

- 12.2 The Government's previous rental policy that was adopted in 2014 for a ten year period, was that the annual rental increase would be set in line with the Consumer Price Index (CPI) +1%. The relevant CPI figure related to that from the September preceding the year of the rent increase. This would have led to a 0.9% rental increase for 2016-17 compared to the 1% decrease that is now to be implemented. As noted in paragraph 4.9, the impact of this is a loss of total rental income of approximately £1.2 million in 2016-17 compared to that which would have been generated under the previous policy.
- 12.3 The cumulative impact on the HRA over the longer term has been estimated to be in the region of £24 million over four years compared to the financial modelling that was undertaken as part of the 2015-16 budget process. This is because after four years of 1% rent cuts the rental base will be substantially lower than it would have been if the previous rent policy of CPI + 1% were still in place.
- 12.4 It should be noted that this report has been written while the Welfare Reform and Work Bill is still being considered by the House of Lords, and therefore in advance of it being adopted within statute. The council's rental increase is approved by Cabinet in January of each year to ensure that the Council's decision making process can be followed, as well as enabling time for the preparation and despatch of rent notifications to ensure that tenants are given the statutory notice of the rent level that will apply for the following financial year.
- 12.5 Recent Government announcements have also set out a number of additional policies that will affect the delivery of social housing. Currently the impact on the Housing Revenue Account is not quantifiable until the specific legislation is adopted and detailed guidance on the proposals is published. However, due to the rent reduction, the possible impact of the Pay to Stay rent policy and the Sale of High Value voids (detailed in sections 6 & 7) it is recommended that the Authority should initially plan to make HRA savings of a minimum of £1 million in 2016/17, and an additional £2 million in 2017/18. However, given the cumulative impact of the various government policies, a revised HRA strategy will also be needed.
- 12.6 The report also asks the Mayor in Cabinet to agree that the communal electricity element within the rent charge will be de-pooled and instead classified as a tenant service charge. This is the final element of the rental charge that has not been depooled and will ensure that the Authority is able to recover all the expenditure that it incurs on communal electricity. The ability to fully recover these charges will be particularly important if energy prices increase in future years. If this charge was not de-pooled from the rent then any increase in costs could not be recovered due to the need to reduce rents by 1% per year. It is estimated that the average annual element of the rental charge that relates to communal electricity charges is approximately £60 per property.
- 12.7 The report requests that an average weekly increase in tenanted service charges of £0.10 is agreed, after applying the adjustment for the depooling of

the communal electricity charges. This increase is consistent with the September Retail Price Index rate of 0.8%.

- 12.8 The HRA Budget report for the 2016-17 financial year will be considered by Cabinet in February. The report will also seek approval for the management fee that will be payable to Tower Hamlets Homes for managing the housing stock on the Council's behalf.

13. LEGAL COMMENTS

- 13.1 The report seeks agreement to rent increases in amounts specified in Recommendation 1. The Council has power under section 24 of the Housing Act 1985 to make reasonable charges for the tenancy or occupation of its houses. The Council is required to review from time to time the rents that it charges for the tenancy or occupation of its dwellings.
- 13.2 The Council may increase the rent for its tenants by giving four weeks' notice. The notice period appears from section 103(4) of the Housing Act 1985, but also from the terms of the Council's standard tenancy agreement.
- 13.3 The Council is subject to an obligation under Part VI of the Local Government and Housing Act 1989 to maintain a housing revenue account (HRA). The Council is required to prepare proposals in January and February each year relating to the income of the authority from rents and other charges, expenditure in respect of repair, maintenance, supervision and management of HRA property and other prescribed matters. The proposals should be based on the best assumptions and estimates available and should be designed to secure that the housing revenue account for the coming year does not show a debit balance. In this regard, the report correctly identifies the effect of Chapter 3 of Part 7 of the Localism Act 2011 regarding self-financing. When determining the rent it will charge, it is reasonable for the Council to have regard to the matters set out in the report, relevant to self-financing and other matters relevant to the likely income to the HRA. The report refers to the new Government rent policy set out in the 'Guidance on Rents for Social Housing'. Whilst the guidance does not have statutory force, the government has stated that it expects local authorities to have regard to it when setting their rent levels for 2015 onwards. The report contains a detailed comparison of the benefits to the Council of setting rents for 2015-2016 using the previous rent policy. This can be seen as a proper exercise of the Council's power under section 24 of the Housing Act 1985 and justification for a departure from the new government rent policy. However the Council should be mindful of the possibility of a legal challenge by way of judicial review in respect of any decision to set rent levels that do not comply with government policy.
- 13.4 Before setting rents as proposed in the report, 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. Information relevant to these considerations is contained in the One Tower Hamlets section of the report and in Appendix 1.

14. ONE TOWER HAMLETS CONSIDERATIONS

- 14.1 A detailed equality impact assessment is attached at Appendix 1. This identifies that the rent decrease, which will apply equally to all tenants, will in practice have some differential impacts by reference to the protected characteristics under the Equality Act 2010. For example, a greater proportion of men occupy bedsits than women, when compared to the general population. Any such differential impact is considered to be a proportionate means of maintaining the Housing Revenue Account and continuing to provide housing services in a fair way, for reasons given in the equality analysis in Appendix 1.

15. BEST VALUE (BV) IMPLICATIONS

- 15.1 Draft estimates for the 2016/17 HRA budget will incorporate any savings agreed by Cabinet, and those necessary to ensure that the HRA remains in balance in 2016/17. The draft estimates will be presented to Cabinet in February.

16. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 16.1 There are no specific implications arising directly from this report, however the Housing Revenue Account does finance initiatives to promote and maintain a greener environment. These are managed by Tower Hamlets Homes.

17. RISK MANAGEMENT IMPLICATIONS

- 17.1 With the introduction of Self-Financing, Tower Hamlets is responsible for running its HRA as a viable business, using HRA income in order to fund all HRA expenditure, including the capital works necessary to maintain and improve the housing stock, and the Decent Homes programme.
- 17.2 Various areas of risk and uncertainty are highlighted in sections 4, and 6 to 9. Over the next few months, it will be essential that the HRA medium-term financial strategy be reviewed, and updated to reflect the numerous policy changes and economic conditions.

18. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 18.1 There are no specific crime and disorder reduction implications arising directly from this report, however the Housing Revenue Account does finance various

crime prevention and safety initiatives which are managed by Tower Hamlets Homes.

19. SAFEGUARDING STATEMENT

19.1 There are no specific safeguarding implications arising directly from this report.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 - Equalities Impact Assessment

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

- None

Officer contact details for documents:

- n/a

Originating Officers and Contact Details

Name	Title	Contact for information
Katherine Ball	Senior Accountant (HRA)	020 7364 0997

Equality Analysis (EA)

Section 1 – General Information

Name of the proposal including aims, objectives and purpose:

2016/17 Rent Review

As part of the Welfare Reform and Work Bill currently progressing through Parliament, Social Housing providers are obliged to reduce rents payable by tenants by 1% compared to the rent payable in the preceding year. The Welfare Reform and Work Bill requires a 1% rent cut for four years, starting in April 2016, therefore the 2016/17 rent report notes that for all Council Social Housing stock, average weekly rents will decrease by 1% from 1st April 2016.

In the current economic environment any rent decrease may be considered to have a beneficial effect on social tenants.

Under HRA Self-Financing, the Council is responsible for financing all council housing expenditure from its HRA income streams. The proposed rent decrease will reduce the level of resources available to fund the expenditure necessary to manage, maintain and improve the Council's housing stock, including the capital investment programme that will bring the Council's stock up to the Decent Homes standard and maintain that standard over a 30-year period.

It is estimated that four years of rent cuts will reduce the level of HRA resources by over £20 million over four years, and by over £90 million over 10 years. The Council will need to re-consider its HRA Medium Term Financial Strategy and will need to identify savings in order to ensure that the HRA remains in balance, as legally it must do. This could mean reductions to the provision of HRA services and/or to the capital investment programme. This could severely impact on our ability to achieve Decent Homes as well as services supporting vulnerable residents.

Notes:

Under **HRA Self Financing**, there has been a substantial change in the way in which Tower Hamlets' HRA is financed. The annual HRA subsidy system has been abolished, and the Council now retains all HRA income but is responsible for financing all HRA expenditure. The requirement to implement a rent cut for four years is not consistent with the assumptions in the Self-Financing Settlement, which assumed above inflation rent increases throughout the 30 year period (see below).

Rent Convergence Under the original proposals announced in 2000, similar properties would be charged similar rents by 2012 (the date was subsequently moved to 2015), regardless of whether the property was owned by the local authority or a social housing provider; this is known as rent convergence. The HRA Self-Financing Final Settlement assumed that Authorities would continue with rent restructuring, and then implement rent increases of RPI (retail price index) + 0.5% each year after that for the remainder of the 30 year period.

The formula for calculating rent increases in order to follow rent restructuring for local authorities was RPI + 0.5% plus £2 per week. The reference point for RPI was the September in the year preceding the start of the financial year to 31 March.

The government ended rent convergence one year earlier than previously anticipated - in 2014/15 rather than in 2015/16 – and last year introduced a 10 year rent policy which linked future rent increases to CPI (consumer price index) + 1%.

The 10 year rent policy has now been superseded by the Welfare Reform & Work Bill.

Who is expected to benefit from the proposal?

The rent decrease will directly benefit all tenants in properties to which the rent decrease is applied. (i.e. council tenants).

That said, rent deductions have an impact on local authority housing finances, as all rental income is used to fund housing management services and the Housing Capital Programme. The Housing Capital Programme is the means by which the housing stock is bought up to, and maintained at a Decent Homes standard. If the shortfall in income (resulting from a reduction in rent) is not met, there could be adverse consequences on the scale and speed regarding planned works in housing capital programme and for those tenants who are in non-decent homes.

Is this a policy or function? Policy Function

Is this a new or existing policy or function? New Existing

Is the policy or function strategic, developmental or operational/functional?

Strategic Developmental Operational/Functional

Date when the original policy/function was initiated: Council housing, for which tenants paid a lower market rent, was developed as early as 1919 when council homes were built to meet general needs.

Date on which the policy/function is to be reviewed: Rent levels are reviewed on an annual basis. The last rent review was approved by Cabinet in February 2013.

Names and roles of the people carrying out the Equality Analysis:

Andy Simpson – Directorate Equalities Lead
 Katherine Ball – Senior Accountant (HRA)
 Aman Berhanu – Resources and Business Support Analyst, Tower Hamlets Homes
 Beverley Greenidge – Head of Rents, Tower Hamlets Homes
 James Caspell – Customer Insight Officer, Diversity, Tower Hamlets Homes

Section 2 – Evidence**Key Findings**

From the perspective of the tenant, the rent decrease will be viewed as having a positive impact. The Equalities Assessment is undertaken from this perspective and has been assessed as not having a disproportional adverse effect on any specific group, although since the reduction is a flat 1% reduction across all stock, those residents in larger properties, with higher rents will see the largest weekly reduction in rent paid

A rent decrease of 1% in Council rents will be in place from 1st April 2016.

Decreases for 2015/16 have been calculated in accordance with the Welfare Reform and Work Bill's proposal to reduce rents by 1%

The actual amount of decrease as a proportion on current rent will vary across property sizes. Smaller properties tend to have a smaller rent decrease than larger units e.g. (studio and one bed units). (See Annex A: Table 10 – Average Increase per dwelling - by bedside).

The rent decrease is applied to all Council dwellings and has no bearing on the profile of the tenants, age, race gender etc. The rent increase does not target or disproportionately affect any group of people based any of the protected characteristics. Despite this, the distribution of various characteristics amongst larger properties is not even, thus meaning that while the variation will be minimal, the impact of this policy in real terms will not be equal.

As at the end of March 2015 there were 12,085 LBTH dwellings, managed by Tower Hamlets Homes (ALMO), housing 14,142 residents. Profile of Council tenants is set out in Annex A: to this document.

In 2013 the median gross income of Tower Hamlets residents was £30,850. (Source: Median household income CACI Paycheck data 2013).

Tenants in rent arrears, would previously have been negatively impacted upon by rent increases, potentially causing those in rent arrears, to potentially fall further behind. Appendix D outlines the breakdown of these residents which the policy may be seen as positively impacting upon. Since a rent deduction is being proposed, this policy will particularly alleviate any residents in arrears

While a rent reduction will impact positively on all tenants, they will also impact on local authority housing finances, since all rental income is used to fund housing management services and the Housing Capital Programme. The Housing Capital Programme is the means by which the housing stock is bought up to, and maintained at a Decent Homes standard. If the shortfall in income (produced by a reduction in rent) is not met, there could be adverse consequences on the scale and speed regarding planned works in housing capital programme and for those tenants who are in non-decent homes.

Evidence Base

The following evidence was considered to help us to think about the impacts or likely impacts on service users.

Tenant Profiles

Tenant profile by Ethnicity
 Tenant profile by Gender
 Tenant profile by Age
 Tenant profile by Disability
 Tenant profile by Religion & Belief
 Tenant profile by Sexual Orientation
 Tenant profile by Gender Re-assignment
 Tenant profile by Marriage/Civil Partnership
 Pregnancy & Maternity

Rent Analysis

Average Increase per dwelling - by bedsize (2016/17)
 Social Rent Cap Levels (Registered Social Landlords)
 Comparison of Average Rent & Social Rent Cap Levels

Rent Charge Comparison (2016-17)
 Average actual rent /average rent charge (2016/17)

Housing Benefit Analysis

Nos. & % Tenants claiming Housing Benefit
 Housing Benefit by Ethnicity
 Housing Benefit by Gender
 Housing Benefit by Age
 Housing Benefit by Disability
 Housing Benefit by Religion & Belief
 Housing Benefit by Sexual Orientation
 Housing Benefit by Gender Re-assignment
 Housing Benefit by Marriage/Civil Partnership
 Housing Benefit by Pregnancy & Maternity

Property & Tenant Profile Analysis

Stock Profile by bedsize
 Property Bedsize by Ethnicity
 Property Bedsize by Ethnicity
 Property Bedsize by Gender
 Property Bedsize by Age
 Property Bedsize by Disability
 Property Bedsize by Religion & Belief
 Property Bedsize by Sexual Orientation
 Property Bedsize by Marriage/Civil Partnership
 Property Bedsize by Pregnancy & Maternity

Community and Population Data (Tower Hamlets, 2011 Census)

Borough Population by Ethic group
 Borough Population by Religion
 Borough Population by Disability
 Borough Population by Gender
 Borough Population by Age

**Section 3 – Consideration of data and research
Identifying Differential / Adverse Impacts**

Target Groups What impact will the 'new' or 'significantly' amended policy or function have on specific groups of service users?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making • Can the negative impact be justified on the grounds of promoting equality?
Race	P	<p>The rent decrease does not have a disproportionately positive effect on tenants on the grounds of race.</p> <p>People of Bangladeshi origin make up the largest percentage of tenants at 43.61%, people of white ethnicity making up the second largest group at 20.26%. Consequently, the impact of a rent reduction will have a higher impact upon residents of this background. This is generally reflective of the general make-up of the wider Tower Hamlets population, of which those of Bangladeshi origin are the largest group at 32% and White British as the second largest ethnic group at 31%.</p> <p>Whilst all households are affected. Those in larger r properties (5 bed +) are likely to see larger decreases in the total amount of rent paid rent than those in smaller properties. Families of Bangladeshi descent tend to occupy larger family sized accommodation where the actual amount reduced is larger even though the % reduction is 1%, the same as across all properties.</p> <p>Just over 1.56% of all tenants of Bangladeshi origin are housed with 5 bedrooms or more, higher than the TH tenant average of 0.82%, which is a likely to be due to variations in family size.</p> <p>On the basis that the decreased rent charge is applied to the property, not the occupant, i.e. it applies to the tenant regardless of race, the decrease is not considered to have a disproportionate advantage/disadvantage effect on the grounds of race</p>
Disability	P	<p>The rent increase does not have a disproportionately adverse/positive effect on the grounds of disability.</p>

Target Groups What impact will the 'new' or 'significantly' amended policy or function have on specific groups of service users?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making • Can the negative impact be justified on the grounds of promoting equality?
		<p>Records indicate that approximately 18.72% of tenants have a disability and will benefit from the 1% rent reduction. This is a little higher than the general population reflected in the 2011 census data which illustrates that 13.58% of residents have conditions which impact upon day to day activities either 'a little' or 'a lot'. This differential is likely to be a result of those with disability being increasingly likely to be within social housing due to being in priority need when making an application.</p> <p>Whilst all households are affected. Those in larger properties (5 bed +) are likely to see larger decreases in the total amount of rent paid than those in smaller properties. 0.83% of disabled tenants live in a property with 5 bedrooms or more, similar to the TH Tenant average of 0.82%, outlining there are no disproportionately favourable outcomes for this characteristic</p> <p>On the basis that the decreased rent charge is applied to the property, not the occupant, i.e. it applies to the tenant regardless of disability, the decrease is not considered to have a disproportionate advantage/disadvantage effect on the grounds of disability</p>
Gender	P	<p>The rent decrease does not have a disproportionately positive effect on tenants on the grounds of gender.</p> <p>Females make up 55% of tenancy holders. Gender is not a consideration in the way the rent increase is applied. Whilst women comprise the greater proportion of those impacted by the rent increase this is because women make up more than half of the tenancy holders,</p> <p>It is noted that the rent decrease is proportionately larger for occupants in larger properties. These tend to be occupied by females. 55.9% of females occupy flats with 5 bedrooms or more, in comparison with 44.1%</p>

Target Groups What impact will the 'new' or 'significantly' amended policy or function have on specific groups of service users?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making • Can the negative impact be justified on the grounds of promoting equality?
Page 139		<p>men, with this trend being carried across properties with more than 5 bedrooms.</p> <p>It is noted that the male/female ratio of tenancy holders is the reverse of the wider population, in that the population of Tower Hamlets is 51.5 % men and 48.5 % women (Census 2011). This anomaly is likely to be due to housing acceptance policy favouring applicants in priority need with children or who are pregnant, who are more likely to be women than men.</p> <p>0.83% of all females occupy a 5 bedroom property in comparison to 0.82% of men. The rates for males and females were similar for properties with 6 bedrooms +.showing these is no real favourable outcome</p> <p>On the basis that the decreased rent charge is applied to the property, not the occupant, i.e. it applies to the tenant regardless of gender, the decrease is not considered to have a disproportionate advantage/disadvantage effect on the grounds of gender</p>
Gender Reassignment	P	<p>The rent decrease does not have a disproportionately positive effect on tenants on the grounds of gender re-assignment.</p> <p>The collection of data in continually improving in this area, however a large percentage of tenants still prefer not to provide this information. Of the data collected 0.14% have declared a re-assignment of gender.</p> <p>On the basis that the decreased rent charge is applied to the property, not the occupant, i.e. it applies to the tenant regardless of gender; the decrease is not considered to have a disproportionate advantage/disadvantage effect on the grounds of gender re-assignment.</p>
Sexual	P	The rent increase does not have a disproportionately adverse effect on tenants of a specific sexual

Target Groups What impact will the 'new' or 'significantly' amended policy or function have on specific groups of service users?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making • Can the negative impact be justified on the grounds of promoting equality?
Orientation		orientation. 56.07% of tenants indicate a sexual orientation of heterosexual; with a large percentage (26.28%) preferring not to say, however, sexual orientation has no bearing of the application of the rent increase. It is noted that the rent decrease is proportionately larger for occupants in larger properties. These tend to be occupied by heterosexuals. 0% of all gay/lesbian tenants occupy a 5 bedroom property or above, it is expected this is to do with gay men/lesbian women being within smaller family units. On the basis that the decreased rent charge is applied to the property, not the occupant, i.e. it applies to the tenant regardless of sexuality, the decrease is not considered to have a disproportionate advantage/disadvantage effect on the ground of sexuality.
Religion or Belief	P	The rent decrease does not have a disproportionately positive effect on tenants on the grounds of their Religion or Belief. The 2011 Census revealed that 35% of LBTH citizens are of the Muslim faith, with the second largest faith in LBTH as Christian (27%). The tenant profile information confirms this trend is similar although the percentages differ, with 47.23% of tenants of a Muslim faith and 15.67% of Christian faith. The faith of approx. 29.65% of tenants is unknown as a number chose not to disclose this information. Whilst all households are affected. Those in larger r properties (5 bed +) are likely to see larger decreases in the total amount of rent paid rent than those in smaller properties. Just over 1.50% of all tenants of Muslim religion are housed with properties of 5 bedrooms or more, higher than the TH tenant average of 0.82%. These variations are similar, and tied to variation set out under the 'race' section of this analysis, with families of Muslim religion tend to occupy larger family sized accommodation.

Target Groups What impact will the 'new' or 'significantly' amended policy or function have on specific groups of service users?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making • Can the negative impact be justified on the grounds of promoting equality?
		On the basis that the decreased rent charge is applied to the property, not the occupant, i.e. it applies to the tenant regardless of religion, the decrease is not considered to have a disproportionate advantage/disadvantage effect on the ground of religion.
Age	P	The rent decrease does not have a disproportionately positive effect on tenants on the grounds of age. The tenant profile data shows that the largest proportion as being those who are over 60 years old, who constitute 30.26% of all tenants. This is significantly higher than the distribution of this group across the borough population, with census data illustrating only 8.4% of all residents as being over 60 years old. Looking at the wider population the rent decrease while favouring those who are over 60, does not do so disproportionately as the decreased rent charge is applied to the property, not the occupant, i.e. it applies to the tenant regardless of age, the decrease is not considered to have a disproportionate advantage/disadvantage effect on the ground of age.
Socio-economic	P	There is currently no collection of data from tenant on their socio economic status. Social Housing is generally the preferred option for people on lower incomes. This is reflected in the fact that approx. 69.4% of tenants are in receipt of some Housing Benefit. The Benefits Cap while already is due to be reduced from £26,000 to £23,000 as part of the Welfare Reform and Work Bill. This would suggest that for a number of residents, those in larger more expensive accommodation, while rent will be reduced by 1% the potential level of benefit received to pay for accommodation is likely to decrease also. 44.12% of all tenants are currently in some form of rent arrears of which a 1% decrease in rent will positively

Target Groups What impact will the 'new' or 'significantly' amended policy or function have on specific groups of service users?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making • Can the negative impact be justified on the grounds of promoting equality?
		impact upon.
Marriage and Civil Partnerships.	P	<p>The rent decrease does not have a disproportionately positive effect on tenants on the grounds of marriage or civil partnership.</p> <p>The marital & civil partnership status of approx. 76.7% of tenants is unknown as a number chose not to disclose this information</p> <p>On the basis that the decreased rent charge is applied to the property, not the occupant, i.e. it applies to the tenant regardless of marital/civil partnership status, the decrease is not considered to have a disproportionate advantage/disadvantage effect on the ground of marital/civil partnership status.</p>
Pregnancy and Maternity	P	<p>The rent decrease does not have a disproportionately positive effect on tenants on the grounds of pregnancy or maternity status.</p> <p>The application of the rent increase cannot be affected by the tenant's situation regarding pregnancy or maternity responsibilities.</p> <p>On the basis that the decreased rent charge is applied to the property, not the occupant, i.e. it applies to the tenant regardless of pregnancy/maternity status, the decrease is not considered to have a disproportionate advantage/disadvantage effect on the ground of this characteristic</p>

Section 4 – Conclusions and Recommendations

From the analysis and interpretation of evidence in Section 2 and 3 – Is there any evidence of or view that suggests that different equality or other target groups have a disproportionately high/low take up of the service/function?

Yes? No?

Section 5 – Action Plan and Monitoring Systems

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Inform all tenants of Rent change in February.	Mandatory notice February		THH Rent Teams	
Inform tenants in March what they need to pay taking into account their new housing benefit entitlement from April	Work with Housing Benefit to identify new awards. Have all letters checked and ready to be posted prior to the change to ensure tenants know what to pay from April.		THH Rent Teams	
Provide tenants with explanation of the rent change with the offer of support.	Design and prepare insert to be sent out with the mandatory notice in February and with the notice in March. Leaflet to offer support where tenants feel they will struggle with the change.		THH Rent Teams	
Provide adequate staffing levels when notices are sent out in order to deal with increased contact generated.	Create customized rota and reduce annual leave for the selected period to ensure adequate staffing levels.		THH Rent Teams	
Inform front line staff from other departments of the changes in order to manage enquiries.	Provide front line Staff with FAQ's in order to respond to queries and sign post tenants to the relevant department.		THH Rent Teams	

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Identify new impacted cases early as possible to provide advice to tenants on benefits on potential on entitlements	Work with Housing Benefit to identify cases as and when they are impacted and not when they fall into arrears. Hold 'Welfare Reform surgeries' 3 times a week. Book appointments with tenants		THH Rent Teams	
Revisit and monitor all cases affected by BC and BT, provide help, support and advice	<ul style="list-style-type: none"> - Assess if any exemption apply. - Help tenants register to downsize. - Help tenants to apply for DHP where. Applicable. - Make referrals to partner advice agencies for budgeting, income maximisation and debt advice. 		THH Rent Teams	

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Have monitoring systems been put in place to check the implementation of the policy/function and recommendations?

Yes? No?

How will the monitoring systems further assess the impact on the equality target groups?

The above activities will be reviewed alongside measures that are in place to monitor the effectiveness of the rents pilot and impact on target groups.

Name: (signed off by)	
Position:	
Date signed off: (approved)	

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Section 7 Appendix – FOR OFFICE USE ONLY

Policy Hyperlink :

Equality Strand	Evidence
Race	
Disability	
Gender	
Sexual Orientation	
Religion and Belief	
Age	
Socio-Economic	
Other	

Link to original EQIA	Link to original EQIA
EQIAID (Team/Service/Year)	

Annex A - Tenant Profile by Protected Characteristics

Table 1 - Tenant profile by Ethnicity

Ethnicity	No. of tenants	% of tenants
Unknown	297	2.10%
Any Other Ethnic Group	89	0.63%
Asian Or Asian British:Bangladeshi	6167	43.61%
Asian Or Asian British:Chinese	86	0.61%
Asian Or Asian British:Indian	90	0.64%
Asian Or Asian British:Other Asian	185	1.31%
Asian Or Asian British:Pakistani	61	0.43%
Asian Or Asian British:Unknown	345	2.44%
Asian Or Asian British:Vietnamese	92	0.65%
Black Or Black British:African	309	2.18%
Black Or Black British:Caribbean	361	2.55%
Black Or Black British:Other African	65	0.46%
Black Or Black British:Other Black	179	1.27%
Black Or Black British:Somali	414	2.93%
Black Or Black British:Unknown	22	0.16%
Dual:Asian & White	18	0.13%
Dual:Asian And Black	1	0.01%
Dual:Black African & White	69	0.49%
Dual:Black Caribbean & White	43	0.30%
Dual:Other	42	0.30%
Dual:Unknown	6	0.04%
Prefer not to say	1102	7.79%
White: Other White	614	4.34%
White:Irish	200	1.41%
White:Unknown	420	2.97%
White: British	2865	20.26%
Total	14142	100.00%

Table 2 - Tenant profile by Gender

Gender	No. of tenants	% of tenants
Female	7786	55.06%
Male	6341	44.84%
Unknown	15	0.11%
Total	14142	100.00%

Table 3 - Tenant profile by Age

Age Group	No. of tenants	% of tenants
Under 16	36	0.25%
16 - 19	16	0.11%
20 - 29	999	7.06%
30 - 39	3010	21.28%
40 - 49	3137	22.18%
50 - 59	2520	17.82%
60 - 69	1820	12.87%
70+	2460	17.39%
Prefer not to say	78	0.55%
Unknown	66	0.47%
Total	14142	100.00%

Table 4 - Tenant profile by Disability

Disability	No. of tenants	% of tenants
No disability	10714	75.76%
One or more disabilities	2648	18.72%
Unknown	780	5.52%
Total	14142	100.00%

Table 5 - Tenant profile by Religion & Belief

Religion & Belief	No. of tenants	% of tenants
Unknown	1,752	12.39%
Buddhist	53	0.37%
Christian	2,216	15.67%
Hindu	25	0.18%
Jewish	64	0.45%
Muslim	6,679	47.23%
No religion	827	5.85%

Religion & Belief	No. of tenants	% of tenants
Other	65	0.46%
Prefer not to say	2,441	17.26%
Sikh	20	0.14%
Total	14,142	100.00%

Table 6 - Tenant profile by Sexual Orientation

Sexual Orientation	No. of tenants	% of tenants
Unknown	2,387	16.88%
Bisexual	41	0.29%
Gay	53	0.37%
Heterosexual	7,930	56.07%
Lesbian	12	0.08%
Other	3	0.02%
Prefer not to say	3,716	26.28%
Total	14,142	100.00%

Table 7 - Tenant profile by Gender Re-assignment

Gender Reassignment	No. of tenants	% of tenants
Unknown	8,943	63.24%
Gender reassigned	20	0.14%
Prefer not to say	1,624	11.48%
Gender same as at birth	3,555	25.14%
Total	14,142	100.00%

Table 8 - Tenant profile by Marriage /Civil Partnership

Marriage/Civil Partnership	% of tenants
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*Insufficient data

Table 9 – Maternity & Pregnancy

Pregnancy & Maternity	% of tenants
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*Insufficient data

Annex B – Rent Analysis

Table 10 - Average change per dwelling – by bedroom size 2016/17

Bedsize	Average RENT CHARGE 15/16	Average of % Decrease 16/17	Average RENT CHARGE 16/17	Average of £ Decrease 16/17
0	84.52	-1%	83.6	0.8
1	98.28	-1%	97.3	0.9
2	111.16	-1%	110.0	1.16
3	125.01	-1%	123.7	1.31
4	140.15	-1%	138.7	1.45
5	155.99	-1%	154.4	1.59
6	159.34	-1%	157.7	1.64
7	165.82	-1%	164.1	1.72
8	178.33	-1%	176.5	1.83

Table 11 - Social Rent Cap Levels (Registered Social Landlords)

Bedroom size	Rent Cap in 2016-17	Rent Cap in 2015-16	Rent Cap in 2014-15	Rent Cap in 2013-14	Rent Cap in 2012-13	Rent Cap in 2011-12
Bedsit & one bedroom	£140.02	£141.43	£137.71	£132.16	£127.57	£119.67
Two bedrooms	£148.24	£149.74	£145.80	£139.92	£135.06	£126.70
Three bedrooms	£156.48	£158.06	£153.90	£147.70	£142.57	£133.74
Four bedrooms	£164.71	£166.37	£162.00	£155.47	£150.07	£140.78
Five bedrooms	£172.94	£174.69	£170.10	£163.24	£157.57	£147.81
Six or more bedrooms	£181.17	£183.00	£178.19	£171.01	£165.07	£154.85

Annex C – Analysis of Tenant Profile & Property Bedsize

Table 13 - GENDER & PROPERTY BED SIZE

Gender by Bedsize	0 bed	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	7 bed	8 bed	Total
Female	30.75%	42.55%	62.45%	60.31%	55.52%	55.93%	53.85%	50.00%	50.00%	55.06%
Male	69.25%	57.27%	37.48%	39.54%	44.48%	44.07%	46.15%	50.00%	50.00%	44.84%
Unknown	0.00%	0.18%	0.07%	0.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.11%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 14 - AGE & PROPERTY BED SIZE

Age Group by Bedsize	0 bed	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	7 bed	8 bed	Total
Under 16	0.00%	0.18%	0.37%	0.26%	0.00%	0.00%	0.00%	0.00%	0.00%	0.25%
16 - 19	0.00%	0.15%	0.17%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.11%
20 - 29	24.68%	10.99%	6.74%	1.30%	0.75%	0.85%	0.00%	0.00%	0.00%	7.06%
30 - 39	25.19%	17.07%	29.64%	14.43%	5.37%	4.24%	0.00%	0.00%	0.00%	21.28%
40 - 49	19.12%	15.65%	23.49%	27.32%	22.39%	16.95%	7.69%	0.00%	0.00%	22.18%
50 - 59	11.11%	18.02%	15.42%	20.80%	27.61%	26.27%	38.46%	33.33%	50.00%	17.82%
60 - 69	10.85%	15.11%	9.08%	15.64%	19.10%	25.42%	46.15%	33.33%	0.00%	12.87%
70+	8.91%	22.09%	14.10%	18.80%	23.28%	24.58%	7.69%	33.33%	50.00%	17.39%
Prefer not to say	0.13%	0.42%	0.56%	0.75%	0.60%	0.85%	0.00%	0.00%	0.00%	0.55%
Unknown	0.00%	0.33%	0.44%	0.67%	0.90%	0.85%	0.00%	0.00%	0.00%	0.47%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 15 - SEXUAL ORIENTATION & PROPERTY BED SIZE

Sexual Orientation by Bedsize	0 bed	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	7 bed	8 bed	Total
Unknown	21.58%	20.87%	16.24%	14.63%	10.15%	9.32%	0.00%	16.67%	0.00%	16.88%
Bisexual	0.26%	0.50%	0.26%	0.17%	0.15%	0.00%	0.00%	0.00%	0.00%	0.29%
Gay	0.90%	1.01%	0.19%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.37%
Heterosexual	48.32%	52.79%	59.07%	56.11%	55.22%	57.63%	53.85%	66.67%	100.00%	56.07%
Lesbian	0.26%	0.21%	0.03%	0.00%	0.15%	0.00%	0.00%	0.00%	0.00%	0.08%
Other	0.00%	0.03%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%
Prefer not to say	28.68%	24.58%	24.17%	29.06%	34.33%	33.05%	46.15%	16.67%	0.00%	26.28%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

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Table 16 - ETHNICITY & PROPERTY BED SIZE

Ethnicity by Bedsize	0 bed	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	7 bed	8 bed	Total
Unknown	1.94%	2.29%	2.14%	2.00%	1.64%	1.69%	0.00%	0.00%	0.00%	2.10%
Any Other Ethnic Group	1.03%	0.83%	0.63%	0.46%	0.15%	0.00%	0.00%	0.00%	0.00%	0.63%
Asian Or Asian British:Bangladeshi	40.83%	24.70%	45.91%	53.22%	64.93%	83.90%	84.62%	33.33%	0.00%	43.61%
Asian Or Asian British:Chinese	0.78%	0.62%	0.38%	1.01%	0.30%	0.00%	0.00%	0.00%	0.00%	0.61%
Asian Or Asian British:Indian	0.52%	0.74%	0.82%	0.38%	0.15%	0.00%	0.00%	0.00%	0.00%	0.64%
Asian Or Asian British:Other Asian	1.03%	1.51%	1.29%	1.25%	1.04%	1.69%	0.00%	0.00%	0.00%	1.31%
Asian Or Asian British:Pakistani	0.39%	0.80%	0.30%	0.29%	0.60%	0.00%	0.00%	0.00%	0.00%	0.43%
Asian Or Asian British:Unknown	1.42%	1.57%	2.28%	3.45%	3.28%	5.08%	15.38%	16.67%	0.00%	2.44%
Asian Or Asian British:Vietnamese	0.13%	0.56%	0.84%	0.67%	0.15%	0.00%	0.00%	0.00%	0.00%	0.65%
Black Or Black British:African	5.04%	3.53%	1.90%	1.10%	0.60%	0.00%	0.00%	0.00%	0.00%	2.18%
Black Or Black British:Caribbean	3.75%	3.95%	2.14%	1.91%	1.49%	0.00%	0.00%	0.00%	0.00%	2.55%
Black Or Black British:Other African	0.52%	0.71%	0.42%	0.35%	0.00%	0.85%	0.00%	0.00%	0.00%	0.46%
Black Or Black British:Other Black	1.16%	1.99%	1.25%	0.72%	0.90%	0.00%	0.00%	0.00%	0.00%	1.27%
Black Or Black British:Somali	3.49%	4.84%	2.49%	1.94%	1.49%	1.69%	0.00%	0.00%	100.00%	2.93%
Black Or Black British:Unknown	0.26%	0.18%	0.16%	0.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.16%
Dual:Asian & White	0.26%	0.33%	0.07%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.13%
Dual:Asian And Black	0.00%	0.00%	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%
Dual:Black African & White	0.65%	0.68%	0.58%	0.20%	0.15%	0.00%	0.00%	0.00%	0.00%	0.49%

Ethnicity by Bedsize	0 bed	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	7 bed	8 bed	Total
Dual:Black Caribbean & White	0.78%	0.39%	0.33%	0.12%	0.15%	0.00%	0.00%	0.00%	0.00%	0.30%
Dual:Other	0.52%	0.36%	0.38%	0.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.30%
Dual:Unknown	0.13%	0.09%	0.02%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%
Prefer not to say	5.94%	8.58%	7.75%	7.91%	6.27%	4.24%	0.00%	33.33%	0.00%	7.79%
White: Other White	6.07%	6.80%	4.53%	2.03%	1.19%	0.00%	0.00%	0.00%	0.00%	4.34%
White:Irish	2.20%	2.35%	1.13%	0.93%	1.04%	0.00%	0.00%	0.00%	0.00%	1.41%
White:Unknown	4.01%	4.25%	2.79%	2.09%	1.94%	0.85%	0.00%	0.00%	0.00%	2.97%
White: British	17.18%	27.35%	19.45%	17.67%	12.54%	0.00%	0.00%	16.67%	0.00%	20.26%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 17 - RELIGION & PROPERTY BED SIZE

Religion & Belief by Bedsize	0 bed	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	7 bed	8 bed	Total
Unknown	18.86%	15.88%	11.59%	9.94%	8.36%	5.93%	0.00%	0.00%	0.00%	12.39%
Buddhist	0.13%	0.48%	0.49%	0.20%	0.15%	0.00%	0.00%	0.00%	0.00%	0.37%
Christian	15.89%	21.91%	14.86%	12.69%	9.25%	0.85%	0.00%	16.67%	0.00%	15.67%
Hindu	0.00%	0.21%	0.24%	0.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.18%
Jewish	0.13%	0.65%	0.58%	0.20%	0.15%	0.00%	0.00%	0.00%	0.00%	0.45%
Muslim	43.02%	31.92%	48.56%	55.91%	64.78%	86.44%	100.00%	50.00%	100.00%	47.23%
No religion	7.88%	9.83%	5.54%	3.04%	1.64%	0.00%	0.00%	16.67%	0.00%	5.85%
Other	0.90%	0.56%	0.40%	0.41%	0.30%	0.00%	0.00%	0.00%	0.00%	0.46%
Prefer not to say	13.18%	18.44%	17.55%	17.38%	15.22%	6.78%	0.00%	16.67%	0.00%	17.26%
Sikh	0.00%	0.12%	0.19%	0.12%	0.15%	0.00%	0.00%	0.00%	0.00%	0.14%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 18 - RELIGION & PROPERTY BED SIZE

Disability by Bedsize	0 bed	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	7 bed	8 bed	Total
No disability	82.17%	68.02%	78.60%	77.35%	74.18%	77.97%	84.62%	66.67%	100.00%	75.76%
One or more disabilities	14.34%	27.64%	14.95%	17.38%	18.21%	18.64%	15.38%	33.33%	0.00%	18.72%
Unknown	3.49%	4.33%	6.45%	5.27%	7.61%	3.39%	0.00%	0.00%	0.00%	5.52%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 22 – PREGNANCY & MATERNITY & PROPERTY BED SIZE

Pregnancy & Maternity by Bedsize	0 bed	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	7 bed	8 bed	Total
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*Insufficient data

Table 23 - Stock Profile by Bedsize

Bed Size	Social Housing	Council
Beds 0	774	5.47
Beds 1	3,368	23.82
Beds 2	5,739	40.58
Beds 3	3,452	24.41
Beds 4	670	4.74
Beds 5	118	0.83
Beds 6	13	0.09
Beds 7	6	0.04
Beds 8	2	0.01
Total	14,142	100%

Annex D – Analysis of Tenant Profile & HB Status

HB Status Overview	Full HB	Partial HB	Not in receipt of HB	Total
Number of Council Tenants	5,700	4,112	4,330	14,142
% of council Tenants	40.3%	29.1%	30.6%	100%

Age Group By HB Status	Full HB	Partial HB	Not in receipt of HB	Total
Under 16	0.32%	0.24%	0.18%	0.25%
16 - 19	0.18%	0.07%	0.07%	0.11%
20 - 29	5.60%	5.59%	10.39%	7.06%
30 - 39	18.40%	21.35%	25.01%	21.28%
40 - 49	20.11%	26.29%	21.02%	22.18%
50 - 59	15.35%	19.58%	19.40%	17.82%
60 - 69	14.68%	11.92%	11.39%	12.87%
70+	24.79%	13.96%	10.92%	17.39%
Prefer not to say	0.19%	0.34%	1.22%	0.55%
Unknown	0.39%	0.66%	0.39%	0.47%
Total	100.00%	100.00%	100.00%	100.00%

Gender by HB Status	Full HB	Partial HB	Not in receipt of HB	Total
Female	56.04%	57.30%	51.64%	55.06%
Male	43.91%	42.68%	48.11%	44.84%
Unknown	0.05%	0.02%	0.25%	0.11%
Total	100.00%	100.00%	100.00%	100.00%

Sexual Orientation by HB Status	Full HB	Partial HB	Not in receipt of HB	Total
Unknown	14.35%	14.93%	22.06%	16.88%
Bisexual	0.37%	0.19%	0.28%	0.29%
Gay	0.36%	0.22%	0.53%	0.37%
Heterosexual	57.99%	57.27%	52.40%	56.07%
Lesbian	0.06%	0.02%	0.16%	0.08%
Other	0.05%	0.00%	0.00%	0.02%
Prefer not to say	26.80%	27.36%	24.57%	26.28%
Total	100.00%	100.00%	100.00%	100.00%

Ethnicity by HB Status	Full HB	Partial HB	Not in receipt of HB	Total
Unknown	1.47%	2.24%	2.79%	2.10%
Any Other Ethnic Group	0.60%	0.80%	0.51%	0.63%
Asian Or Asian British:Bangladeshi	42.56%	54.30%	34.83%	43.61%
Asian Or Asian British:Chinese	0.40%	0.71%	0.79%	0.61%
Asian Or Asian British:Indian	0.82%	0.29%	0.72%	0.64%
Asian Or Asian British:Other Asian	1.16%	1.48%	1.34%	1.31%
Asian Or Asian British:Pakistani	0.54%	0.36%	0.35%	0.43%
Asian Or Asian British:Unknown	2.63%	2.80%	1.85%	2.44%
Asian Or Asian British:Vietnamese	0.61%	0.90%	0.46%	0.65%
Black Or Black British:African	1.96%	1.58%	3.05%	2.18%
Black Or Black British:Caribbean	2.54%	1.87%	3.21%	2.55%
Black Or Black British:Other African	0.32%	0.36%	0.74%	0.46%
Black Or Black British:Other Black	1.00%	0.71%	2.15%	1.27%
Black Or Black British:Somali	3.67%	2.16%	2.68%	2.93%
Black Or Black British:Unknown	0.21%	0.10%	0.14%	0.16%
Dual:Asian & White	0.11%	0.10%	0.18%	0.13%
Dual:Asian And Black	0.02%	0.00%	0.00%	0.01%
Dual:Black African & White	0.47%	0.34%	0.65%	0.49%
Dual:Black Caribbean & White	0.28%	0.19%	0.44%	0.30%
Dual:Other	0.28%	0.34%	0.28%	0.30%
Dual:Unknown	0.07%	0.02%	0.02%	0.04%
Prefer not to say	5.47%	6.10%	12.45%	7.79%
White: Other White	5.88%	2.99%	3.60%	4.34%
White:Irish	2.30%	0.80%	0.83%	1.41%
White:Unknown	3.47%	1.95%	3.28%	2.97%
White: British	21.14%	16.49%	22.68%	20.26%
Total	100.00%	100.00%	100.00%	100.00%

Religion & Belief by HB Status	Full HB	Partial HB	Not in receipt of HB	Total
Unknown	11.21%	10.92%	15.33%	12.39%
Buddhist	0.33%	0.39%	0.42%	0.37%
Christian	16.32%	11.79%	18.50%	15.67%
Hindu	0.21%	0.10%	0.21%	0.18%
Jewish	0.63%	0.22%	0.44%	0.45%
Muslim	48.19%	56.42%	37.23%	47.23%
No religion	6.05%	4.43%	6.93%	5.85%
Other	0.35%	0.51%	0.55%	0.46%
Prefer not to say	16.46%	15.20%	20.28%	17.26%
Sikh	0.25%	0.02%	0.12%	0.14%
Total	100.00%	100.00%	100.00%	100.00%

Disability by HB Status	Full HB	Partial HB	Not in receipt of HB	Total
No disability	67.81%	78.87%	83.28%	75.76%
One or more disabilities	27.98%	15.20%	9.88%	18.72%
Unknown	4.21%	5.93%	6.84%	5.52%
Total	100.00%	100.00%	100.00%	100.00%

Gender Reassignment by HB Status	Full HB	Partial HB	Not in receipt of HB	Total
Unknown	62.72%	63.76%	63.42%	63.24%
Gender reassigned	0.23%	0.07%	0.09%	0.14%
Prefer not to say	11.04%	12.14%	11.45%	11.48%
Gender same as at birth	26.02%	24.03%	25.03%	25.14%
Total	100.00%	100.00%	100.00%	100.00%

Marriage & Civil Partnership by HB Status	Full HB	Partial HB	Not in receipt of HB	Total
Unknown	78.40%	72.35%	80.83%	77.39%
Co-Habiting	0.05%	0.02%	0.25%	0.11%
Divorced	0.23%	0.12%	0.09%	0.16%
Married	18.60%	26.09%	16.67%	20.19%
Prefer not to say	0.04%	0.15%	0.28%	0.14%
Same-Sex Registered Civil Partnership	0.00%	0.00%	0.05%	0.01%
Separated Marriage/Civil Partnership	0.28%	0.27%	0.35%	0.30%
Single	2.14%	0.73%	1.32%	1.48%
Widowed	0.26%	0.27%	0.16%	0.23%
Total	100.00%	100.00%	100.00%	100.00%

Pregnancy & Maternity by HB Status	Full HB	Partial HB	Not in receipt of HB	Total
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*Insufficient data

Annex E – Analysis of Tenant Profile & Rent Arrears

Rent Arrears	In Arrears	Not in Arrears	Total
Numbers of Tenants	6,239	7,903	14,142
% of Tenants	44.12%	55.88%	100%

Age Group by Rent Arrears	In Arrears	Not in Arrears	Total
Under 16	0.22%	0.28%	0.25%
16 - 19	0.19%	0.05%	0.11%
20 - 29	9.17%	5.40%	7.06%
30 - 39	23.90%	19.22%	21.28%
40 - 49	25.89%	19.26%	22.18%
50 - 59	18.87%	16.99%	17.82%
60 - 69	10.05%	15.10%	12.87%
70+	10.69%	22.69%	17.39%
Prefer not to say	0.56%	0.54%	0.55%
Unknown	0.46%	0.47%	0.47%
Total	100.00%	100.00%	100.00%

Gender by Rent Arrears	In Arrears	Not in Arrears	Total
Female	55.36%	54.81%	55.06%
Male	44.53%	45.08%	44.84%
Unknown	0.11%	0.10%	0.11%
Total	100.00%	100.00%	100.00%

Sexual Orientation by Rent Arrears	In Arrears	Not in Arrears	Total
Unknown	18.64%	15.49%	16.88%
Bisexual	0.27%	0.30%	0.29%
Gay	0.32%	0.42%	0.37%
Heterosexual	54.21%	57.55%	56.07%
Lesbian	0.14%	0.04%	0.08%
Other	0.05%	0.00%	0.02%
Prefer not to say	26.37%	26.21%	26.28%
Total	100.00%	100.00%	100.00%

Ethnicity by Rent Arrears	In Arrears	Not in Arrears	Total
Unknown	2.18%	2.04%	2.10%
Any Other Ethnic Group	0.54%	0.70%	0.63%
Asian Or Asian	47.94%	40.19%	43.61%
British:Bangladeshi			
Asian Or Asian British:Chinese	0.32%	0.84%	0.61%
Asian Or Asian British:Indian	0.61%	0.66%	0.64%
Asian Or Asian British:Other Asian	1.36%	1.27%	1.31%
Asian Or Asian British:Pakistani	0.46%	0.40%	0.43%
Asian Or Asian British:Unknown	2.77%	2.18%	2.44%
Asian Or Asian	0.50%	0.77%	0.65%
British:Vietnamese			
Black Or Black British:African	2.64%	1.82%	2.18%
Black Or Black British:Caribbean	3.14%	2.09%	2.55%
Black Or Black British:Other African	0.58%	0.37%	0.46%
Black Or Black British:Other Black	1.52%	1.06%	1.27%
Black Or Black British:Somali	3.96%	2.11%	2.93%
Black Or Black British:Unknown	0.18%	0.14%	0.16%
Dual:Asian & White	0.10%	0.15%	0.13%
Dual:Asian And Black	0.02%	0.00%	0.01%
Dual:Black African & White	0.59%	0.40%	0.49%
Dual:Black Caribbean & White	0.42%	0.22%	0.30%
Dual:Other	0.27%	0.32%	0.30%
Dual:Unknown	0.05%	0.04%	0.04%
Prefer not to say	6.60%	8.73%	7.79%
White: Other White	3.67%	4.87%	4.34%
White:Irish	0.91%	1.81%	1.41%
White:Unknown	2.85%	3.06%	2.97%
White: British	15.80%	23.78%	20.26%
Total	100.00%	100.00%	100.00%

Religion & Belief by Rent Arrears	In Arrears	Not in Arrears	Total
Unknown	13.70%	11.35%	12.39%
Buddhist	0.30%	0.43%	0.37%
Christian	12.37%	18.27%	15.67%
Hindu	0.13%	0.22%	0.18%
Jewis	0.32%	0.56%	0.45%
Muslim	52.09%	43.39%	47.23%
No religion	5.67%	5.99%	5.85%
Other	0.40%	0.51%	0.46%
Prefer not to say	14.81%	19.20%	17.26%
Sikh	0.19%	0.10%	0.14%
Total	100.00%	100.00%	100.00%

Disability by Rent Arrears	In Arrears	Not in Arrears	Total
No disability	77.59%	74.31%	75.76%
One or more disabilities	16.43%	20.54%	18.72%
Unknown	5.98%	5.15%	5.52%
Total	100.00%	100.00%	100.00%

Gender Reassignment by Rent Arrears	In Arrears	Not in Arrears	Total
Unknown	63.89%	62.72%	63.24%
Gender reassigned	0.10%	0.18%	0.14%
Prefer no to say	11.04%	11.83%	11.48%
Gender same as at birth	24.97%	25.27%	25.14%
Total	100.00%	100.00%	100.00%

Marriage & Civil Partnership by Rent Arrears	In Arrears	Not in Arrears	Total
Unknown	75.20%	75.20%	75.20%
Co-Habiting	0.16%	0.16%	0.16%
Divorced	0.27%	0.27%	0.27%
Married	21.51%	21.51%	21.51%
Prefer not to say	0.18%	0.18%	0.18%
Same-Sex Registered Civil Partnership	0.02%	0.02%	0.02%
Separated Marriage/Civil Partnership	0.46%	0.46%	0.46%
Single	1.89%	1.89%	1.89%
Widowed	0.30%	0.30%	0.30%
Total	100.00%	100.00%	100.00%

Pregnancy & Maternity by Rent Arrears	In Arrears	Not in Arrears	Total
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*Insufficient data

Annex F - Community & Population Data

Figure 2 Population by ethnic group, Tower Hamlets, 2011 Census

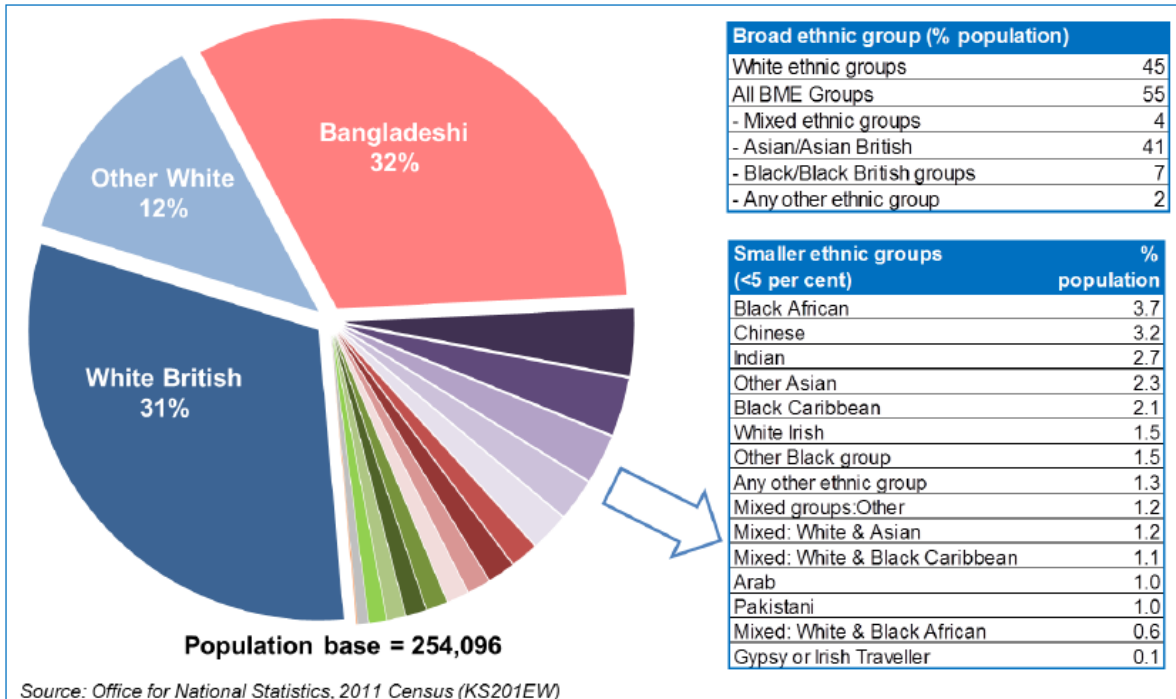


Figure 1 Population by religion, Tower Hamlets, 2011

What is your religion?

This question is voluntary

No religion

Christian (including Church of England, Catholic, Protestant and all other Christian denominations)

Buddhist

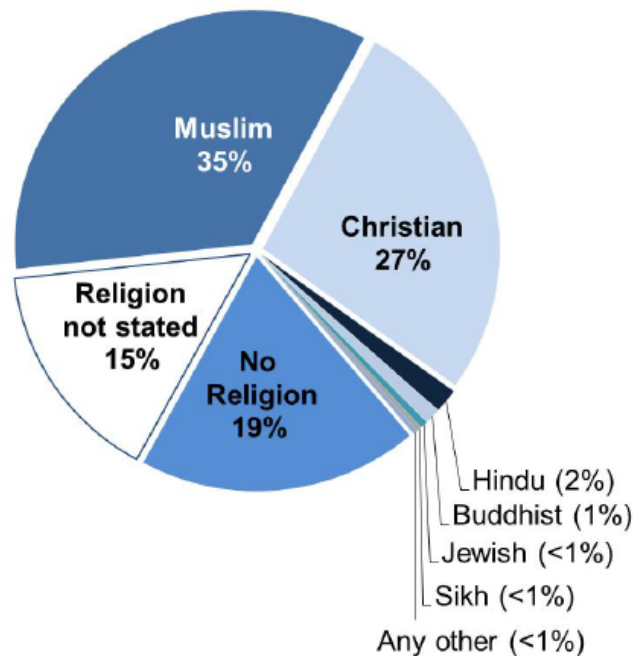
Hindu

Jewish

Muslim

Sikh

Any other religion, write in



Source: Office for National Statistics, Census 2011 (KS209).

Borough Population by Sex (Census 2011)

Sex	2011 Number	2011 Percentage
All persons	254,096	100
Males	130,906	51.52
Females	123,190	48.48


Borough Population by Disability (Census 2011)

Disability	2011 Number	2011 Percentage
All categories: Long-term health problem or disability	254,096	100
Day-to-day activities limited a lot	17,258	6.79
Day-to-day activities limited a little	17,045	6.71
Day-to-day activities not limited	219,793	86.50

Borough Population by Age (Census 2011)

Age	2011	
	number	%
All usual residents	254,096	100.0
Age 0 to 4	18,750	7.4
Age 5 to 7	9,697	3.8
Age 8 to 9	5,834	2.3
Age 10 to 14	13,202	5.2
Age 15	2,660	1.0
Age 16 to 17	4,953	1.9
Age 18 to 19	7,010	2.8
Age 20 to 24	30,818	12.1
Age 25 to 29	40,157	15.8
Age 30 to 44	70,245	27.6
Age 45 to 59	29,337	11.5
Age 60 to 64	5,863	2.3
Age 65 to 74	8,169	3.2
Age 75 to 84	5,611	2.2
Age 85 to 89	1,256	0.5
Age 90 and over	534	0.2

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<p>Cabinet</p> <p>5 January 2016</p>	
<p>Report of: Zena Cooke – Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Corporate Revenue and Capital Budget Monitoring Q2 2015/16 (Month 6)</p>	

Lead Member	Councillor David Edgar, Cabinet Member for Resources
Originating Officer(s)	Kevin Miles, Chief Accountant
Wards affected	All Wards
Key Decision?	No

Executive Summary

This monitoring report details the financial position of the Council at the end of the second quarter, September 2015 (Month 6) compared to budget. The report includes details of;

- General Fund Revenue
- Housing Revenue Account
- Capital Monitoring to Quarter 2

This report has previously been combined with the strategy and performance report. The reports are now presented separately on the same agenda to enable the reports to focus on the key issues.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Council's revenue and capital financial performance compared to budget for 2015/16 as detailed in Sections 3 to 6 and Appendices 1-4 of this report.

1. REASONS FOR THE DECISIONS

- 1.1. Good financial practice requires that regular reports be submitted to Council/Committee setting out the financial position of the Council against budget, and its service performance against targets.
- 1.2. The regular reporting of the Corporate Revenue and Capital Budget Monitoring should assist in ensuring that Members are able to scrutinise officer decisions.

2. ALTERNATIVE OPTIONS

- 2.1 The Council reports its anticipated annual outturn position against budget for both revenue and capital net spend. It also reports its strategic performance.
- 2.2 Significant variations, trends and corrective action are reported in the body and appendices of the report. No alternative action is considered necessary beyond that included below and this report is produced to ensure that Members are kept informed about decisions made under the delegated authority.

3. DETAILS OF REPORT

3.1 General Fund

- 3.2 The following table summarises the current expected outturn position for the General Fund at the end of the financial year 2015/16 taking account of management action being taken by Directorates.

The current position is summarised below

Narrative	£m
Budget	291.362
Forecast Outturn	291.362

3.3 HRA

The HRA is projecting an underspend position of 0.798m for 2015/16. This represents 0.87% of the total budgeted income of £92.1m.

3.4 Capital Programme

Directorates have spent 23% of their capital budgets for the year (£26.9m against budgets of £119.3m) and projecting slippage of £5.9m. Further information is provided in section 6 of the report and Appendix 4.

3.5 More detailed financial information is contained in the following report appendices:

- **Appendix 1** - lists revenue and capital budget / target adjustments (including virements).
- **Appendix 2** - provides the General Fund budget outturn forecast by Directorate and explanations of any major variances.
- **Appendix 3** – provides the budget outturn forecast for the HRA
- **Appendix 4** – provides the projected Capital Monitoring outturn position

4. **FINANCE OVERVIEW**

4.1 The following table summarises the current expected outturn position for the General Fund at the end of the financial year 2015/16 taking account of management action being taken by Directorates.

SUMMARY	Latest Budget £'000	Budget to Date £'000	Actual to Date £'000	Forecast Outturn £'000	Variance £'000
Law, Probity & Governance	9,429	4,715	5,404	9,429	0
Communities & Localities	79,990	29,003	23,438	79,990	0
Development and Renewal	15,750	7,874	8,430	15,750	0
Adult Care Services	122,412	61,204	51,318	122,412	0
Children's Services	90,607	45,304	42,999	90,607	0
Resources	7,373	3,690	20,253	7,373	0
Corporate Costs / Capital Financing	(34,199)	(18,684)	10,223	(34,199)	0
Total	291,362	133,106	162,065	291,362	0

Variances are explained in the detailed budget analysis in Appendix 2. The summary position for each service directorate is set out below.

4.2 **Law Probity and Governance**

Nil

The LP&G directorate is projected to break even at the year end, any minor variances within the services will be contained within the directorate.

4.3 Communities & Localities Nil

The CLC directorate is projected to break even at the year end, any minor variances within the services will be contained within the directorate.

4.4 Development and Renewal Nil

The D&R directorate is forecasting a small underspend for the financial year, mainly due to a restructure in the planning and building control service.

4.5 Education Social Care and Wellbeing Nil

Cabinet are advised that based on present forecasts a balanced position can be reported for period 6 for the overall directorate. There is significant overall pressure which is reflected within divisional budgets, particularly in Social Care, however the drawdown of grants, reserves, and the potential to evidence growth pressures for extra central resources allows a balanced position to be reflected.

4.5 Children's Services (CS)

At present there are savings of £1.489m which are yet to be allocated across the Directorate - £500k of these relate to the review of administration, which leaves £0.989m as savings which need to be delivered, mitigated, or a case made for additional corporate resources via a target adjustment due to slippage/non-deliverability, these savings are being reviewed by the Directorate DMT – the achievability of mitigating savings remain a high risk for the Directorate and will continue to be closely monitored.

The Schools Budget is reporting a forecast unallocated DSG at year-end of £4.029m.

4.6 Adult Care Services (ACS)

ACS shows savings of £0.918m which are yet to be allocated across the Directorate. These savings need to be delivered, mitigated, or a case made for additional corporate resources via a target adjustment due to slippage/non-deliverability. These savings are being reviewed by the Directorate – the achievability of mitigating savings remain a high risk for the Directorate and will continue to be closely monitored.

4.7 Resources Nil

There are small variances in the resources directorate, but these are manageable within the overall resources budget, and overall a break even position is projected. The processing of housing benefit subsidy entries at year-end will offset expenditure to date.

4.8 Corporate Costs & Capital Financing Nil

A breakeven position is forecast for the financial year. Spend to date variance is due to items such as depreciation and minimum revenue provision being processed at year-end. The profiling of the budget will be reviewed to address this point.

5. Housing Revenue Account £0.798m Underspend

The overall projected HRA underspend is the net result of a number of variances. The high number of Right to Buy sales means service charges are projected to be higher than budgeted, although offsetting this, dwelling rental income is forecast to be lower – in the first six months of 2015/16 there were 127 Right to Buy sales. Energy costs are forecast to be lower than budgeted, along with other utilities, although this is a volatile budget and will be closely monitored. The additional net income needs to be seen in the context of emerging pressures on future rents brought about by changes in government policy, and the need to support future investment in existing or new stock as part of a sustainable HRA business plan.

6. CAPITAL

6.1 The capital budget for 2015/16 now totals £119.3m, decreased from the £211.1m reported to Cabinet in October 2015. The decrease is due mostly to re-profiling of budgets into future years.

6.2 Details of all the changes to the capital budget are set out in Appendix 1.

6.3 Total capital expenditure to the end of Quarter 2 represented 23% of the revised capital programme budget for 2015/16 as follows:

	Annual Budget as at 30-Sep-15	Spent to 30-Sep-15	% Budget Spent
	£m	£m	%
TOTALS BY DIRECTORATE:			
Adults' Care Services	0.415	0.000	0%
Children's Services	13.874	3.415	25%
Communities, Localities and Culture	14.094	1.442	10%
Development and Renewal	5.794	2.086	36%
Building Schools for the Future (BSF)	1.014	-0.302	-30%
Housing Revenue Account (HRA)	83.731	20.283	24%
Corporate	0.350	0.000	0%
GRAND TOTAL	119.272	26.924	23%

This compares with 23% at the same stage last year. Expenditure tends to be heavily profiled towards the latter half of the year as new schemes are under development at the start of the year.

6.4 Projected capital expenditure for the year compared to budget is as follows:

	Annual Budget as at 30-Sep-15	Projection 31-Mar-16	Forecast Variance
	£m	£m	£m
TOTALS BY DIRECTORATE:			
Adults' Care Services	0.415	0.415	0.000
Children's Services	13.874	13.897	0.023
Communities, Localities and Culture	14.094	14.026	-0.068
Development and Renewal	5.794	4.868	-0.926
Building Schools for the Future (BSF)	1.014	1.014	0.000
Housing Revenue Account (HRA)	83.731	78.835	-4.896
Corporate	0.350	0.350	0.000
GRAND TOTAL	119.272	113.405	-5.867

Programme slippage of £5.867m is currently being projected. The projection does not reflect an underspend but is due to timing differences between years. Any amount of slippage will be spent in future years. The main reasons for the variance are as follows:

- **Housing Capital programme (£1.8m)**

In light of the summer budget announcements and the need to maximise the use of 1-4-1 receipts, and the stock condition survey that is currently being undertaken, uncommitted elements of the HRA capital programme are being reviewed.

- **Decent Homes Backlog (£3.0m)**

Tower Hamlets Homes manages the Decent Homes Programme and is currently projecting slippage of approximately £3 million from the £52 million remaining project budget. These resources are ring-fenced for the Decent Homes scheme and will be carried forward into 2016-17 as necessary.

The Council has secured additional GLA Decent Homes funding of £13 million towards the programme. The scheme is being managed in accordance with the terms of the GLA grant agreement which has placed a cap on the level of leaseholder recharges. The consequential effect of the enhanced leaseholder consultation that has been undertaken has led to the programme for the financial year being back-loaded, and it is therefore likely that some residual costs will be incurred in 2016-17.

- **Private Sector Housing Improvement Grants (£0.8m)**

Resources are ring-fenced and any underspends will be carried forward into 2015/16 to fund ongoing commitments.

6.5 The total approved budget, taking into account the whole life of all capital schemes, is currently £983.4m against which full spend is forecast.

The breakdown by directorate is shown below:

	All years budget as at 30-Sep-15	Projection (all years)	Variance
	£m	£m	£m
Adults' Care Services	1.289	1.289	0.000
Children's Services	114.440	114.440	0.000
Communities, Localities and Culture	63.425	63.425	0.000
Development and Renewal	29.371	29.371	0.000
Building Schools for the Future (BSF)	332.146	332.146	0.000
Housing Revenue Account (HRA)	430.717	430.717	0.000
Corporate	12.000	12.000	0.000
GRAND TOTAL	983.388	983.388	0.000

- 6.6 Capital receipts received in 2015/16 from the sale of Housing and General Fund assets as at 30th September 2015 are as follows:

Capital Receipts		
	£m	£m
Sale of Housing assets		
Receipts from Right to Buy (127 properties)	14.959	
less pooled amount paid to DCLG	-0.887	
		14.072
Sale of General Fund assets		
Wapping Lane overage payments	0.036	
Land adjacent to 309-317 Cambridge Heath Road	0.085	
		0.121
Total Capital Receipts 2015/16		14.193

Retained Right to Buy receipts must be set aside to meet targets on housing provision as set out in regulations governing the pooling of housing capital receipts, so they must be ring-fenced for this purpose and are not available for general allocation.

7. Glossary of Term and Acronyms

ACS	- Adult Care Services
BATs	- Buildings and Technical Services
C&L	- Communities and Localities
CMBM	- Corporate Monthly Budget Monitor
CS	- Children's Services
D&R	- Development and Renewal
DCLG	- Department of Communities and Local Government
DSG	- Dedicated Schools Grant
GF	- General Fund
GLA	- Greater London Authority
HRA	- Housing Revenue Account
LPG	- Law, Probity and Governance
PH	- Public Health
SLA	- Service Level Agreement

8. COMMENTS OF THE CHIEF FINANCE OFFICER

- 8.1 Under Financial Regulations it is the responsibility of senior managers to contain expenditure within budgets and, where necessary, management action will need to be taken over the remainder of the financial year to avoid overspend.

- 8.2 Any ongoing revenue overspend during 2015/16 will have a negative impact on the Medium Term Financial Plan. At present a broadly break-even position for Directorates is predicted for 2015/16, however there are cost pressures within social care that potentially require the use of earmarked reserves during the year.

9. LEGAL COMMENTS

- 9.1 The report provides performance information, including by reference to key performance indicators and the budget. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted. For the same reason, it is reasonable for the Council to consider the views of residents about the borough and how the Council is discharging its functions.
- 9.2 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 is an important way in which that obligation can be fulfilled.
- 9.3 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue and capital budgets as set out in the report.
- 9.4 When considering its performance and any procurement, 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.

10. CONCLUSIONS

This report and the subsequent appendices are for noting only.

11. ONE TOWER HAMLETS CONSIDERATIONS

The Corporate Budget Monitor assists in reviewing the financial position of the council. It ensures that financial resources are applied to deliver services meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets.

12. BEST VALUE (BV) IMPLICATIONS

Best Value implications for 2015/16 are incorporated within the forecast outturn. Best Value is assessed annually as part of the final audit of the Councils financial statements.

13. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

There are no specific actions for a greener environment implications

14. RISK MANAGEMENT IMPLICATIONS

There is a risk to the integrity of the authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.

The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

15. CRIME AND DISORDER REDUCTION IMPLICATIONS

There are no specific crime and disorder reduction implications.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- **Appendix 1** - lists revenue and capital budget / target adjustments (including virements).
- **Appendix 2** - provides the General Fund budget outturn forecast by Directorate and explanations of any major variances.
- **Appendix 3** – provides the budget outturn forecast for the HRA
- **Appendix 4** – provides the projected Capital Monitoring outturn position

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

- NONE

Officer contact details for documents:

- N/A

CONTROL BUDGET 2015/16	Total General Fund	Adult's Services	Children's Services	Communities, Localities and Culture	Development and Renewal	Law, Probity and Governance	Resources	Corporate Costs	Central Items
2015/16 Original Budget at Cash Prices	291,362,495	122,184,143	90,191,754	80,543,136	15,979,045	9,331,841	9,244,592	14,196,200	(50,308,216)
Approved Savings 2015/16 - Employment Options (Outside Restructure & Vacant Posts Deletion)	0		(21,038)	(711,481)	(91,000)		(183,252)	1,006,771	
Approved Savings 2015/16 - Employment Options (Restructure)	0		(95,205)	(319,000)				562,205	(148,000)
Reversal of Approved Service Growth 2015/16 -(Welfare Reform – Measures to Protect Vulnerable Residents)	0						(1,600,000)		1,600,000
Realignment of Budgets Prior to the Directorate Split of Education, Social Care and Wellbeing on 1st July 2015	0	(43,903)	43,903						
Approved Savings 2015/16 - Employment Options (Restructure)	0				(219,592)	(40,702)	(23,700)	283,994	
Corporate Landlord Model Transfer of Ideas Stores Staff	0			(218,958)	218,958				
Administration and delivery of the Participatory Budget	0			29,673					(29,673)
Allocation of Funding for each Ward Forum	0			200,000					(200,000)
Review of Child Exploitation Services	0		74,457						(74,457)
In year budget adjustments for 2015/16 to reflect New Growth pressures and Mayoral Priorities - Growth	0	219,000	339,000	586,000		170,000			(1,314,000)
In year budget adjustments for 2015/16 to reflect New Growth pressures and Mayoral Priorities - Savings	0			(550,000)	(141,000)	(390,000)		(143,000)	1,224,000
Inflation - Local Govt Services Pay award (Non consolidated Lump sum - April 2015)	0	16,617	40,835	28,200	18,548	7,600	16,900		(128,700)
Concessionary Fares Growth - Approved 25th February 2015 Full Council	0			402,000					(402,000)
Homelessness Expenditure Team posts movement following restructure in January 2014	0				81,358		(81,358)		
Funding costs of Mayoral and Local Elections	0					300,000			(300,000)
In year budget adjustments for 2015/16 - Directors Adults & Service Head Commissioning	0	36,250	34,000						(70,250)
Beacon Council Scheme	0					50,500			(50,500)
Approved Savings 2015/16 - Employment Options (Restructure)	0				(96,000)			96,000	
Public health contingency to cover FSM costs for 2015/16	0							(1,229,000)	1,229,000
	0								
Total Adjustments	0	227,964	415,952	(553,566)	(228,728)	97,398	(1,871,410)	576,970	1,335,420
Revised Current Budget 2015/16	291,362,495	122,412,107	90,607,706	79,989,570	15,750,317	9,429,239	7,373,182	14,773,170	(48,972,796)

Capital Control Budget 2015/16	Total Capital Budget (£)	Children's Services & Adults' Services (£)	Building Schools For the Future (£)	Law, Probity & Governance / Resources (£)	Communities, Localities & Culture (£)	Corporate (£)	Development & Renewal (£)	Housing Revenue Account (£)
2015/16 Original Budget at Second Budget Council	171,971,885	26,404,000	222,885	-	14,560,000	-	3,230,000	127,555,000
Slippage from 2014/15	57,771,964	6,334,560	790,995	-	318,158	2,504,256	8,670,085	39,153,911
Quarter 1 Total Adjustments	(18,647,270)	(8,678,061)	-	-	3,005,727	-	(576,202)	(12,398,733)
Cabinet Approvals								
Children's Services & Adults' Services, Provision for 2 year olds - Bethnal Green Gardens (September 2015)	135,000	135,000						
Budgets Re-profiled*								
Children's Services & Adults' Services, Basic Need/Expansion (To 2016/17)	(8,053,700)	(8,053,700)						
Children's Services & Adults' Services, Conditions and Improvement (To 2016/17)	(1,153,000)	(1,153,000)						
Communities, Localities & Culture, Transport for London Schemes (To 2016/17)	(2,479,443)				(2,479,443)			
Communities, Localities & Culture, Transport for London Schemes (From 2011/12)	17,000				17,000			
Communities, Localities & Culture, Section 106 Schemes (From 2013/14)	23,000							
Communities, Localities & Culture, Parks (From 2013/14)	200,000				200,000			
Communities, Localities & Culture, Contaminated Land Works (To 2016/17)	(262,000)				(262,000)			
Communities, Localities & Culture, Other (To 2016/17)	(101,000)				(101,000)			
Corporate, Civic Centre (To 2016/17)	(2,154,256)					(2,154,256)		
Development & Renewal, Community Buildings Support Fund (To 2016/17)	(1,478,590)						(1,478,590)	
Development & Renewal, Section 106 Schemes (To 2016/17)	(3,928,927)						(3,928,927)	
Housing Revenue Account, Ocean Estate Regeneration (To 2016/17)	(806,000)							(806,000)
Housing Revenue Account, New Supply (From 2016/17)	1,558,000							1,558,000
Housing Revenue Account, New Supply (To 2016/17)	(19,930,378)							(19,930,378)
Housing Revenue Account, Indicative Schemes (To 2016/17 & 2017/18)	(24,083,000)							(24,083,000)
Decisions Delegated to Corporate Directors**								
Children's Services & Adults' Services, Occupational Therapy Suite (July 2015)	140,000	140,000						
Children's Services & Adults' Services, Condition & Improvement - Old Palace Primary School - Roof Repairs (July 2015)	10,000	10,000						
Children's Services & Adults' Services, Condition & Improvement - Malmesbury Primary - Replace Boiler & Plant (Increase) (September 2015)	64,100	64,100						
Development & Renewal, Section 106 Passported Funding - St Katherine's Dock Practice (April 2015)	194,980						194,980	
Other Approvals/Adjustments								
Children's Services & Adults' Services, Basic Need/Expansion - Cayley School (Finished)	(225,000)	(225,000)						
Children's Services & Adults' Services, Basic Need/Expansion - Stebon Expansion Scheme (Finished)	(300,000)	(300,000)						
Children's Services & Adults' Services, Basic Need/Expansion - Provision of Bulge Classes (Current year allocation no longer required)	(200,000)	(200,000)						
Children's Services & Adults' Services, Condition & Improvement - Tommy Flowers Centre - Roofing Works (Technical Adjustment)	3,099	3,099						
Children's Services & Adults' Services, Condition & Improvement - Lawdale Primary - Upgrade Lightning Protection (No longer going ahead)	(15,000)	(15,000)						
Children's Services & Adults' Services, Condition & Improvement - Statutory Requirements (Reduction to current year allocation)	(150,000)	(150,000)						
Children's Services & Adults' Services, Condition & Improvement - Blue Gate Fields - Update Electrical Supply (Finished)	(16,407)	(16,407)						
Children's Services & Adults' Services, Condition & Improvement - Bonner Primary School - Roofing Works (Finished)	(11,000)	(11,000)						
Communities, Localities & Culture, Transport for London Schemes - Historic Streets (Funding reprioritised)	100,000					100,000		
Communities, Localities & Culture, Transport for London Schemes - Bow Common Lane (Funding reprioritised)	(5,000)					(5,000)		
Communities, Localities & Culture, Transport for London Schemes - Bridge Assessment - Garnet Street (Technical adjustment)	(25,291)					(25,291)		
Communities, Localities & Culture, Transport for London Schemes - Bridge Assessment - Wansbeck Road (Technical adjustment)	1,784					1,784		
Communities, Localities & Culture, Transport for London Schemes - Aldgate Connections (Funding returned)	(127,873)					(127,873)		

Capital Control Budget 2015/16	Total Capital Budget (£)	Children's Services & Adults' Services (£)	Building Schools For the Future (£)	Law, Probity & Governance / Resources (£)	Communities, Localities & Culture (£)	Corporate (£)	Development & Renewal (£)	Housing Revenue Account (£)
Communities, Localities & Culture, Transport for London Schemes - TfL LIP to be Allocated (To reflect actual 2015/16 allocation)	(93,000)				(93,000)			
Communities, Localities & Culture, Section 106 Schemes - 33-35 Commercial Road (Finished)	(104,076)				(104,076)			
Communities, Localities & Culture, Parks - Victoria Park Sports Hub (Reduction in estimate)	(933,989)				(933,989)			
Development & Renewal, High Street 2012 (Reduction in estimate)	(307,759)						(307,759)	
Development & Renewal, Section 106 Schemes - Limehouse Basin Improvements (Technical adjustment)	(10,000)						(10,000)	
Housing Revenue Account, Housing Capital Programme (Reduction in estimate)	(25,860,369)							(25,860,369)
Housing Revenue Account, New Supply - Christian Street (No longer going ahead)	(150,670)							(150,670)
Housing Revenue Account, New Supply - Brick Lane (No longer going ahead)	(310,600)							(310,600)
Housing Revenue Account, New Supply - Spelman Street (No longer going ahead)	(470,670)							(470,670)
Housing Revenue Account, New Supply - Mile End Road (No longer going ahead)	(525,000)							(525,000)
Quarter 2 Total Adjustments	(91,825,033)	(9,771,907)	-	-	(3,789,887)	(2,154,256)	(5,530,295)	(70,578,688)
Revised Budget	119,271,546	14,288,592	1,013,880	-	14,093,997	350,000	5,793,588	83,731,490

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Corporate Monthly Budget Monitoring	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Previous	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Comments
September 2015	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
CHE Directorate of Law, Probity and Governance									
GEN General Fund Account									
Expenditure	17,755	17,852	8,927	9,678	17,748	17,802	-50	-0.28%	
Income	-8,423	-8,423	-4,212	-4,274	-8,379	-8,373	50	-0.59%	
Net Expenditure	9,332	9,429	4,715	5,404	9,369	9,429	0	0.00%	
Net Expenditure Directorate: CHE	9,332	9,429	4,715	5,404	9,369	9,429	0	0.00%	
COM Communities & Localities									
GEN General Fund Account									
Expenditure	135,296	135,449	51,717	47,615	133,700	135,449	-0	0.00%	
Income	-54,756	-55,459	-22,714	-24,177	-53,714	-55,459	0	0.00%	
Net Expenditure	80,540	79,990	29,003	23,438	79,986	79,990	-0	0.00%	
Net Expenditure Directorate: COM	80,540	79,990	29,003	23,438	79,986	79,990	-0	0.00%	
COP Corporate Cost and Central Items									
GEN General Fund Account									
Balance Sheet	-50,308	-48,972	-24,487	573	-50,308	-48,972	0	0.00%	
Capital Expenditure	4,551	4,356	4,053	1,557	4,356	4,356	0	0.00%	
Expenditure	12,095	13,010	3,047	9,287	14,147	13,010	0	0.00%	
Income	-2,450	-2,593	-1,297	-1,194	-2,593	-2,593	0	0.00%	
Net Expenditure	-36,112	-34,199	-18,684	10,223	-34,398	-34,199	0	0.00%	
Net Expenditure Directorate: COP	-36,112	-34,199	-18,684	10,223	-34,398	-34,199	0	0.00%	
DEV Development & Renewal									
GEN General Fund Account									
Expenditure	72,298	71,424	35,713	34,903	28,034	79,172	7,748	10.85%	
Income	-56,319	-55,674	-27,839	-26,473	-13,588	-63,422	-7,748	13.92%	
Net Expenditure	15,979	15,750	7,874	8,430	14,446	15,750	0	0.00%	
Net Expenditure Directorate: DEV	15,979	15,750	7,874	8,430	14,446	15,750	0	0.00%	
CHI Childrens Services									
GEN General Fund Account									
Expenditure	139,640	140,736	70,368	61,722	141,571	142,494	1,758	1.25%	
Income	-49,448	-50,129	-25,064	-18,723	-50,868	-51,887	-1,758	3.51%	
Net Expenditure	90,192	90,607	45,304	42,999	90,703	90,607	0	0.00%	
Net Expenditure Directorate: ESW	90,192	90,607	45,304	42,999	90,703	90,607	0	0.00%	
ADU Adult Care Services									
GEN General Fund Account									
Expenditure	130,762	138,809	69,400	56,199	141,555	147,722	8,913	6.42%	
Income	-8,576	-16,397	-8,196	-4,881	-17,889	-25,310	-8,912	54.35%	
Net Expenditure	122,186	122,412	61,204	51,318	123,666	122,413	0	0.00%	
Net Expenditure Directorate: COM	122,186	122,412	61,204	51,318	123,666	122,413	0	0.00%	
RES Resource Services									
GEN General Fund Account									
Expenditure	296,893	296,622	148,311	168,971	293,952	299,883	3,261	1.10%	
Income	-287,649	-289,249	-144,621	-148,718	-286,442	-292,510	-3,261	1.13%	
Net Expenditure	9,244	7,373	3,690	20,253	7,510	7,373	0	0.00%	
Net Expenditure Directorate: RES	9,244	7,373	3,690	20,253	7,510	7,373	0	0.00%	
Net Expenditure Total	291,362	291,362	133,106	162,065	291,282	291,362	-0	0.00%	

Adult Care Services - Summary by Service Area - Period 6 (September 2015)

Variances with the service will be internally managed, by a combination of savings made elsewhere within the directorate and a drawdown from reserves at year end, Overspends are principally due to home care packages and home care budgets although there also approximately 2M overspend on Staffing.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: ACS Commissioning & Health								
Expenditure	21,762	27,704	13,851	9,546	27,130	(574)	-2.1%	Majority of this variance is due to lower than anticipated costs for the block subsidy on supporting people, though this is partially offset by overspends in the staffing of commissioning services.
Income	(2,422)	(8,335)	(4,167)	(575)	(8,376)	(41)	0.5%	
Net Expenditure	19,340	19,369	9,684	8,971	18,754	(615)	-3.2%	
Service Area: APH Public Health								
Expenditure	29,503	29,558	14,779	8,484	31,386	1,828	6.2%	The pressure is due to : Agency Staff costs £208k, Cost of services covered by other directorates £2,801k offset by an underspend on services procured directly by the team -£1,181k.
Income	0	(54)	(27)	(69)	(73)	(19)	35.2%	
Net Expenditure	29,503	29,504	14,752	8,415	31,313	1,809	6.1%	
Service Area: ASC Adults Social Care								
Expenditure	79,495	81,548	40,770	38,154	89,207	7,659	9.4%	Continuing pressures on ACS budgets for care packages and Home care budgets, account for approximately 5.8 million overspend, with a further 2m of overspend on staffing budgets. This is to be covered by savings elsewhere within the directorate and drawdown from reserves.
Income	(6,154)	(8,008)	(4,002)	(4,237)	(16,861)	(8,853)	110.6%	
Net Expenditure	73,341	73,540	36,768	33,917	72,346	(1,194)	-1.6%	
GF Directorate Summary								
Expenditure	130,760	138,810	69,400	56,184	147,723	8,913	6.4%	
Income	(8,576)	(16,397)	(8,196)	(4,881)	(25,310)	(8,913)	54.4%	
Net Expenditure	122,184	122,412	61,204	51,303	122,412	(0)	0.0%	

Law Probity and Governance - Summary by Service Area Period 6 (September 2015)

This directorate is projected to show a small underspend of 65K at year end, although there are variances within the separate votes lines, overall these will be contained with the overall net budget for LPG.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: C11 Corporate Management								
Expenditure	2,118	2,226	1,113	970	2,166	(60)	-2.7%	This underspend is due to senior vacancies being left vacant for part of year.
Income	0	0	0	0	0	0	0.0%	
Net Expenditure	2,118	2,226	1,113	970	2,166	(60)	-2.7%	
Service Area: C13 Legal Services								
Expenditure	5,096	5,396	2,698	3,554	5,441	45	0.8%	
Income	(4,283)	(4,283)	(2,142)	(2,349)	(4,283)	0	0.0%	
Net Expenditure	813	1,113	556	1,205	1,158	45	4.0%	
Service Area: C18 Communications								
Expenditure	2,578	2,629	1,314	1,336	2,629	0	0.0%	There is a risk that the budgeted level of income from EEL will not be achieved.
Income	(2,553)	(2,553)	(1,277)	(1,200)	(2,503)	50	-2.0%	
Net Expenditure	25	76	37	136	126	50	65.8%	
Service Area: C19 Registrars & Democratic Services								
Expenditure	4,970	4,609	2,305	2,501	4,609	0	0.0%	
Income	(597)	(597)	(299)	(309)	(597)	0	0.0%	
Net Expenditure	4,373	4,012	2,006	2,192	4,012	0	0.0%	
Service Area: C20 Business Support								
Expenditure	848	848	424	414	816	(32)	-3.8%	Vacancy within Business Support Team
Income	(833)	(833)	(416)	(416)	(833)	0	0.0%	
Net Expenditure	15	15	8	(2)	(17)	(32)	-213.3%	
Service Area: C54 Corporate Strategy & Equalities								
Expenditure	2,145	2,146	1,073	903	2,143	(3)	-0.1%	
Income	(157)	(157)	(78)	0	(157)	0	0.0%	
Net Expenditure	1,988	1,989	995	903	1,986	(3)	-0.2%	
Directorate Summary								
Net Expenditure	17,755	17,854	8,927	9,678	17,804	(50)	-0.3%	
Net Income	(8,423)	(8,423)	(4,212)	(4,274)	(8,373)	50	-0.6%	
Net Variance	9,332	9,431	4,715	5,404	9,431	0	0.0%	

Children's Services - Summary by Service Area - Period 6 (September 2015)

Variances with the service will be internally managed.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: GLA Learning & Achievement								
Expenditure	74,440	74,863	37,431	12,918	73,380	(1,483)	-2.0%	Schools transactions posted at year end
Income	(3,177)	(3,196)	(1,597)	(269)	(3,660)	(464)	14.5%	
Net Expenditure	71,263	71,667	35,834	12,649	69,720	(1,947)	12.5%	
Service Area: GRE ESCW Resources								
Expenditure	5,979	6,284	3,141	823	5,898	(386)	-6.1%	Schools transactions posted at year end
Income	(331,830)	(331,983)	(165,991)	(42)	(329,652)	2,331	-0.7%	
Net Expenditure	(325,851)	(325,699)	(162,850)	781	(323,754)	1,945	-0.6%	
Service Area: GSC Childrens Social Care								
Expenditure	706	813	406	191	912	99	12.2%	DSG Schools transactions posted at year end
Income	(363)	(363)	(181)	0	(460)	(97)	26.7%	
Net Expenditure	343	450	225	191	452	2	0.4%	
Service Area: GSH Schools								
Expenditure	291,670	291,411	145,707	141,616	291,411	0	0.0%	
Income	(37,427)	(37,829)	(18,915)	(35,102)	(37,829)	0	0.0%	
Net Expenditure	254,243	253,582	126,792	106,514	253,582	0	0.0%	
Service Area: GDS ESCW Directors Services								
Expenditure	408	408	205	86	382	(26)	-6.4%	
Income	0	0	0	0	0	0	0.0%	
Net Expenditure	408	408	205	86	382	(26)	-6.4%	
Service Area: GLA Learning & Achievement								
Expenditure	27,667	27,862	13,931	12,293	27,805	(57)	-0.2%	Underspend represents current demand on the admissions service, however this can fluctuate as the academic year begins. Service struggling to achieve savings identified especially within the Parental Engagement and Carers Services Votes. School Improvement secondary is having difficulty achieving its income targets.
Income	(9,065)	(9,269)	(4,635)	(5,066)	(8,793)	476	-5.1%	
Net Expenditure	18,602	18,593	9,296	7,227	19,012	419	2.3%	

Service Area: GRE ESCW Resources

Expenditure	46,671	46,885	23,442	25,356	46,207	(678)	-1.4%	1.9m of reserves to be drawn down along with 0.5m in grants, these 4.4% will be allocated at year end to relevant overspends.
Income	(35,485)	(35,662)	(17,830)	(12,216)	(37,216)	(1,554)		
Net Expenditure	11,186	11,223	5,612	13,140	8,991	(2,232)	-19.9%	

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
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Service Area: GSC Childrens Social Care

Expenditure	48,694	49,381	24,690	23,862	51,900	2,519	5.1%	High agency cover staffing costs, and uncertainties around take up on the Looked after Children service and overspends where budget savings cannot be met from within service.
Income	(4,898)	(5,198)	(2,599)	(1,441)	(5,878)	(680)	13.1%	Unbudgeted grant income, and revised level of SLA income.
Net Expenditure	43,796	44,183	22,091	22,421	46,022	1,839	4.2%	

Service Area: GSH Schools

Expenditure	16,200	16,200	8,100	125	16,200	0	0.0%
Income	0	0	0	0	0	0	0.0%
Net Expenditure	16,200	16,200	8,100	125	16,200	0	0.0%

GF Directorate Summary

Expenditure	512,435	514,107	257,053	217,270	514,095	(12)	0.0%
Income	(422,245)	(423,500)	(211,748)	(54,136)	(423,488)	12	0.0%
Net Expenditure	90,190	90,607	45,305	163,134	90,607	0	0.0%

2015-16

Communities & Localities - Summary by Service Area Period 6 (September 2015)

Overall this directorate is projected to be on budget at year end. Individual variances are due to recharge adjustments that are put through at year end, and timings of contract payments. These are closely monitored to ensure that any delays do not affect either the councils cash flow position or endanger the councils standing with its debtors or creditors.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: CPR Public Realm (Parking Control)								
Expenditure	8,042	7,709	3,268	2,929	7,709	0	0.0%	
Income	(8,042)	(7,709)	(8,299)	(9,125)	(7,709)	0	0.0%	
Net Expenditure	0	0	(5,031)	(6,196)	0	0	0.0%	
Service Area: CAL Cultural Services								
Expenditure	24,331	23,787	9,223	9,352	23,787	(0)	0.0%	
Income	(8,194)	(8,144)	(3,648)	(3,778)	(8,144)	0	0.0%	
Net Expenditure	16,137	15,643	5,575	5,574	15,643	(0)	0.0%	
Service Area: CMS CLC Management & Support								
Expenditure	3,286	3,455	1,728	1,632	3,455	0	0.0%	
Income	(3,286)	(3,461)	0	0	(3,461)	0	0.0%	
Net Expenditure	0	(6)	1,728	1,632	(6)	0	0.0%	
Service Area: CPR Public Realm								
Expenditure	63,977	64,444	21,260	20,834	64,444	0	0.0%	
Income	(19,995)	(20,133)	(5,682)	(4,783)	(20,133)	0	0.0%	
Net Expenditure	43,982	44,311	15,578	16,051	44,311	0	0.0%	
Service Area: CSC Safer Communities								
Expenditure	35,360	35,524	15,973	12,793	35,524	0	0.0%	
Income	(15,239)	(16,012)	(5,085)	(6,488)	(16,012)	0	0.0%	
Net Expenditure	20,121	19,512	10,888	6,305	19,512	0	0.0%	
Service Area: CSI Service Integration								
Expenditure	300	530	265	75	530	0	0.0%	
Income	0	0	0	(3)	0	0	0.0%	
Net Expenditure	300	530	265	72	530	0	0.0%	
Directorate Summary								
Expenditure	135,296	135,449	51,717	47,615	135,449	(0)	0.0%	
Income	(54,756)	(55,459)	(22,714)	(24,177)	(55,459)	0	0.0%	
Net Variance	80,540	79,990	29,003	23,438	79,990	(0)	0.0%	

Corporate Cost and Central Items - Summary by Service Area Period 6 (September 2015)

This budget covers items such as depreciation and minimum revenue provision being processed at year-end. Variances arising from management of investment income are also shown here.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Corporate Costs & Central Items								
Expenditure	16,646	17,366	7,100	11,244	17,366	0	0%	
Income	(2,450)	(2,593)	(1,297)	(1,194)	(2,593)	0	0%	
Central Items	(50,308)	(48,972)	(24,487)	0	(48,972)	0	0%	
Net Expenditure	(36,112)	(34,199)	(18,684)	10,050	(34,199)	0	0%	

Development & Renewal - Summary by Service Area Period 6 (September 2015)

Overspend due to the inclusion of the Corporate Landlord Model is mitigated by the underspend attributable to the restructure within Planning and Building Control.

	Budget Original	Budget Current	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: JAM Corporate Property & Capital Delivery							
Expenditure	17,394	16,718	8,339	17,985	1,267	7.6%	Corporate landlord model included in structure, income represents reduced income in BATs Trading account offset by increased recharges in other areas.
Income	(16,521)	(15,623)	(7,116)	(16,586)	(963)	6.2%	
Net Expenditure	873	1,095	1,223	1,399	304	27.8%	
Service Area: JEE Economic Development							
Expenditure	3,501	3,584	1,403	3,984	400	11.2%	Savings of £349k needs to be delivered through restructure– however proposed restructure is delayed, therefore potential risks of overspend if no mitigating options found. Finance is working with the service to address this. Budget also includes £510k re: Women into Health and Social Care Project [this is part of Overall £1.3m allocated for the overall programme] - there is slippage in project, which may results in underspend 15/16.
Income	(1,518)	(1,668)	(129)	(2,074)	(406)	24.3%	
Net Expenditure	1,983	1,916	1,274	1,910	(6)	-0.3%	
Service Area: JES Resources							
Expenditure	7,075	7,079	5,114	7,361	282	4.0%	One off project related activities - funded via recharge to capital and external income
Income	(709)	(822)	110	(1,104)	(282)	34.3%	
Net Expenditure	6,366	6,257	5,224	6,257	0	0.0%	
Service Area: JHO Housing Options							
Expenditure	34,421	34,086	15,892	39,867	5,781	17.0%	Increase in Supplies and Services and Third Party Payments due to significant increase in B&B and Nightly Lets (NL). 128% increase in NL and 53% increase in P&P
Income	(30,565)	(30,316)	(17,422)	(36,101)	(5,785)	19.1%	
Net Expenditure	3,856	3,770	(1,530)	3,766	(4)	-0.1%	
Service Area: JPB Planning & Building Control							
Expenditure	6,401	6,437	2,686	6,152	(285)	-4.4%	Vacancies incorporated as part of saving process. Review of Infrastructure Planning Budget underway
Income	(4,728)	(4,861)	(1,513)	(4,866)	(4)	0.1%	
Net Expenditure	1,673	1,576	1,173	1,286	(289)	-18.3%	
Service Area: JRS Regen Strategy and Sustainability							
Expenditure	3,506	3,519	1,469	3,822	303	8.6%	
Income	(2,278)	(2,384)	(403)	(2,691)	(306)	12.8%	
Net Expenditure	1,228	1,136	1,066	1,131	(3)	-0.3%	
Directorate Summary							
Net Expenditure	72,298	71,423	34,903	79,171	7,748	10.8%	
Net Income	(56,319)	(55,674)	(26,473)	(63,422)	(7,748)	13.9%	
Net Variance	15,979	15,750	8,430	15,750	0	0.0%	

Resources - Summary by Service Area Period 6 (September 2015)

There are a number of small variances on this directorate, but these will be managed within the year and the projected variance will be nil at the year end.

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: R10 Director of Resources								
Expenditure	715	715	357	338	715	0	0.0%	
Income	(709)	(709)	(354)	(354)	(709)	0	0.0%	
Net Expenditure	6	6	3	(16)	6	0	0.0%	
Service Area: R11 Customer Access								
Expenditure	4,458	4,366	2,183	1,978	4,365	0	0.0%	
Income	(2,119)	(2,119)	(1,059)	(360)	(2,119)	0	0.0%	
Net Expenditure	2,339	2,247	1,124	1,618	2,246	0	0.0%	
Service Area: R12 Corporate Finance								
Expenditure	4,401	4,336	2,168	1,877	4,290	(46)	-1.1%	
Income	(4,126)	(4,126)	(2,063)	(2,215)	(4,111)	15	-0.4%	
Net Expenditure	275	210	105	(338)	179	(31)	-14.8%	
Service Area: R13 Human Resources								
Expenditure	8,435	8,369	4,185	4,535	8,696	327	3.9%	Potential slippage on delivery of savings in Operations and Consultancy areas
Income	(8,740)	(8,740)	(4,369)	(4,635)	(9,037)	(297)	3.4%	
Net Expenditure	(305)	(371)	(184)	(100)	(341)	30	-8.1%	
Service Area: R14 ICT								
Expenditure	11,437	11,389	5,695	5,558	12,863	1,474	12.9%	Potential underspend resulting from clawbacks against contract performance
Income	(11,433)	(11,433)	(5,716)	(5,520)	(12,935)	(1,502)	13.1%	
Net Expenditure	4	(44)	(21)	38	(72)	(28)	63.6%	
Service Area: R15 Revenue Services								
Expenditure	8,200	8,200	4,100	2,648	8,476	276	3.4%	
Income	(5,637)	(5,637)	(2,818)	(1,134)	(5,903)	(266)	4.7%	
Net Expenditure	2,563	2,563	1,282	1,514	2,573	10	0.4%	
Service Area: R16 Procurement								
Expenditure	730	730	365	471	752	22	3.0%	
Income	(747)	(747)	(374)	(354)	(747)	0	0.0%	
Net Expenditure	(17)	(17)	(9)	117	5	22	-129.4%	

	Budget Original	Budget Current	Budget To Date	Actuals	Forecast Current	Variance Forecast v. Budget	% Variance Forecast v. Budget	Service Area Explanation
Service Area: R17 Risk Assessment								
Expenditure	1,698	1,698	849	5,001	1,725	27	1.6%	
Income	(1,851)	(1,851)	(925)	(840)	(1,878)	(27)	1.5%	
Net Expenditure	(153)	(153)	(76)	4,161	(153)	0	0.0%	
Service Area: R19 Benefits								
Expenditure	256,266	256,266	128,132	147,066	256,564	298	0.1%	
Income	(251,821)	(253,421)	(126,710)	(133,182)	(253,721)	(300)	0.1%	
Net Expenditure	4,445	2,845	1,422	13,884	2,843	(2)	-0.1%	
Service Area: R62 Transformation Projects								
Expenditure	87	87	44	(760)	971	884	1016.1%	One off project related expenditure on the transformation programme
Income	0	0	0	(36)	(884)	(884)	0.0%	Funded through earmarked reserves to be drawn down at year end
Net Expenditure	87	87	44	(796)	87	0	0.0%	
Service Area: R99 Rechargeable Works								
Expenditure	466	466	233	259	466	0	0.0%	
Income	(466)	(466)	(233)	(88)	(466)	0	0.0%	
Net Expenditure	0	0	0	171	0	0	0.0%	
Directorate Summary								
Net Expenditure	296,893	296,622	148,311	168,971	299,883	3,261	1.1%	
Net Income	(287,649)	(289,249)	(144,621)	(148,718)	(292,510)	(3,261)	1.1%	
Net Variance	9,244	7,373	3,690	20,253	7,373	0	0.0%	

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Hard Comms	Actuals	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
September 2015	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Service Area: HRA Housing Revenue Account										
INCOME										
DIRECTLY CONTROLLED INCOME BUDGETS										
Dwelling & Non Dwelling Rents										
	Income	-72,900	-72,900	-36,400	0	-36,083	-72,165	735	-1.01%	When setting this budget it was assumed that 200 Right to Buy sales would take place in 2014/15, and 150 in 2015/16. There were actually 255 sales in 2014/15, and the forecast assumes that there will be more than 150 sales this year. As at the end of September 2015, 127 sales had taken place. RISK: Depending on the number of sales that take place this year there may be further pressure on this budget.
	Net Expenditure	-72,900	-72,900	-36,400	0	-36,083	-72,165	735	-1.0%	
Tenant & Leaseholder Service Charges										
	Income	-18,871	-18,871	-15,560	0	-15,972	-19,691	-820	4.35%	Leaseholder Service Charge income is forecast to be higher than budgeted as a result of additional income being received due to the projected number of right to buy sales.
	Net Expenditure	-18,871	-18,871	-15,560	0	-15,972	-19,691	-820	4.3%	
INDIRECTLY CONTROLLED INCOME BUDGETS										
Investment Income Received										
	Income	-225	-225	0	0	-8	-217	8	-3.56%	
	Net Expenditure	-225	-225	0	0	-8	-217	8	-3.6%	
Contributions Towards Expenditure										
	Income	-115	-115	0	0	0	-115	0	0.00%	
	Net Expenditure	-115	-115	0	0	0	-115	0	0.0%	
TOTAL INCOME		-92,111	-92,111	-51,960	0	-52,063	-92,188	-77		

Corporate Monthly Budget Monitoring		Original Budget	Current Budget	Budget to Date	Hard Comms	Actuals	Current Forecast	Variance Current Forecast v. Current Budget	% Variance Current Forecast v. Current Budget	Explanation of any variance that is considered to be significant and all variances greater than £100k
September 2015	HRA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
EXPENDITURE										
DIRECTLY CONTROLLED EXPENDITURE BUDGETS										
Repair & Maintenance										
	Expenditure	22,298	22,298	11,168	0	10,050	22,118	-180	-0.81%	
	Net Expenditure	22,298	22,298	11,168	0	10,050	22,118	-180	-0.8%	
Supervision & Management	Expenditure	23,623	23,623	13,167		11,919	23,909	286	1.21%	Tower Hamlets Homes collects water bill payments on behalf of Thames Water and receives an element of commission. It is currently forecast that more commission will be received than budgeted, although this is offset by projected lower than budgeted capital fee income due to slippage on the non Decent Homes housing capital programme.
	Net Expenditure	23,623	23,623	13,167	0	11,919	23,909	286	1.2%	
Special Services, Rents, Rates & Taxes	Expenditure	15,690	15,690	6,460	6	3,878	14,863	-827	-5.27%	It is currently forecast that there will be an underspend on HRA buildings insurance. In addition a substantial underspend is forecast on the energy budget due to energy prices being lower than budgeted although this will continue to be closely monitored.
	Net Expenditure	15,690	15,690	6,460	6	3,878	14,863	-827	-5.3%	
INDIRECTLY CONTROLLED EXPENDITURE BUDGETS										
Provision for Bad Debts										
	Expenditure	1,400	1,400	0	0	0	1,400	0	0.00%	This budget was increased in order to mitigate against the risk that bad debt would increase due to welfare reform, but due to delays in implementing some of the reforms it is currently anticipated that the full level of provision will not be needed in 2015/16. However, the final position will not be known until the end of the year when the bad debt provision is calculated.
	Net Expenditure	1,400	1,400	0	0	0	1,400	0	0.0%	
Capital Financing Charges										
	Expenditure	29,100	29,100	0	0	0	29,100	0	0.00%	This budget assumes a Revenue Contribution to Capital (RCCO) of just under £10m; if this budget is not all needed to fund the HRA capital programme in 2015/16 then the resulting underspend will carry forward in HRA balances and be earmarked to be used to fund capital in future years.
	Net Expenditure	29,100	29,100	0	0	0	29,100	0	0.0%	
TOTAL EXPENDITURE		92,111	92,111	30,795	6	25,847	91,390	-721	-0.8%	
Contribution from Reserves		0	0	0	0	0	0	0	0.00%	
TOTAL HRA		0	0	-21,165	6	-26,216	-798	-798		

Appendix 4 - Capital Monitoring Q2

	All Years		In Year - 15/16					Future Years	All Years	
	Approved Budget	Spend to 31st March 2015	Revised Budget 15/16	Spend as at Q2	Projected Spend	Projected Variance	Spend (%)	Total Future Budget	Projected Spend	Variance
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
Adults' Care Services	1.289	0.874	0.415	0.000	0.415	0.000	0%	0.000	1.289	0.000
Children's Services	114.440	63.776	13.874	3.415	13.897	0.023	25%	36.790	114.440	0.000
Communities, Localities and Culture	63.425	41.557	14.094	1.442	14.026	-0.068	10%	7.772	63.424	0.000
Development & Renewal	29.371	18.918	5.794	2.086	4.868	-0.925	36%	4.659	29.371	0.000
Building Schools for the Future	332.146	331.131	1.014	-0.302	1.014	0.000	-30%	0.000	332.146	0.000
HRA	430.717	194.208	83.731	20.283	78.835	-4.897	24%	152.778	430.718	0.000
Corporate	12.000	9.496	0.350	0.000	0.350	0.000	0%	2.154	12.000	0.000
Grand Total	983.388	659.960	119.272	26.924	113.405	-5.867	23%	204.154	983.388	0.000

Appendix 4 - Quarter 2 Capital Monitoring 2015-16

	All Years		In Year - 15/16					Future Years (FY)		FY Total	All Years			
	Approved Budget	Spend to 31st March 2015	Revised Budget 15/16	Spend to Q2	Projected Spend	Projected Variance	2015/16 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	16/17	17/18 Onwards	Budget	Projected Spend	Variance	Variance %
	A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Adults' Care Services														
Mental health services	0.167	0.106	0.061	-	0.061	0.000	0%	Delayed start to new project	-	-	-	0.167	-	0%
E-Marketplace purchase and delivery	0.074	0.059	0.015	-	0.015	- 0.000	0%	Remaining budget carried forward from 2014/15. To be reviewed.	-	-	-	0.074	-	0%
Tele Care/Telehealth Equipment	0.400	0.205	0.195	-	0.195	- 0.000	0%	Main spend to be incurred in Quarter 4	-	-	-	0.400	-	0%
Development of Learning Disability Hubs	0.508	0.504	0.004	-	0.004	0.000	0%	Budget represents Final Account payment - not due until Quarter 4	-	-	-	0.508	-	0%
Occupational Therapy Suite	0.140	-	0.140	-	0.140	-	0%	Works to start Nov/Dec 15 - spend to occur in Quarter 4	-	-	-	0.140	-	0%
ADULTS' TOTAL	1.289	0.874	0.415	-	0.415	- 0.000	0%		-	-	-	1.289	-	0%
Children's Services														
Condition & Improvement	5.519	2.781	2.160	0.306	2.160	-	14%	Slippage on programming of works	0.578	-	0.578	5.519	-	0%
Bishop Challoner - Community Facilities	0.600	-	0.025	-	0.025	-	0%	Project reviewed, feasibility underway	0.575	-	0.575	0.600	-	0%
Universal Free School Meals - Kitchen Upgrade	0.384	0.316	0.068	0.000	0.068	0.000	0%	Works mainly complete - budget to be reviewed	-	-	-	0.384	-	0%
Basic Need/Expansion	101.459	55.806	10.169	2.788	10.190	0.021	27%	Slippage but schemes on site with spend in quarters 3 and 4	27.484	8.000	35.484	101.459	-	0%
Primary Capital Programme	4.844	4.704	0.140	0.112	0.142	0.002	80%	Final account payments on settlement	-	-	-	4.844	-	0%
Revenue-funded Schemes	0.010	-	0.010	-	0.010	-	0%	Final account settled via THH, awaiting re-charge	-	-	-	0.010	-	0%
Provision for 2 Year Olds	1.624	0.169	1.302	0.209	1.302	-	16%	Slippage on programme	0.153	-	0.153	1.624	-	0%
CHILDREN'S TOTAL	114.440	63.776	13.874	3.415	13.897	0.023	25%		28.790	8.000	36.790	114.440	-	0%

All Years		In Year - 15/16						Future Years (FY)		FY Total	All Years			
Approved Budget	Spend to 31st March 2015	Revised Budget 15/16	Spend to Q2	Projected Spend	Projected Variance	2015/16 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	16/17	17/18 Onwards	Budget	Projected Spend	Variance	Variance %	
A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Communities, Localities & Culture (CLC)														
Transport														
Transport for London (TfL) schemes including safety, cycling and walking	22.519	13.026	3.643	1.073	3.643	-	29%	Principal Road Maintenance (PRM) schemes are awaiting the final invoices for the Manchester Road scheme and then the other two PRM scheme can proceed so that the funding can be re-allocated to ensure no overspend is incurred (Total 301k). Some of these schemes are being managed concurrently with some of the Developer funded schemes and the comments below in that section are applicable here. The works programme is under review. The carry forward projects are being reviewed once again with outstanding invoices being chased up so that final fee postings can be made and the projects closed.	3.384	2.465	5.849	22.519	-	0%
Public Realm improvements	3.501	1.411	2.090	- 0.027	2.090	-	-1%	£1.5m street lighting project is the main constituent of this group. This project has commenced. A programme has been agreed and orders placed, with £577k committed works spend to date, invoices being pursued. The balance of this budget figure is the 2015/16 allocation for the Depot Strategy project. The scope of works is under review and the forecast of expenditure will be changed to reflect the revised scope of works.	-	-	-	3.501	-	0%
Bartlett Park Masterplan - Highways	1.732	0.313	0.400	0.090	0.400	-	22%	Highways works complete. The work programme is being reviewed. Currently out to tender, re-profiled spend for Q4 and future years.	1.019	-	1.019	1.732	-	0%
Highway improvement programme	3.084	3.084	-	-	-	-	N/A		-	-	-	3.084	-	0%
Developers Contribution	7.171	3.194	3.977	0.144	3.977	-	4%	Still awaiting final invoices against the funding carried over into 2015/16. Project Managers chasing whereabouts, final fee charges will then be posted and these projects will then be closed. For the new schemes added to the 2015/16 programme, estimates are being reviewed and invitations to tender will be going out, as appropriate. Works schedules will then be agreed and revised forecasts of expenditure will be prepared accordingly.	-	-	-	7.171	-	0%
OPTEMS (Olympic Park Transport and Environmental Management Scheme)	0.963	0.766	0.197	0.014	0.197	-	7%	Certain projects in this group have been completed and final costs agreed with LLDC (London Legacy Development Corporation) who are now responsible for the OPTEMS projects. Invoices have been issued but there are some final adjustments to be made to the project costs and then the financial codes will be closed. Staff changes has led to a review of the management of these schemes. Head of Engineering now looking after these schemes and a revised programme and spread of expenditure is under discussion with LLDC.	-	-	-	0.963	-	0%
Transport Total	38.969	21.794	10.307	1.294	10.307	-	13%		4.403	2.465	6.868	38.969	-	0%
Parks														
Millwall Park/Island Gardens	0.206	0.203	0.003	-	0.003	-	0%		-	-	-	0.206	-	0%
Poplar Park	0.201	0.165	0.036	-	0.036	-	0%		-	-	-	0.201	-	0%
Schoolhouse Lane Multi Use Ball Games Area	0.100	0.093	0.007	-	0.007	-	0%		-	-	-	0.100	-	0%
Victoria Park Masterplan	10.071	10.071	-	-	-	-	N/A		-	-	-	10.071	-	0%


All Years		In Year - 15/16						Future Years (FY)		FY Total	All Years			
Approved Budget	Spend to 31st March 2015	Revised Budget 15/16	Spend to Q2	Projected Spend	Projected Variance	2015/16 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	16/17	17/18 Onwards	Budget	Projected Spend	Variance	Variance %	
A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Victoria Park sports hub	1.752	0.368	1.384	0.022	1.315	- 0.069	2%	Work started on site Monday 14th September 2015. Work is currently 2 weeks in advance of programme. However it was found that both the water and electrical supplies were inadequate for the existing provision and the proposed upgraded facility. At present surveys are taking place to identify the most cost effective way to upgrade both services. This may delay the overall delivery of the building towards the later phase of the works. The upgrading of the electrical and water supplies may have an overall impact on the overall project budget.	-	-	-	1.752	-	0%
Victoria Park - Changing Block Extension & Upgrade	0.354	0.354	-	-	-	-	N/A	-	-	-	0.354	-	0%	
Pennyfields	0.045	0.045	-	-	-	-	N/A	-	-	-	0.045	-	0%	
Christ Church Gardens	0.350	-	0.350	-	0.350	-	0%	Pending legal resolution	-	-	-	0.350	-	0%
Mile End Hedge	0.165	0.113	0.052	0.022	0.052	-	43%	-	-	-	0.165	-	0%	
Trees - Boroughwide	0.021	0.021	-	-0.002	-	-	N/A	-	-	-	0.021	-	0%	
Conversion of Lawn area to York stone paving	0.055	0.036	0.019	0.015	0.019	-	79%	-	-	-	0.055	-	0%	
Centenary Lodge	0.071	0.002	0.069	0.044	0.069	-	64%	-	-	-	0.071	-	0%	
Albert Gardens	0.025	0.011	0.015	-0.005	0.015	-	-32%	Awaiting final invoices.	-	-	-	0.025	-	0%
Parks total	13.415	11.480	1.934	0.096	1.866	- 0.069	5%		-	-	-	13.415	-	0%
Culture and major projects														
Tennis Courts	0.233	0.137	0.096	0.004	0.096	-	4%	Proceeding in accordance with project plan.	-	-	-	0.233	-	0%
Mile End Stadium Track resurfacing and Astro Turf	0.376	0.245	0.131	-	0.131	-	0%	Project reprogrammed to commence in quarter 4.	-	-	-	0.376	-	0%
Public Art Projects	0.250	0.011	0.219	-	0.219	-	0%	Project scope of works under review. Project expenditure subject to that review	0.020	-	0.020	0.250	-	0%
Mile End Park Capital	0.212	0.212	-	-0.000	-	-	N/A	-	-	-	0.212	-	0%	
Bancroft Library Phase 2b	0.645	0.493	0.153	0.009	0.153	-	6%	Still awaiting receipt of S106 funding.	-	-	-	0.645	-	0%
Watney Market Ideas Store	4.401	4.348	0.053	0.054	0.053	-	101%	Final payment made.	-	-	-	4.401	-	0%
St Georges Pool	0.106	0.030	0.076	-	-	-0.076	0%	Balance of funding to transfer to John Orwell project.	-	-	-	0.106	-	0%
Brick Lane Mural	0.045	-	0.045	-	0.045	-	0%	Subject to PCOP (Planning Contributions Overview Panel) approval.	-	-	-	0.045	-	0%
Banglatown Art Trail & Arches	2.021	1.500	-0.000	-0.019	-0.000	-	0%	-	0.521	-	0.521	2.021	-	0%
Stepney Green Astro Turf	0.451	0.431	0.020	0.001	0.020	-	5%	Now on site. Profile to spend in quarters 3 and 4	-	-	-	0.451	-	0%
John Orwell Sports Centre	0.296	0.096	0.200	0.003	0.276	0.076	1%	Contract now let. Profile to spend in quarters 3 and 4	-	-	-	0.296	-	0%
Culture and Major projects total	9.036	7.502	0.993	0.052	0.993	- 0.000	5%		0.541	-	0.541	9.036	-	0%
Other														
CCTV Improvement and Enhancement	0.601	0.440	0.060	-	0.060	-	0%	Pending PID (project initiation document) sign off.	0.101	-	0.101	0.601	-	0%
Generators at Mulberry Place	0.250	0.241	0.009	-	0.009	-	0%	Works complete. Invoice to be paid.	-	-	-	0.250	-	0%
ICT Solution - Handheld Devices	0.550	-	0.550	-	0.550	-	0%	Awaiting project plan, resource plan and detailed timetable from Agilisys.	-	-	-	0.550	-	0%
Contaminated land survey and works	0.603	0.099	0.242	-	0.242	-	0%	Survey work out to tender.	0.262	-	0.262	0.603	-	0%
Other Total	2.004	0.781	0.861	-	0.861	-	0%		0.363	-	0.363	2.004	-	0%
CLC TOTAL	63.425	41.557	14.094	1.442	14.026	- 0.069	10%		5.307	2.465	7.772	63.424	-	0%

All Years		In Year - 15/16						Future Years (FY)		FY Total	All Years			
Approved Budget	Spend to 31st March 2015	Revised Budget 15/16	Spend to Q2	Projected Spend	Projected Variance	2015/16 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	16/17	17/18 Onwards	Budget	Projected Spend	Variance	Variance %	
A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	%	
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Development & Renewal (D&R)														
Millennium Quarter	0.387	0.061	0.326	-	0.326	-	0%	-	-	-	0.387	-	0%	
Bishops Square	0.264	0.200	0.064	-	0.064	-	0%	-	-	-	0.264	-	0%	
Town Centre & High Street Regeneration	0.067	0.068	- 0.000	-	-	0.000	0%	-	-	-	0.067	-	0%	
Regional Housing Pot	7.080	6.399	0.681	0.010	0.681	-	1%	-	-	-	7.080	-	0%	
High Street 2012	8.825	7.308	1.517	1.358	1.400	- 0.117	90%	-	-	-	8.825	-	0%	
Disabled Facilities Grant	4.742	3.045	0.967	0.494	0.967	-	51%	0.730	-	0.730	4.742	-	0%	
Private Sector Improvement Grant	1.866	0.609	1.257	0.055	0.500	- 0.757	4%	Resources are ring-fenced and any underspends will be carried forward into 2015/16 to fund ongoing commitments.	-	-	-	1.866	-	0%
Installation of Automatic Energy Meters	0.107	0.107	-	-	-	-	N/A	-	-	-	0.107	-	0%	
Facilities Management (DDA works - Disability Discrimination Act)	0.074	0.022	0.052	-	-	- 0.052	0%	-	-	-	0.074	-	0%	
Community Buildings Support Fund	0.521	0.499	0.023	0.023	0.023	0.000	100%	This project is currently under review, and it is not forecast that there will be any further spend in 2015/16.	1.479	-	-	0.521	-	0%
Community Facilities	0.650	0.580	0.070	-	0.070	-	0%	-	-	-	0.650	-	0%	
S106 Schemes	4.787	0.021	0.838	0.146	0.838	-	17%	3.929	-	3.929	4.787	-	0%	
D&R Total	29.371	18.918	5.794	2.086	4.868	- 0.926	36%	6.138	-	4.659	29.371	-	0%	
Buildings Schools for the Future (BSF)														
BSF Design and Build Schemes	311.381	310.123	1.257	- 0.371	1.257	-	-29%	-	-	-	311.381	-	0%	
ICT infrastructure schemes	18.615	19.082	- 0.468	0.069	- 0.468	-	-15%	-	-	-	18.615	-	0%	
Wales BSF	2.150	1.926	0.224	-	0.224	-	0%	-	-	-	2.150	-	0%	
BSF Total	332.146	331.131	1.014	- 0.302	1.014	-	-30%	-	-	-	332.146	-	0%	

	All Years		In Year - 15/16					Future Years (FY)		FY Total	All Years			
	Approved Budget	Spend to 31st March 2015	Revised Budget 15/16	Spend to Q2	Projected Spend	Projected Variance	2015/16 Spend (%)	REASONS FOR CURRENT YEAR VARIANCES	16/17	17/18 Onwards	Budget	Projected Spend	Variance	Variance %
	A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A	
	£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%
Housing Revenue Account (HRA)														
Decent Homes Backlog	184.987	122.974	52.013	16.024	49.000	- 3.013	31%		10.000	-	10.000	184.987	-	0%
Housing Capital Programme	63.297	28.503	6.794	0.057	5.000	- 1.794	1%	In light of the summer budget announcements and the need to maximise the use of one for one receipts, and the stock condition survey that is currently being undertaken, uncommitted elements of the HRA capital programme are being reviewed.	14.000	14.000	28.000	63.297	-	0%
Ocean Estate Regeneration	27.870	27.013	0.050	- 1.708	0.050	- 0.000	-3402%	The Ocean retail project is subject to an imminent member decision, which will shape the timeline for procurement of a contractor. The forecast assumes that a contractor will be appointed in mid to late February.	0.806	-	0.806	27.870	-	0%
Blackwall Reach	14.419	10.615	3.805	0.928	3.805	-	24%	An increase in property values as a result of the buoyant property market has placed significant pressure on the costs of this scheme. Projected costs are being reviewed as part of the 2016-17 budgetary process, together with an assessment of the likely additional resources that the Council will generate from 'overage' receipts on the scheme.	-	-	-	14.419	-	0%
Fuel Poverty and Insulation Works on HRA Properties	4.307	1.025	3.282	0.878	3.282	-	27%		-	-	-	4.307	-	0%
New Affordable Housing at Bradwell St Gardens	3.058	1.968	1.090	0.809	1.090	-	74%		-	-	-	3.058	-	0%
New Affordable Housing -Ashington Estate East	13.920	0.392	0.065	0.065	0.065	-	100%	Following consideration of the 'Housing Resources and Capital Delivery' report at Cabinet on October 6th, the Ashington East new build project is currently being reviewed and no further expenditure in 2015/16 is forecast.	13.463	-	13.463	13.920	-	0%
New Affordable Housing -Extensions	3.610	0.309	3.301	0.267	3.211	- 0.090	8%		-	-	-	3.610	-	0%
New Affordable Housing -Watts Grove	27.198	0.591	12.385	2.875	12.385	-	23%		13.592	0.630	14.222	27.198	-	0%
New housing supply - Local Growth Fund	11.289	0.016	-	-	-	-	N/A	At its meeting on October 6th 2015, the Mayor in Cabinet agreed to return the additional HRA borrowing capacity awarded for the new build schemes at Jubilee St & Baroness Rd, and to use one for one receipts as a funding source. The schemes are being revised and no further expenditure in 2015/16 is forecast.	11.273	-	11.273	11.289	-	0%
New housing supply - retained 1-4-1 RTB receipts	20.914	0.028	-	0.001	0.001	0.001	N/A		13.886	7.000	20.886	20.914	-	0%
New housing supply - Housing Covenant	26.868	0.020	-	-	-	-	N/A	At its meeting on October 6th 2015, the Mayor in Cabinet agreed to return the GLA grant awarded for the new build schemes at Hereford St & Locksley Estate, and to use one for one receipts as a funding source. The schemes are being revised and no further expenditure in 2015/16 is forecast.	25.254	1.594	26.848	26.868	-	0%
HRA indicative schemes - Buybacks	27.280	-	-	-	-	-	N/A		13.640	13.640	27.280	27.280	-	0%
Short Life Properties	1.700	0.753	0.947	0.088	0.947	-	9%		-	-	-	1.700	-	0%
HRA Total	430.717	194.208	83.731	20.283	78.835	- 4.897	24%		115.914	36.864	152.778	430.717	-	0%

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A	B	C	D	E	E-C	D/C		F	G	H = F+G	I	I-A		
£m	£m	£m	£m	£m	£m	%		£m	£m	£m	£m	£m	%	
Resources Directorate														
Whitechapel Civic Centre	12.000	9.496	0.350	-	0.350	-	0%	Following the acquisition of the former Royal London Hospital site in January 2015, the Mayor in Cabinet agreed that the then uncommitted sum of approximately £2.5m be used to develop options to RIBA Stage 2 level. The capital estimate for this was rescinded as part of the July 2015 Cabinet decision. On 3rd November the Mayor in Cabinet agreed that a revised capital estimate of £3.35 million be adopted to develop the proposals to RIBA Stage 3. At this stage it has been assumed that £0.350m will be spent this year.	2.154	-	2.154	12.000	-	0%
Corporate Total	12.000	9.496	0.350	-	0.350	-	0%		2.154	-	2.154	12.000	-	0%
Total	983.387	659.960	119.272	26.924	113.404	- 5.868	0%		158.303	47.329	204.154	983.387	-	0.0%

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<p>Cabinet</p> <p>5 January 2016</p>	
<p>Report of: Melanie Clay, Director of Law, Probity and Governance</p>	<p>Classification: Unrestricted</p>
<p>Six Month Strategic Performance Monitoring report</p>	

Lead Member	Mayor John Biggs
Originating Officer(s)	Louise Russell, Service Head Corporate Strategy and Equality
Wards affected	All Wards
Key Decision?	No
Community Plan Theme	One Tower Hamlets

Executive Summary

This monitoring report details the Council's progress in delivering activities within the Strategic Plan and performance for Strategic Measures at the six month stage.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Review progress in delivering the Strategic Plan at the 6 month stage (appendix 1); and
2. Review the performance of the Strategic Measures at the 6 month stage (appendix 2)

1. REASONS FOR THE DECISIONS

- 1.1 This monitoring report details the Council's progress in delivering activities within the Strategic Plan and performance for Strategic Measures at the six month stage.
- 1.2 The Mayor in Cabinet is asked to:
 - Review progress in delivering the Strategic Plan at the 6 month stage (appendix 1); and
 - Review the performance of the Strategic Measures at the 6 month stage (appendix 2)

2. ALTERNATIVE OPTIONS

- 2.1 The Council reports its strategic performance. Significant variations, trends and corrective action are reporting in the body and appendices of the report. No alternative action is considered necessary beyond that included below and

this report is produced to ensure that Members are kept informed about decisions made under the delegated authority.

3. DETAILS OF REPORT

STRATEGIC PLAN 2015/16

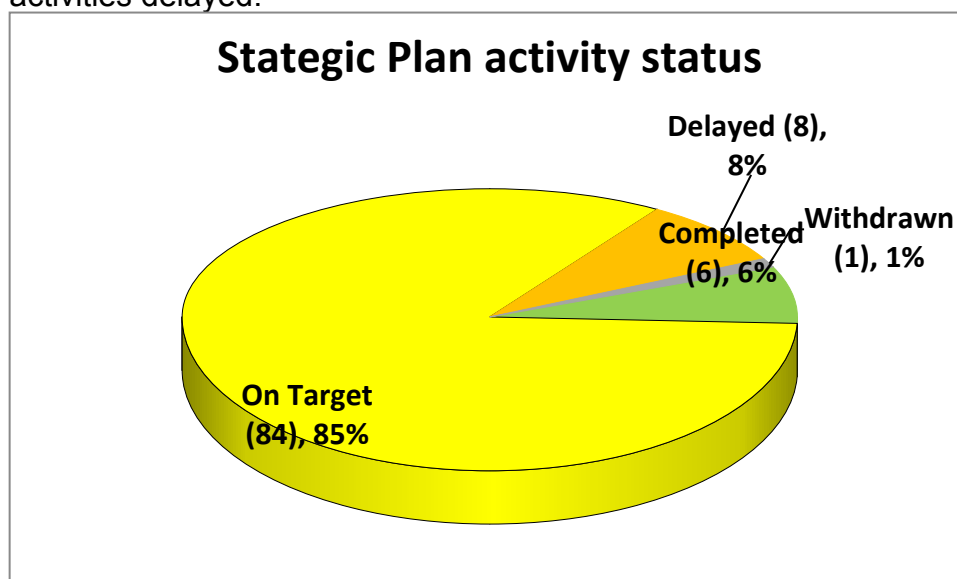
3.1 The council's performance management and accountability framework requires CMT and members to consider our progress against Strategic Plan activities every 6 months. This section provides a monitoring update for the first 6 months of the 2015/16 Plan.

3.2 All activities within the Strategic Plan have been monitored and are included in **Appendix 1**. The following criteria are used to report on the status of activities:

- Completed (Green) - where an activity has been completed.
- On Target (Gold/Amber) - where an activity is not due for completion yet, and managers consider that progress is on track to meet the deadline. The percentage completed is given to provide an indication of the work already carried out.
- Delayed (Orange) - where an activity has missed its deadline or is assessed as likely to miss its deadline as of quarter 2. If an activity is delayed, further information will be provided, including what is being done to rectify the situation; and when the activity will be completed.

3.3 There are 99 activities in the Strategic Plan. 91% of these activities are either complete or on target to complete on time; the council is on track to delivering against its strategic objectives this year.

3.4 In total 6 (6%) of activities are completed, 84 (85%) are on target with 8 (8%) activities delayed.



- 3.5 Overall performance in delivering against the Strategic Plan is strong, with several activities complete, some earlier than anticipated, including:
- 3.6 **Increase the number of children achieving 5 A* to C GCSE grades including English and maths.** This activity has been achieved for the 2014/2015 academic year. The overall provisional data (from Summer 2015) shows that 63.4% pupils achieved 5 A* to C GCSEs, compared to 59.7% in the previous year. This is also higher than the national average of 52.8%.
- 3.7 **Work with the Police and Mayor for London to effectively combat crime and ASB.** This activity is now complete ahead of its March 2016 target. It includes further increasing the number of Tower Hamlets Enforcement Officers (THEOs) through generic working practices, combining all uniformed activities within Safer Communities, and undertaking a review of the deployment and performance of the Partnership Police force.
- 3.8 **Improve support to Carers and Implement the Care Act** These activities are complete including the commissioning of a suitable service that delivers carers' assessments as per the Council's duty under the Care Act; developing a new Carers Plan; and working with the voluntary sector to provide employment and respite support for carers.

8 activities (8%) have been flagged as being delayed or with a number of delayed milestones (Orange). Further information is provided below.

- 3.9 **Seek to mitigate homelessness and improve housing options.** There has been some delays to in-year milestones resulting from the restructuring of services. A report will be presented to Cabinet in January 2016 on selective licensing for the private rented sector. The existing homelessness statement action plan is being revisited to be strengthened and more reflective of priorities.
- 3.10 **Explore options to establish a not for profit lettings agency to improve standards for private renters.** Slippage in some milestones has been caused by competing work priorities and recruitment. Sub-regional discussions are underway, and a project officer will be appointed by the East London Housing partnership to develop proposals.
- 3.11 **Support high quality early years' provision, expand free early education places of high quality, including for disadvantaged two-year-olds.** The delay relates to work to improve information and support for parents to enable them to access places at local provision. There are also currently procurement-related barriers that prevent the Early-Years' service from opening childcare places at Children's Centres and other council buildings. Action is taking place at a senior level to address this.
- 3.12 **Develop Progressive Partnerships.** The delay of some milestones relates to service restructure. The service continues to explore partnership arrangements which benefit local residents. These include cross borough work, funding partnerships and agreements with key stakeholders in the area.

Partnership work with THHF continues, and outstanding action plans of work are being finalised.

- 3.13 **Develop opportunities for growth and sustainability in local commercial districts.** The development of a local shop campaign is on track. However, milestones to review economic information for business areas, develop high street indicators, develop a healthy high street policy, and work with local residents and traders to develop a vision for high streets / town centres are delayed. There is a programme of work on town centres supported by funding secured through the New Homes Bonus top-slice. It is expected that work will progress imminently following a restructure of the Economic Development service.
- 3.14 **Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse.** The drug and alcohol service re-provisioning has been delayed by budget decisions, discussions relating to service specification, and a restarted pre-qualification questionnaire process following issues with the bids submitted. Further work is being undertaken to progress this activity.
- 3.15 **Develop the strategic ICT partnership.** The ICT Strategy is being revised to include a Digital Strategy, Technology Roadmap and Business Intelligence Framework. All of these documents should be published and signed off by the end of February. The XP migration programme is proceeding, and is due to be complete in January 2016.
- 3.16 **Make better use of our buildings and other public assets.** Milestones relating to updating the Asset Strategy and establishing a charging and letting policy for community buildings are delayed. A Civic Centre update was presented to Cabinet in November 2015, and will be followed by the Asset Strategy in December 2015.
- 3.17 One activity has been 'withdrawn' as it is subject to further executive discussion and direction: **Review opportunities for localised service delivery.**

STRATEGIC PERFORMANCE MEASURES

- 3.18 The Strategic Measures enable the Council to monitor progress against its priorities outlined in the Strategic Plan. The measures are monitored on a quarterly basis by CMT and members.
- 3.19 **Appendix 2** illustrates the latest performance against our Strategic Measures. Performance against the current stretching target is measured as either 'Red', 'Amber' or 'Green' (RAG). Should performance fall below the minimum expectation – indicated as the dotted red line - it is marked as 'Red'. Should it be at or better than the minimum standard, but below the target – indicated as the solid green line - it is 'Amber'. Where performance is at or better than the target, it is 'Green'. Performance is also measured against the equivalent quarter for the previous year, as a 'direction of travel'. Where performance is

deteriorating compared to the same time last year, it is indicated as a downward arrow ↓; if there is no change (or less than 5% change, or no statistically significant change for survey measures) it is neutral ↔; and where performance has improved compared to the previous year, it is indicated as an upward arrow ↑.

2014/15 Final Outturn Reporting Update

3.20 Since the year end performance reporting was undertaken, the final outturn for the following outstanding performance measures are now available, and is included in Appendix 2.

Percentage of overall council stock that is non-decent – by the end of the 2014/15 financial year, 25.06 percent of the overall council housing stock was non-decent. The minimum expectation target of 23.78 percent was missed, however there has been a strong improvement compared to the previous financial year when over 48 percent of council housing stock was non-decent.

Social Care related quality of life

This measure is an average quality of life score based on responses to the Adult Social Care Survey. Tower Hamlets' final performance at year end (2014-15) was 18.2 out of maximum possible score of 24. Previous year's score was 18.5 (2013-14). The current year (2014-15) average social care-related quality of life was lower than the minimum expectation and target. This is because of fewer overall survey responses compared to the previous year's survey, and this impacted the number of responses received for this composite measure. This measure uses responses to survey questions covering eight domains: control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation.

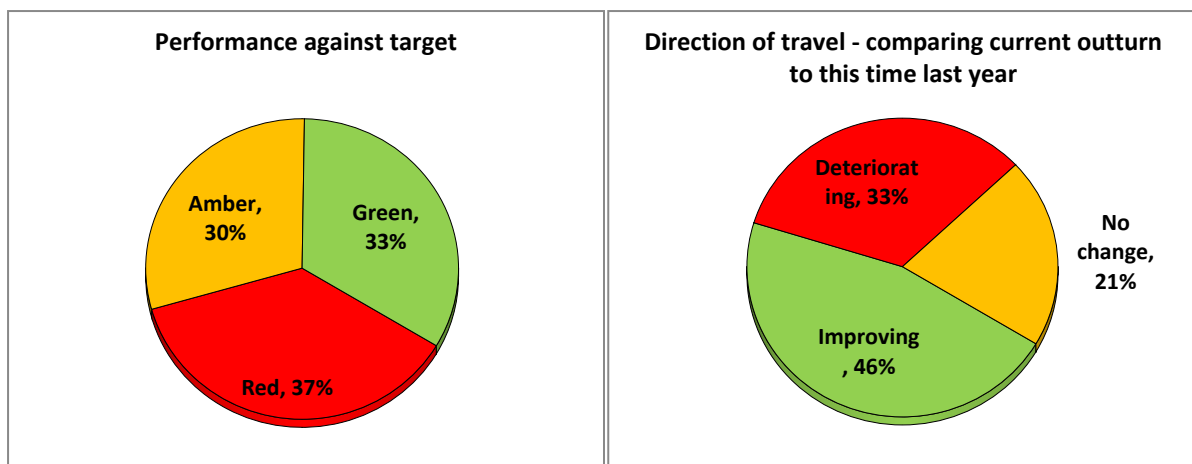
Strategic Measures – Quarter 2 (July-September 2015)

3.21 The number of Strategic Measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 56 measures in the set, 39 are reportable this quarter (including one previously outstanding 2014/15 final outturn and Quarter 1 data).

3.22 For new or significantly changed measures, it is not usually possible to measure direction of travel (because previous quarters are not available). As a result, the proportions allocated to each direction arrow are based on a total of 39. For performance against target (RAG status), proportions are based on 24 measures.

- 9 measures (33%) are meeting or exceeding their target (Green), with seven of these an improvement from last year (↑) and two remaining unchanged (↔);

- 8 (30%) are above the minimum expectation but below the target (Amber), six of which are improving (↑), and performance for two has deteriorated (↓) compared to last year's performance;
- 10 (37%) are below the standard target (Red), with three improving from last year (↑), no change for three measures (↔), and four deteriorating (↓)
- Overall, 12 indicators do not have targets and so no RAG can be provided.



- 3.23 There are several strategic performance measures which report on a quarterly basis but Q2 data is currently not available due to a time lag in reporting. Q1 data has been provided in the report and appendix. These are:
- Number of Smoking Quitters;
 - Homelessness Prevention; and
 - Percentage of household waste sent for reuse, recycling and composting.

Performance Summary

The following sections detail our performance under two key headings:

- High performance and areas of improvement
- High risk areas

Good Performance and Areas of Improvement – Quarter 2

- 3.24 Measures that exceeded their target or have improved compared to quarter 2 last year include:

Percentage of council tax collected performance is 49.3 percent; the target has been exceeded by 0.8 percentage points.

Percentage of non-domestic rates collected collection rate is 57.33 percent at the quarter 2 stage; the target has been exceeded by 7.43 percentage points.

Number of affordable social rented housing completions for family housing (gross) 235 homes were delivered by the end of quarter 2; two homes higher than the target.

Lets to overcrowded households 647 overcrowded households were rehoused; 172 more than the target.

Early Years Foundation Profile provisional results show that 62 percent of children in the age range achieved 'a good level of development'. The minimum expectation was exceeded, and there has been a seven percentage point improvement compared to last year's results.

Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths Provisional results show that 63.4 percent of pupils achieved this standard. The minimum expectation was exceeded and the result represents a 3.7 percentage point improvement compared to last year's results.

16-19 year olds who are not in education, employment or training (NEET) (%) 4.9 percent of 16-19 year olds were NEET in August (most up to date data); better than target.

Time to adopt the average time between a child entering care and moving in with an adoptive family was 516 days, 66 days lower than the target of 582.

BME adoptions the percentage of ethnic minority background children leaving care who are adopted was 8.10 percent, 0.10 percentage points higher than the target.

High Risk Areas – Quarter 2

3.25 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual targets. Measures which have not met their minimum expectation at Q2 and where performance is worse than this point last year are set out below. Performance Review Group will consider each of these further (alongside all off-track measures) and whether additional remedial action is required.

2.26 **Number of working days / shifts lost to sickness absence per employee** At the end of September 2015 the average days lost per employee (in the rolling 12-month period) was 8.45 days. This was 0.95 days above the minimum expectation of 7.5 days and it represents a slight decrease of 0.04 (0.42%) compared to last month, but an increase of 1.22 (14.48%) days compared to the same period last year. HR are implementing a number of activities to support reductions in sickness absence cross-council following a request from People Board Strategy in May 2015. Briefing sessions for Managers on recording sickness on HR self-service have been on-going with over 60 managers attending so far. The first workshop on handling difficult conversations in the context of managing sickness absence has taken place and further workshops are planned for November, December and January. It was agreed that every Corporate Director, Service Head and Senior Manager would have a sickness target set as part of the PDR process; this is being picked up by managers in the 6 month review cycle. A new sickness report is

being piloted in Children's and Adults directorates and following the imminent review of this pilot will be rolled out to all directorates.

- 3.27 Percentage of household waste sent for reuse, recycling and composting** The provisional outturn at this point in the year is off target due to specific regulatory and market forces, but measures are in place to promote and facilitate improved levels by the year end. Compared to other London councils Tower Hamlets performs well for dry recyclates and is in the top quartile on this measure.

Recent changes to regulations have affected every local authority and place a requirement on Materials Recovery Facilities (MRFs) to adopt a specific sampling methodology and to make public (via Environment Agency reporting) their throughput volumes of the various types of recyclate. This requires each MRF to establish the quality of materials that they receive and process. In addition the recyclate market has been impacted by economic conditions which mean that the value of materials in the recyclable stream has dropped significantly, affecting prices and demand, especially for low grade materials. This has made the MRF contractors more vigilant in terms of what they accept from councils, so more of the waste sent for recycling has been rejected as being contaminated; this rejected waste is sent for processing to generate energy and does not contribute towards recycling targets.

Clean, Green & Highways, alongside the Veolia Outreach and Education Team, are currently working closely with registered providers to tackle and prevent contamination and increase the quality and quantity of recycling collected from estates. A new communications campaign to compliment this work and increase participation is being rolled out during November/December. In addition, work is being carried out to encourage households to take part in the food waste collection scheme in houses. Early indications show the recycling rate is improving and it is expected that targets will be met by the end of the year and that further improvement will be achievable next year.

- 3.28 Level of street and environmental cleanliness (graffiti)** Levels of graffiti are determined through tranche surveys of council and RSL land and the most recent survey recorded levels above the target set for this year.

Whilst a standard inspection methodology is used to collect the tranche data, the specific locations that are sampled will have an impact on the performance recorded which may not reflect the full picture across the borough. The recent tranche inspections were carried out in wards that included Whitechapel and Spitalfields and Bangla Town. These wards are known to have the most challenging graffiti issues, on top of which seasonal factors mean that incidents of graffiti are generally higher over the first part of the year, so it is not a surprise that higher levels were recorded and this has skewed the result for this period.

This measure includes performance on land that is managed by the RSLs over which the council has no direct control. The services are working hard to

engage the RSLs on a range of issues and officers are arranging a conference for early 2016 to which all RSLs will be invited to discuss graffiti controls and other public realm issues.

The requirement to reduce cleansing costs, with c.£6m removed from the cleansing contract as part of the MTFP process, required some changes to the way in which the council addresses graffiti. The removal of graffiti on public buildings is no longer a contractual requirement but instead is tackled on a case by case and charged for basis. This is also likely to have had a negative impact in some areas. Nonetheless, when taken as a whole the borough is 93.9% predominantly free of graffiti.

Some of the additional resources allocated via the Mayor's street cleansing programme are being used to tackle graffiti through monitoring, enforcement on private property, and removal from public places and it is expected that the strategic targets will be met by the end of the year.

- 3.29 **Levels of street and environmental cleanliness (fly-posting)** Performance for the period is just shy of the minimum expectation target of 0.9 percent of surveyed land being subject to flyposting, and the borough is currently 98.9% predominately free of fly-posting. The level of fly posting has dropped from 1.3% to 1.1% since the previous tranche survey and targets are expected to be achieved for this indicator.

This measure includes performance on land that is managed by the RSLs over which the council has no direct control. The services are working hard to engage the RSLs on a range of issues and officers are arranging a conference for early 2016 to which all RSLs will be invited to discuss fly-posting controls and other public realm issues.

A proportion of the funding from the Mayor's street cleansing programme is being targeted to address problematic areas across the borough, and in partnership with Veolia and the enforcement team processes are in place to tackle fly-posting in these areas.

In overall terms the borough is considered to perform well for cleanliness and is a top performing council for controlling litter compared to other London boroughs. The council's clean and green and highways team were recently awarded the silver prize in the large local authority category at the 26th annual CIWM Clean Britain awards. The awards recognise the achievements across all aspects of the waste and resources industry and the council's entry won the silver prize, recognising achievement in keeping the borough's streets and public spaces clean.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This is a noting report and highlights progress to date in delivering strategic plan activities during the first 6 months of 2015/16. The cost of these activities is funded through the Councils General Fund Revenue and Capital budgets,

agreed by full Council on the 5th March 2015. There are no additional financial implications arising from the recommendations within this report.

5. LEGAL COMMENTS

- 5.1 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.
- 5.2 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.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 The Council's Strategic Plan and Strategic Measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of community cohesion, which are measured by a variety of strategic indicators

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 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 is an important way in which that obligation can be fulfilled.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 An element of the monitoring report deals with environmental milestones within the Great Place to Live theme.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 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.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 The Strategic Indicator set contain a number of crime and disorder items under the Safe and Cohesive theme, however there are no specific crime and disorder reduction implications.

11. SAFEGUARDING IMPLICATIONS

- 11.1 There are no specific safeguarding implications.
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Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1 – provides the six month Strategic Plan monitoring
- Appendix 2 – provides a summary of the Strategic Measures

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

- NONE

Officer contact details for documents:

Louise Russell, Service Head Corporate Strategy and Equality, ext. 3267

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A Great Place to Live					
Strategic Priority 1.1: Provide good quality housing and tackle the crisis of affordability					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the availability of affordable housing including family sized housing	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	On Target	44%	Ongoing priority. 44% of 15/16 milestones complete. Delivery of 1284 affordable homes is expected by the end of the financial year. 220 units were delivered in Q1 and 427 in Q2 totalling 647 units of which 466 were rented. Of the rented homes 235 were family rented units representing 50% of the total produced, and therefore well above the Council's policy target of 45%.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Prepare proposals and plans with developing RPs to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2015	On Target	50%	Ongoing. Regular liaison meetings are being held with developing RPs.
Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Family sized affordable housing is a priority for the Council and as such officers try to achieve as close to a policy compliant mix on every planning application.
Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	This is being achieved and future meetings are programmed in diaries.
Participate at the East London Housing Partnership Chief Officer Group and the Housing Directors Meeting at London Councils	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	The Council is represented at a senior level at all meetings of the ELHP.
Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable, where appropriate	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	All applications are thoroughly checked against S106s and commented upon. Comments and expression of support on the 15-18 Funding Programme were submitted to the GLA within the given timeframes. This will continue with the GLA's Regular Market Engagement bids as part of the 15-18 Programme.
Work with RPs and Planning to increase the number of wheelchair accessible homes including large family sized housing as part of Project 120	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	As part of P120 Occupational Therapists are giving advice on layouts at planning application stage and the P120 list is regularly monitored to ascertain the appropriate size of accessible home required.
Work with RPs and Planning to increase the delivery of affordable housing	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Delivery of 1284 affordable homes is expected by the end of the financial year. 647 units were delivered ending Q2 of which 466 were rented. Of the rented homes 235 were family rented units representing 50% of the total produced, and therefore well above the Council's policy target of 45%.
Lobby for stronger powers against overseas buyers and empty properties, including undertaking an assessment of the level of 'buy to leave' properties in the borough	Jackie Odunoye (D&R)	31/03/2016	Delayed	0%	Discussions to be held with the Mayor and Lead Member. New post arising from restructure will concentrate on private rented strategic and operational matters and is expected to be recruited to in November 2015.
Establish a Housing Commission focussing on affordability and support for innovative models, such as Community Land Trusts	Jackie Odunoye (D&R)	30/09/2015	On Target	50%	Panel membership and terms of reference broadly agreed. Legal advice on status of Commission as a Cabinet body is being sought, prior to Commission being launched.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Plan effectively to deliver affordable housing and funding for infrastructure (including provision for education), whilst protecting green space and employment uses	Cabinet Member for Strategic Development, Owen Whalley (D&R)	31/03/2016	On Target	43%	Ongoing priority and 15/16 milestones on track. Cabinet adopted the South Quay masterplan as a SPD in October, delayed by a month due to new Mayoral Elections. The Local Plan preparations are on track. GLA-agreed TH Framework for affordable rent levels applied in all discussions with RPs, however a new Affordability Commission is reviewing affordable rent levels for the Borough. Regeneration schemes are progressed in accordance with Council and statutory requirements - CPO approvals for Bow Bridge, Burdett and Aberfeldy being sought and negotiations continue on the rights of light issues for City Pride / Island Point.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Adopt the South Quay Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/09/2015	Completed	100%	This was approved by Cabinet on 6 October 2015.
Include policy reference to the safeguarding and provision of facilities for early years learning within the Local Plan, informed by an evidence paper	Owen Whalley (D&R) / Terry Parkin (CSD)	31/03/2016	On Target	30%	The Local Plan preparation is on schedule. An internal draft of the Local Plan policies will be produced by April 2016, this will include a reference to early years learning, which should be known and confirmed by March 2016.
Present report to DMT reviewing options for securing funding through the planning process for early years learning infrastructure/space	Owen Whalley (D&R)	31/03/2016	On Target	0%	Work will be commenced alongside other infrastructure funding planning due to take place in Q3 and Q4.
Update the planning process, work with developers and RPs to secure new affordable homes at rental levels which are genuinely affordable for those in housing need in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Currently Framework Rent levels are applied in all discussions with RPs. Borough Framework agreed with GLA which allows flexibility over affordable rents. An Affordability Commission is being undertaken and the Council will decide on rental levels once the Commission is complete and it is understood what the options are.
Prepare, make (with Mayoral sign-off) and co-ordinate CPOs to facilitate land assembly for major regeneration by RP partners (for the delivery of new homes - across all tenures, a new school, new retail /commercial and community facilities)	Jackie Odunoye (D&R)	31/03/2016	On Target	40%	Statement of Reasons being drafted and further approvals being sought from Cabinet/Mayor and Commissioners for Bow Bridge, Burdett and Aberfeldy (Phases 3-6) CPOs.
City Pride / Island Point: subject to Mayoral approval, implement Town and Country Planning Act 1990 powers (s227, 233, 237) to close down rights of light to enable approved regeneration schemes; review requests from other developers	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Negotiations with affected parties ongoing, only 2 objectors remain.
Review existing planning policies on protecting green space as part of the new draft Local Plan	Owen Whalley (D&R)	31/03/2016	On Target	30%	The Local Plan preparation is on schedule. An internal draft of the Local Plan policies will be produced by April 2016, this will include a policy on protecting green space by March 2016.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Engage actively with the LLDC to maximise local benefits from the Olympic Legacy and Fish Island Regeneration	Owen Whalley (D&R)	31/03/2016	On Target	50%	Ongoing activity. Objective is delivered through DM officer engagement in LLDC pre-application discussions, provision of formal observations to the LLDC on planning applications affecting Fish Island and Olympic Legacy Area, briefings for Lead Member (also LBTH rep on LLDC Planning Decisions Committee), bi-monthly liaison meetings with LLDC senior planning managers.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Represent the Council's interests in all emerging planning documents being prepared by LLDC	Owen Whalley (D&R)	31/03/2016	On Target	50%	This is on target for this quarter, and for 100% completion by 31 March 2016.
Set up quarterly liaison meetings with LLDC on local planning and regeneration matters	Owen Whalley (D&R)	31/03/2016	On Target	50%	This is on target for this quarter, and for 100% completion by 31 March 2016.
Ensure the Council's views are articulated on all neighbouring borough consultations through the planning application process	Owen Whalley (D&R)	31/03/2016	On Target	50%	This is on target for this quarter, and for 100% completion by 31 March 2016.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support regeneration at Blackwall Reach and the Ocean Estate	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	On Target	52%	Blackwall Reach - First new homes occupied in Phase 1a, CPO confirmed for phases 1-3 and progress made on Certificate of Immunity from Listing for Robin Hood Gardens to enable Phase 2 & 3 redevelopment. Ocean for both Regeneration Legacy Management and Block H redevelopment progressing.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Blackwall Reach (BR) disposal of 1-104 Robin Hood Gardens and 1-22 Anderson House to Swan	Jackie Odunoye (D&R)	31/03/2016	On Target	75%	All tenants decanted, 9 homeowners remain inc. 7 in process of moving to new homes at Phase 1a.
BR - decant of council tenants and resident homeowners to 98 new affordable homes in Phase 1a	Jackie Odunoye (D&R)	31/12/2015	On Target	80%	All tenants decanted from Robin Hood Gardens West and Anderson House, some from RHG East and others invited. Resident homeowners with solicitors for Phase 1a new home purchase.
BR - CPO confirmation and vesting for land assembly to facilitate Phases 1b and 2 of regeneration	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	CPO confirmed by Sec of State for Phases 1-3 August. Following JR period expiring 3 October, confirmation and vesting process to commence.
BR - start on site of 245 homes in Phase 1b	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	All buildings vacant, license issued to Swan to demolish existing buildings
BR - submission of reserved matters planning application to enable demolition and start on site of 239 new homes for development of Phase 2	Jackie Odunoye (D&R)	31/03/2016	On Target	35%	Pre-app meetings in progress and dialogue maintained with Swan Housing and their representatives.
Ocean Regeneration Legacy Management (ORLM) - full fit-out and letting of 16 new retail units on Ben Johnson Rd	Jackie Odunoye (D&R)	31/03/2016	Delayed	30%	Letting agent appointed and offers to 8 former traders with right to return expected in Oct/Nov. Completion of fit-out and occupation expected to run into Qtr1 2016/17 due to adopting a new strategy to procure and deliver fit-out works to only those units accepted by former traders.
ORLM - all refurbishment contract end of year defects resolved and defect liabilities novated to THH	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Defects and contractor liabilities have been successfully handed over to THH. Novation remains to be completed.
Ocean Site H - ensure smooth delivery of Phase 2 Ocean regeneration, delivering 225 new homes (50% affordable housing) over 3 years	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	The team have assisted with a number of legal and practical matters to enable demolition of three vacant blocks in preparation for redevelopment.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Ocean Site H - ensure all legal and onsite matters resolved within first year of construction	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Licensing issues being discussed and ongoing negotiations for compensating leasehold properties acquired by CPO.
Ocean Site H - monitor the development process and expected overage payments required	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	No major concerns raised.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver a programme of new build Council housing, to deliver a target of 1,000 council homes by 2018	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	On Target	51%	1,000 Council homes will be delivered by the end of the Mayoral term in office, however programme delays are being experienced alongside the decisions to review / withdraw programmes. Options are being explored on the development of a of a Wholly Owned Company with direction from the Mayor.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Practical completion of Bradwell Street garages to deliver 12 units	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	Handed over October 2015.
Secure planning permission for 7 microsites, part funded by Right to Buy receipts.	Jackie Odunoye (D&R)	31/12/2015	Withdrawn	0%	These sites were withdrawn by Cabinet 6/10/15.
Practical completion of 6 houses for Batch B Extensions Programme	Jackie Odunoye (D&R)	30/09/2015	Delayed	70%	6 Units - All scheduled properties now in planning. Current MPB forecast shows 31/34 units total in programme to be delivered at present.
Start on site of 25 units for Batch C Extensions Programme	Jackie Odunoye (D&R)	31/03/2016	On Target	70%	25 Units - All scheduled properties now in planning. Current MPB forecast shows 31/34 units total in programme to be delivered at present.
Schemes to Planning Committee for Hereford to deliver 54 units, Locksley to deliver 78 units, Baroness to deliver 22 units and Jubilee to deliver 26 units	Jackie Odunoye (D&R)	31/12/2015	Delayed	15%	This programme is now under review following cabinet report 6/10/15. Architects have been procured. EA framework now being sought. A refreshed resident consultation approach is being developed.
Decision on establishment of Wholly Owned Company (WOC)	Jackie Odunoye (D&R)	31/01/2016	Delayed	0%	This work is being refreshed under the new administration and will be presented to the Mayor in Autumn.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the pace of regeneration in Poplar	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	88%	88% of 15/16 milestones complete. This activity is progressing on target as scheduled. However, following the successful announcement of Poplar Riverside Housing Zone which includes the Ailsa Street site, an SPD for Ailsa Street will not be produced, as this has been superseded by the work on the Housing Zone. The evidence on Ailsa Street will be used to inform the progress of the Housing Zone.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop draft Ailsa Street Masterplan for Member approval to take to consultation	Owen Whalley (D&R)	31/10/2015	On Target	75%	A draft document has been prepared. However, this target has changed following the successful announcement of Poplar Riverside Housing Zone which includes the Ailsa Street site. The draft document will be used as an evidence base to help progress the wider strategic ambitions of the Housing Zone. The document will not progress as an SPD or to consultation, as this would be an ineffective use of Council resource.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Adopt the Ailsa Street Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/06/2016	Withdrawn	0%	A draft document has been prepared. However, this target has changed following a review of the cost benefits following the successful announcement of Poplar Riverside Housing Zone. The document will not progress as an SPD or to consultation, as this would be an ineffective use of Council resource.
Assist in the development of a governance structure to support the delivery of the Poplar Riverside Housing Zone if GLA agrees to support the Housing Zone	Jackie Odunoye (D&R)	30/04/2015	Completed	100%	Governance structure agreed with lead Member and will be launched before formal agreement with GLA is entered into following due diligence of provisionally agreed Housing Zone proposals.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colett House	Cabinet Member for Strategic Development Ann Sutcliffe (D&R)	31/03/2016	On Target	92%	Project progressing well and programme targets on track, whilst 92% of activities due in 15/16 are complete, 75% of the scheme overall is now complete. Handover protocols for first phase housing units and the youth / community facilities agreed. Phase 1b - Poplar Baths residential is scheduled for handover in April 16.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review of progress against programme targets via meetings scheduled with the developer, including clients departments (CLC & THH)	Ann Sutcliffe (D&R)	31/03/2016	On Target	60%	Progress meetings are ongoing and programme targets are on track.
Delivery of leisure centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	Mobilisation process commenced.
Delivery of a new youth / community centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	Mobilisation process commenced.
First phase of housing completions - Hand over protocol to be determined to manage snagging, defects and lettings with housing allocations	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	
Open youth / community facilities - Hand over protocol to be determined, building inspection and commissioning of building	Ann Sutcliffe (D&R)	30/09/2015	Completed	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Seek to mitigate homelessness and improve housing options	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform Jackie Odunoye, Jackie Odunoye (D&R)	31/03/2016	Delayed	25%	Ongoing priority. Some delays to in year milestones resulting from restructuring of services. However, a report will be presented to Cabinet in January 2016 on selective licensing for the private rented sector. The existing homelessness statement action plan is being revisited to be strengthened and more reflective of priorities.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce draft plan for possible interventions in the private rented sector for internal consultation, consult externally and present findings to Cabinet as appropriate	Jackie Odunoye (D&R)	30/05/2015	Delayed	0%	Day to day work in this continues. New post arising from restructure will concentrate on private rented strategic and operational matters and is expected to be recruited to in November 2015. A report on selective licensing for the private rented sector will go to Cabinet in January 2016.
Deliver the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project	Jackie Odunoye (D&R)	31/05/2015	Delayed	25%	Restructure proposal, which incorporates No Wrong Door Project and Lead Professional and which will contribute to enhanced Service delivery, is in draft and expected to be presented to the Directorate panel in November 2015.
Quarterly reporting to DMT on performance against published Homelessness Statement Action Plan	Jackie Odunoye (D&R)	31/03/2016	Delayed	0%	Original Homelessness Plan is being revised as original version was not fit for purpose

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In partnership with CLC take forward to consultation the proposed pilot private sector licensing scheme	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Consultation has been completed and a report on the outcome and options available will be presented to Cabinet in January 2016, led by CLC.
Support the London Living Rent Campaign, including exploring deliverability, and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Day to day work in this continues. New post arising from restructure will concentrate on private rented strategic and operational matters and is expected to be recruited to in November 2015
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Watts Grove project to time and within budget	Cabinet Member for Strategic Development, Ann Sutcliffe (D&R)	31/03/2016	On Target	83%	Project progressing to agreed timescales and within budget. Substructure to be complete in Feb 2016. Handover of full scheme is scheduled for February 2017, therefore the project overall is 30% complete. However, 83% of activities due in 15/16 are complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete asbestos removal	Ann Sutcliffe (D&R)	30/06/2015	Completed	100%	
Complete demolitions (with exception of telecommunications mast)	Ann Sutcliffe (D&R)	31/08/2015	Completed	100%	
Telecommunications mast decommissioned and temporary location	Ann Sutcliffe (D&R)	30/09/2015	Completed	100%	
Complete substructure	Ann Sutcliffe (D&R)	29/02/2016	On Target	30%	Work stage commenced in Sept 15 and on track for completion in February 16
Strategic Priority 1.2: Maintain and improve the quality of housing					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Reduce the number of Council homes that fall below a decent standard	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform Jackie Odunoye (D&R)	31/03/2016	On Target	70%	The 2015/16 Decent Homes programme is projected to cost circa £51million of which £13.2m is GLA funded as part of the additional funding secured for Y5. The Council is contracted with GLA to make 917 homes decent but the total for the programme will be 1650 which will reduce backlog non-decency to 5.8% and 11.82% for all Council housing stock by the end of the financial year. A total of 7,400 homes have been made decent since the programme started in 2011/12.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commence Year 5 Decent Homes (DH) Programme using DHs contractors	Jackie Odunoye (D&R)	30/04/2015	Completed	100%	Contractors have started on site.
Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2016	On Target	55%	Total apprenticeships delivered to date is 120. <u>Local workforce:</u> Local employment on site against 30% target was as follows: Chigwell 68%, Axis 24%, Breyer 35%, Keepmoat 32%. Together contractors achieved 36% for the period. <u>Local spend:</u> 11% spend against a target of 20%. Local spend will increase in the remaining two quarters as the programme gets into full swing.
Ensure the Official Journal of European Union limit for the Decent Homes Framework is not exceeded	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Decent Homes Framework will be within the OJEU procured limits.

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Make 917 homes decent	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	At the end of Q2, a total of 232 homes have been made decent against a rolling target of 232. Performance is on target.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the quality of housing services offered to tenants, residents and homeless families	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform Jackie Odunoye (D&R)	31/03/2016	On Target	69%	Ongoing priority. 15/16 milestones on track for completion by year end. Performance monitoring of housing partners continues throughout the year of both THH and RP partners - via Tower Hamlets Housing Forum (THHF), Project 120 principles also continues to be a standing item on the THHF Development agenda. The Council continues to work with THH to improve communications and leaseholder satisfaction levels, this includes exploring and providing further clarity and payment support options for DHs (capped costs) and major works charges. The outcome of the two leaseholder audits will be published following Lead Member approval. Whilst work has already begun, it is proposed that an overarching Housing Strategy is produced in 2016/17 which will set out the Council's response to Government policy as well as further housing direction from the new Mayor of London following the May 2016 London election.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure all outstanding partners with an applicable development programme are briefed/updated on progress of Project 120 and asked to confirm their participation	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	Progress and issues affecting P120 is a standing item on Tower Hamlets Housing Forum Development sub-group, at meeting in June RPs were asked to forward appropriate contacts for their organisations. The P120 also has representatives from RPs as part of the working group. RPs are also reminded of P120 at their quarterly meetings in addition to the 10% requirement of wheelchair accessible homes as they bring developments through the planning process.
Agree and monitor the Tenant Federation Action Plan and provide appropriate support for their 'Cards on the Table' scrutiny activities	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Regular liaison meetings with Federation continue.
Develop a set of standards or scorecard to review performance - for tenants, for RPs and THH - and establish a regular monitoring system	Jackie Odunoye (D&R)	31/03/2016	On Target	75%	Ongoing throughout the year
Work with THH to improve the satisfaction of, and communication with, leaseholders, especially in regards to service charges and major works charges, taking account of the recommendations of the Leaseholder review	Jackie Odunoye (D&R)	31/03/2016	On Target	60%	LBTH is working with THH to improve the satisfaction of, and communication with, leaseholders, especially in regards to service charges and major works charges; A leasehold CAP was agreed for the 2015/16 DHs Programme; Payment Support Options to leaseholders for Major works are being revised - earmarked for Cabinet in Jan-2016; Two leasehold audits have completed publishing of which is awaiting - Lead Member approval; A "New Deal" for Leaseholders is being considered; an enhanced s.20 consultation regime was agreed by the Council to ensure clarity of works and their respective costs, and improve satisfaction
Explore ways to involve residents in challenging the performance of RPs and THH, including the option of developing a Housing Scrutiny Committee	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	A Tenants Scrutiny Panel has been formed. They have undertaken 3 Scrutiny exercises supported by mentor. Rather than under take individual scrutiny reviews across RPs, they will now focus their energy into supporting the development of scrutiny panels and sharing best practice.
Work with Tower Hamlets Housing Forum Executive and Sub Groups on a range of service delivery and improvement issues	Jackie Odunoye (D&R)	31/03/2016	On Target	75%	Ongoing throughout the year

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Develop an overarching housing strategy to cover all tenures of housing, homelessness and lettings	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	Work has begun on reviewing the Overcrowding/under occupation statement, private sector renewal grant policy, Homeless and Older Persons Statements. It is proposed that an overarching Housing Strategy is produced in 2016/17 which will set out the Council's response to Government policy as well as further housing direction from the new Mayor of London following the May 2016 London election.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Explore options to establish a not for profit lettings agency to improve standards for private renters	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform / Jackie Odunoye (D&R)	31/03/2016	Delayed	8%	Sub-regional discussions underway, project officer to be appointed by East London Housing partnership to work up proposals.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review existing services offered via Tower Hamlets Home Finder to private landlords and produce proposals for enhancement in line with the findings of the Gold Standard Diagnostic Peer Review	Jackie Odunoye (D&R)	30/09/2015	Delayed	20%	Preliminary work undertaken but not yet formalised.
Undertake options appraisal of different Lettings Agency Models, incorporating Local, Sub Regional and Pan-London options	Jackie Odunoye (D&R)	30/09/2015	Delayed	10%	Preliminary discussions with ALMO have taken place, but awaiting recruitment of key personnel before formalising.
Undertake consultation on preferred Letting Agency options(s)	Jackie Odunoye (D&R)	31/12/2015	Delayed	0%	Likely slippage due to other work priorities and slow progress on options appraisal.
Produce draft proposals around the deliverability and implementation of a not for profit letting agency	Jackie Odunoye (D&R)	31/03/2016	On Target	0%	As above, in year slippages experienced and subject to options appraisal being drafted.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Identify and target sub-standard homes through the introduction of a landlord licensing scheme	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform, Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	31/12/2016	On target	94%	Progressing towards a Member decision - IT provision has been and continues to be challenging.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a review of the housing consultancy statistical analysis including identification of anti-social behaviour links	Andy Bamber (CLC)	28/02/2015	Completed	100%	Completed
Statutory consultation plan on the licensing of private landlord proposals developed and approved	Andy Bamber (CLC)	31/07/2015	Completed	100%	Completed
Complete consultation and resulting final licensing proposals presented for Cabinet approval	Andy Bamber (CLC)	31/12/2015	On target	75%	Report has been written and progress to Cabinet to commence on 22/10 via DMT
Complete a review of the licensing arrangements for Houses of Multiple Occupation (HMOs)	Andy Bamber (CLC)	31/03/2016	Completed	100%	Review undertaken and more licences being issued

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle fuel poverty	Cabinet Member for Strategic Development, Cabinet Member for Resources Jackie Odunoye (D&R)	31/03/2016	On Target	44%	Fuel Poverty Strategy is now to be included under the overarching Climate Change Strategy. Collective energy switching scheme is being continued and the carbon fund provides a funding stream to deliver projects to alleviate fuel poverty.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Refresh and update the Fuel Poverty Strategy	Jackie Odunoye (D&R)	30/09/2015	Delayed	50%	Delayed - new target 31/12/2015. Fuel Poverty Strategy is now to be included under the overarching Climate Change Strategy which is being aimed for the March 2016 Cabinet, therefore the refresh of the Fuel poverty Strategy is now likely to be concluded by December 2015.
Continue with the Home Energy Efficiency Programme offering one to one tailored advice to residents focused on those at risk of fuel poverty including vulnerable residents and over 75s	Jackie Odunoye (D&R)	31/03/2016	On Target	30%	Energy data analysed and worst performing properties identified. Events planned to promote service in worst performing wards and sign up for assessments.
Identify and deliver domestic energy efficiency projects funded through the Carbon Mitigation Fund	Jackie Odunoye (D&R)	31/03/2016	On Target	20%	Analysis of projects currently being undertaken. Delivery of projects subject to receipt of finances through S106 process.
Evaluate the resident sign-up for the collective energy switching scheme and hold at least two auctions in the year to secure cheaper tariffs for residents	Jackie Odunoye (D&R)	31/03/2016	On Target	75%	Successful auction held in May 2015. Second auction resident sign-up process underway with date set for October 2015.
Strategic Priority 1.3: Improve the local environment and public realm					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Progress the Carbon Reduction Plan for Council buildings	Cabinet Member for Resources, Cabinet Member for Clean & Green Jackie Odunoye (D&R)	31/03/2016	On Target	70%	Carbon Mitigation Fund Strategy going to 1 December 2015 Cabinet, so far £5.9m secured for the carbon fund which will fund the delivery of the identified projects.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Submit Carbon Reduction Commitment reporting to Environment Agency	Jackie Odunoye (D&R)	31/07/2015	Completed	100%	CRC submitted in July 2015.
Cabinet approval of the Carbon Mitigation Fund Strategy and Guidance	Jackie Odunoye (D&R)	31/12/2015	On Target	80%	Scheduled for scheduled for Cabinet 1 December 2015.
Submit Green House Gas Emissions reporting to Department of Energy and Climate Change	Jackie Odunoye (D&R)	30/09/2015	Completed	100%	Submitted to DECC in accordance with reporting deadline for July 2015.
Agree outline delivery strategy and projects to be delivered by the Carbon Mitigation Fund on Council owned operational buildings	Jackie Odunoye (D&R)	31/03/2016	On Target	35%	Analysis of buildings being undertaken to identify appropriate buildings for interventions.
Refresh and update the Carbon Management Plan for 2016-2020	Jackie Odunoye (D&R)	31/03/2016	On Target	35%	Work being undertaken to review projects in CMP and identify key deliverables.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Council's Conservation Strategy	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	67%	This activity is progressing on target as scheduled.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the borough-wide Tree Preservation Orders (TPO) survey	Owen Whalley (D&R)	31/08/2015	Completed	100%	The Borough wide TPO of trees on Council owned land is complete. This work has identified subsequent requirements, which will need to be delivered by resources outside the scope of this target.
Revise Local List	Owen Whalley (D&R)	31/03/2016	On Target	50%	This work is progressing, and will be boosted by a new grant for officer support from Historic England.
Reduce the number of buildings on the English Heritage buildings at risk register for Tower Hamlets	Owen Whalley (D&R)	31/03/2016	On Target	50%	This work is progressing, and will be boosted by a new grant for officer support from Historic England.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Enhance and protect the borough's biodiversity providing residents access to nature	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	On Target	45%	On target to meet the actions of the Local Biodiversity Action Plan.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Local Biodiversity Action Plan and produce an annual report on progress and achievements	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Annual report will be produced in December rather than November to tie in with Steering Group meetings.
Provide 1000 packets of wildflower seeds free to residents, community groups and schools	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	We have the seeds and these are being distributed at events.
Create a kingfisher nesting bank in Victoria Park	Jackie Odunoye (D&R)	31/06/2015	Delayed	30%	Planning complete and all permissions in place. Work delayed due to need to avoid disturbing nesting birds. Completion expected in Q3.
Ensure that all major developments deliver biodiversity enhancements which contribute to LBAP targets	Jackie Odunoye (D&R)	31/03/2016	On Target	50%	Over 90 applications considered by the Biodiversity Officer. Almost all will contribute to LBAP if they are implemented.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Introduce a borough wide vehicle anti-idling regime in order to protect and improve the local environment	Cabinet Member for Clean & Green Andy Bamber, Simon Baxter (CLC)	31/03/2016	On target	66%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the Tower Bridge anti-idling trial and publish the results	Andy Bamber (CLC)	30/09/2015	Delayed	85%	Signage installed, access to TFL bridge data an issue - need to switch signs on and advertise on air text service. TfL have finally supplied and installed the necessary equipment to enable us to house our equipment for detecting a bridge lift. Siemens facilitated the connection with TfL equipment for the project as they required undertakings that our connection won't compromise their systems so this was a technical issue the project had to deal with. We are aiming to launch around January 2016
Roll out anti-idling project roll out to borough hot-spots	Simon Baxter (CLC)	31/12/2015	On target	50%	
Implement whole borough anti-idling declaration and programme	Simon Baxter (CLC)	31/03/2016	On target	50%	

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement and promote awareness of a borough wide 20mph limit	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	Completed	100%	Experimental 20 mph limit started 13/4/2015. Will be reviewed in 2016/17 for consideration of making permanent by October 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the borough wide 20mph limit	Simon Baxter (CLC)	31/07/2015	Completed	100%	Experimental 20 mph limit started 13/4/2015. Will be reviewed in 2016/17 for consideration of making permanent by October 2016.
Three awareness initiatives completed by September 2015	Simon Baxter (CLC)	30/09/2015	Completed	100%	1. Bus back advertising complete 2. Lamp column banners complete 3. Community Speed Enforcement arrangement with Met Police
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work in partnership to improve our public realm	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	On target	40%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop options to enhance public realm cleanliness, including ways to reduce fly tipping, reviewing bulky waste charges, and residential provider management	Simon Baxter (CLC)	31/03/2016	On target	50%	
Reproduce new waste management services, building in improved reporting and performance monitoring systems	Simon Baxter (CLC)	31/03/2016	On target	10%	Specification for Waste Disposal Services is in development. Specification for Interim Recycling Contract has been submitted to the GLA for review. Tender has been issued for the Commissioning Options review for long term delivery of waste services. Overall project timeline runs through until end September 2018.
Develop a programme of local streetscene improvements - agree design and complete consultation	Simon Baxter (CLC)	31/03/2016	On target	50%	Programme established and works programmed throughout the year for completion by March 2016.
Establish and maintain monthly meetings with Tower Hamlets Wheelers to improve cycling safety in the borough	Simon Baxter (CLC)	31/03/2016	On target	50%	4 meetings held to date - numbers limited due to Wheelers' availability. Future meetings arranged.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase household waste sent for reuse, recycling & composting	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	On target	83%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete an evaluation of waste and recycling provisions for housing estates and high rise blocks, to help improve recycling levels	Simon Baxter (CLC)	31/08/2015	Completed	100%	Keep Britain Tidy evaluation of waste and recycling provision on estates is complete. Evaluation findings presented to the Council in evaluation report. Outcome of the evaluation is being used to inform the development and rollout of the campaign to promote recycling and reduce residual waste
Develop and commence a campaign to promote recycling opportunities to support the waste volume reduction project	Simon Baxter (CLC)	30/09/2015	Completed	100%	A number of pilots have been carried out on estates trialling different interventions to encourage greater participation in the communal recycling service and to decrease contamination. The successful interventions will be used in conjunction with the waste reduction project as the programme is rolled out across the borough. In addition, a borough wide contamination campaign has been planned and will be launched in the second half of the year to complement this project.
Develop the reuse and composting programme further, promoting opportunities and increasing participation in programme - deliver at least 20 events throughout the year	Simon Baxter (CLC)	31/03/2016	On target	50%	Eight events promoting and actively engaging residents in reuse and home composting activities have taken place so far this year. Community composting schemes are being researched and benchmarked with a view to re-developing the scheme to interest residents leading to increased take up.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve our parks, playgrounds and open spaces	Cabinet Member for Culture Shazia Hussain (CLC)	31/03/2016	On target	64%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a parks growing scheme with local residents	Shazia Hussain (CLC)	30/09/2015	Completed	100%	Growing schemes have been developed and are being supported in: Victoria Park x 2, Mile End park, Ravenscroft Street Park, Baxendale Gardens and one further scheme is in development in Ropewalk Gardens which should be operational before the end of the year.
Deliver full range of improvement works to Trinity Square Gardens consisting of soft and hard landscaping works and installation of new benches and bins	Shazia Hussain (CLC)	30/09/2015	Completed	100%	A full range of improvements have been completed, some additional planting work is scheduled for the autumn planting season.
Deliver Phase 1 of improvement works to Shandy Park consisting of tree felling, installation of a temporary path for access to the mosque, new path from Harford Street entrance and cleansing of play surfaces	Shazia Hussain (CLC)	30/09/2015	Delayed	50%	Quotes obtained but prices will need to be reviewed to comply with procurement requirements and an RCDA will be submitted. Revised deadline for completion of works 31/03/2016.
Deliver external improvement and renovation works to Tower Hamlets Cemetery Lodge and secure additional funding for undertaking external works	Shazia Hussain (CLC)	30/09/2015	Completed	100%	The external works to walls, roof, eaves and replacement windows have now been completed. Additional monies have been identified for stage two internal work.
Prepare options and undertake public consultation on the King Edward Memorial Park improvement project	Shazia Hussain (CLC)	31/10/2015	On target	50%	Plans for consultation will be completed by the end of October and phase one will delivered before the end of the calendar year with additional stages to take place within the master planning process.

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Complete the design details for the improvement works to Bartlett Park and commence phase one works	Shazia Hussain (CLC)	31/03/2016	On target	50%	Procurement for design team and Employer's Agents are currently being finalised. Awaiting T&Cs for tender contract being prepared by Legal Service. Design team will prepare detailed construction drawings and specification for the procurement of main works contractor. Due to central government directions procurement advise on the method of procurement has very recently changed. A new framework contract is being sourced by procurement and it is estimated the documents will on the portal by mid-December
Take forward the capital works programme for small parks and playground improvement projects delivering at least two site improvement schemes	Shazia Hussain (CLC)	31/03/2016	On target	50%	Albert Gardens works, including landscaping and new play facilities is close to completion. Awaiting the results of consultation on Ford Square and Cavell Street Gardens. Improvement work to Ropewalk Gardens near to completion including new growing scheme facility.
Deliver year two of the four year programme of tree planting on streets, parks and open spaces	Simon Baxter (CLC)	31/03/2016	On target	30%	Tree stock has been reserved with the nursery and planting will commence in November.
Undertake a review of the use of parks for commercial events	Shazia Hussain (CLC)	31/10/2015	On target	50%	A first draft of a briefing has been completed on commercial events in Victoria Park and is being expanded to include commercial events across the borough. A report will be scheduled for Cabinet.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop an Open Space Strategy	Cabinet Member for Culture Shazia Hussain (CLC)	31/03/2016	On target	55%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce an updated baseline mapping exercise of open space in the borough, including new spaces secured through the planning process	Shazia Hussain (CLC)	30/09/2015	Completed	100%	The baseline mapping exercise is in production. CLC is working with D&R to verify the new spaces listings.
Complete a qualitative audit of open space in the borough	Shazia Hussain (CLC)	31/12/2015	On target	50%	Specification prepared for procurement of consultants.
Model the impact of population growth on access to open space	Shazia Hussain (CLC)	28/02/2016	On target	50%	The updated baseline map will enable completion of this milestone.
Develop options for the creation of new pocket parks and open spaces, especially as new development comes forward	Shazia Hussain (CLC)	31/03/2016	On target	25%	Options for the development of pocket parks are in development with a target of four new parks by the end of the financial year, with each one housing some form of outdoor gym facility.
Review the provision of play spaces to ensure that all residents have access within an easy walking distance, jointly with Children's and Housing colleagues		31/12/2015	On target	50%	Play spaces in parks will be considered as part of the overall quality assessment for the open space strategy. Access to those sites is also a key factor in the development of the open spaces strategic approach. The strategic overview of play provision across the borough rests with Children's Services who will be consulted on the developing OSS along with Housing colleagues.

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Strategic Priority 1.4: Manage development pressure and provide effective local infrastructure, services and facilities					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Manage national planning changes effectively to deliver local priorities	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	58%	This activity is progressing on target as scheduled.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Cabinet determine fifth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/12/2015	On Target	75%	These applications are progressing on schedule and are due to be approved by Cabinet on 1 December 2015.
Cabinet determine sixth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/03/2016	On Target	50%	No applications have been received to date.
Input into Tower of London Future Thinking Plan to better manage the World Heritage Site	Owen Whalley (D&R)	31/03/2016	On Target	50%	Conservation Officers from the Place Shaping team have and continue to provide an input through correspondence and meetings.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Review the Council's Markets Strategy	Cabinet Member for Work & Economic Growth Andy Bamber, Simon Baxter (CLC)	31/03/2016	On target	45%	Procurement exercise for consultants is to be undertaken.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Agree and implement a programme of physical improvements to Watney Market	Andy Bamber (CLC) / Simon Baxter (CLC)	31/03/2016	On target	25%	Plan agreed
Business and trader public consultation complete with project ground works commenced	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Draft Community Development Trust agreement for consultation	Andy Bamber (CLC)	30/09/2015	Delayed	0%	Subject to continuing discussions with the Executive and Lead Member.
Complete streetscene improvements in Wentworth Street Market	Simon Baxter (CLC)	31/03/2016	Completed	100%	The original +G67 footway and carriageway improvement project is completed. A further £100k has now been secured from TfL which allows the scope of the works to be extended - this work will complete by end of January.
Complete a feasibility study for the development of a Market Trust model	Andy Bamber (CLC)	31/03/2016	Delayed	0%	Subject to continuing discussions with the Executive and Lead Member.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/01/2016	On Target	50%	The Borough CIL was adopted on 1st April 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Live CIL Charging Schedule, as agreed by Full Council	Owen Whalley (D&R)	31/04/2015	Completed	100%	The Borough CIL was adopted on 1st April 2015.
Complete monitoring report on live CIL	Owen Whalley (D&R)	31/01/2016	On Target	0%	To be completed when there is CIL information to monitor. Due 31/01/2016.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the Whitechapel Vision	Cabinet Member for Strategic Development, Owen Whalley (D&R)	31/03/2016	On Target	80%	80% of in year activities have been completed. First draft of the place shaping guidance has been drafted with governance arrangements and delivery infrastructure in place. Whilst procurement delays affect drafting of the public realm and retail strategies, delivery of early win projects and the development of workspace offers are on track.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the first draft of the Place Shaping Guidance for Whitechapel	Owen Whalley (D&R)	30/09/2015	Completed	100%	
Implement the governance and delivery infrastructure, including Delivery Plan, to underpin the delivery of the Whitechapel Vision	Owen Whalley (D&R)	31/10/2015	Completed	100%	
Complete first draft of the public realm strategy, and retail strategy for Whitechapel	Owen Whalley (D&R)	31/10/2015	Delayed	75%	Minor procurement delays identified, no other issues. Regular meetings with LBTH Procurement taking place to resolve delay. First drafts to be completed by 30 th November.
Define and commence delivery of the programme of early win projects	Owen Whalley (D&R)	31/12/2015	On Target	50%	
Develop Whitechapel workspace offer	Owen Whalley (D&R)	31/03/2016	On Target	75%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Refresh the Borough Local Plan	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	81%	81% of 15/16 milestones complete. This activity is progressing on schedule and engagement document is due to be approved for consultation by Cabinet on 1 December 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015	Completed	100%	This has been developed with the input of DMT, CMT, the Mayor and Lead Member.
Report progress to senior management and Mayor	Owen Whalley (D&R)	31/07/2015	Completed	100%	The project PID and subsequently drafts of the document have been presented to DMT, CMT, the Mayor and Lead Member.
Publish Strategic Housing Market Assessment in order to support affordable housing requirements within the Local Plan	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	Report now available but won't be published until Local Plan consultation begins.
Approval of Draft 'Engagement Document' by Cabinet to consult	Owen Whalley (D&R)	31/12/2015	On Target	75%	This is progressing on schedule and are due to be approved for consultation by Cabinet on 1 December 2015.
Consult on engagement document	Owen Whalley (D&R)	31/12/2015	On Target	75%	This is progressing on schedule and is due to be approved for consultation by Cabinet on 1 December 2015.
Develop final policy / direction and identify need for further evidence	Owen Whalley (D&R)	31/01/2016	Delayed	50%	The policies will be first drafted in April 2016 for internal review. The Draft Local Plan will be finalised in June 2016, to take to public consultation in Autumn 2016, and this target cannot be fully addressed until then.
Initiate senior management reporting cycle	Owen Whalley (D&R)	31/03/2016	Completed	100%	The project PID and subsequently drafts of the document have been presented to DMT, CMT, the Mayor and Lead Member.
Progress scrutiny recommendations on home extensions, including use of mansard roofs	Owen Whalley (D&R)	31/03/2016	On Target	50%	The 6 actions are progressing well. Actions 3 and 6 will be subject to consultation in November and December 2015, and the latter includes a specific guidance note on mansard roofs. Actions 1, 2, 4, 5 will be delivered as part of the Local Plan.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Represent the Council and comprehensively input into the GLA's Isle of Dogs Opportunity Area Planning Framework	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	On Target	83%	This action is progressing on schedule.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete project set-up and governance, and agree delivery arrangements with GLA	Owen Whalley (D&R)	30/06/2015	Completed	100%	Officers contributed to this in advance of the meeting of the first OAPF Strategic Board in July 2015.
Start LBTH input on Initial Document Development: Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015	Completed	100%	Officers contributed to this in advance of the meeting of the first OAPF Strategic Board in July 2015.
Complete LBTH input on travelling draft 1	Owen Whalley (D&R)	31/03/2016	On Target	50%	Regular LBTH input is provided through the Strategic Board and officer working groups.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver a Multi-Faith burial ground	Mayor Ann Sutcliffe (D&R)	31/05/2015	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete lease for the site	Ann Sutcliffe (D&R)	30/04/2015	Completed	100%	
Market the site	Ann Sutcliffe (D&R)	31/05/2015	Completed	100%	
Strategic Priority 1.5: Improve local transport links and connectivity					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide fair parking arrangements for businesses, residents and visitors	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	On target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review current parking policies, including car free zone developments and exemptions; visitor permits and the use of CCTV for parking enforcement	Simon Baxter (CLC)	31/03/2016	On target	50%	Parking policies are reviewed on a six-month basis with any major amendments being taken to Cabinet for decisions.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support sustainable local transport including cycle improvements	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	On target	44%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop the Cable Street Vision for public consultation and delivery	Simon Baxter (CLC)	31/03/2016	On target	40%	Outline design complete and Members briefed. Public consultation in preparation.
Secure approval for the LBTH Cycle Strategy and 3 year Action Plan	Simon Baxter (CLC)	30/09/2016	Delayed	75%	Strategy developed. Out to public consultation November 2015. Plan to seek Cabinet approval January 2016.
Continue the free adult and children cycle training programmes	Simon Baxter (CLC)	31/03/2016	On target	50%	Programme spread throughout the year.

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Develop cycle superhighway 2 mitigation measures for consultation	Simon Baxter (CLC)	31/09/2015	Delayed	10%	Completion date is subject to completion of the CS2: We cannot finalise all proposals until the impacts of CS2 which is still in build are fully understood, this requires that traffic conditions settle - this programme has funding allocated over 2 years.
Implement year one of the two year cycle superhighway mitigation programme	Simon Baxter (CLC)	31/03/2016	On target	40%	2 scheme designs are ready for consultation.
Undertake a review into the provision of secure on-street cycle lockers	Simon Baxter (CLC)	31/03/2016	On target	50%	Pilot scheme included for approval in Cycle Strategy. Consultation on 3 sites being carried out in November to facilitate implementation by February as a quick win following adoption of the Cycle Strategy.
Strategic Priority 1.6: Developing stronger communities					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve transparency of decision making by engaging more residents and community leaders in policy and budget changes	Mayor, Cabinet Member for Resources Louise Russell, Kelly Powell (LPG), Shazia Hussain (CLC)	31/01/2016	On Target	70%	Community Budget Consultation Process reviewed and updated. Community engagement strategy under development.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review local structures for engaging at a ward level	Shazia Hussain (CLC)	31/01/2016	On target	50%	Agreement with Mayor to look at options paper for the LCWF.
Develop a Transparency Protocol	Louise Russell (LPG)	30/09/2015	Completed	100%	Mayor's Transparency Protocol agreed by Cabinet in November 2015. The Overview and Scrutiny Transparency Commission will report in late-November.
Complete a review of the Partnership structures and roles for community volunteering	Robin Beattie (CLC)	30/04/2015	Delayed	50%	Preliminary engagement with key partners undertaken on future need for a LSP. Subject to further engagement and development with the Executive.
Raise awareness of, and engage residents in, the use of Council's budget consultation tools and channels	Louise Russell / Kelly Powell (LPG)	30/09/2015	Completed	100%	The Your Borough, Your Voice campaign was prepared during September 2015 and launched with the savings proposals for 2015/16 and full details of how residents could get involved on Oct 12. This was promoted through all of the council's communications channels, with a front page story in East End Life, a banner on the home page of the council's website, stories issued to local and BME media (including stories translated into Bengali) and information published and disseminated on social media. Communications is continuing to work with colleagues in Resources and SPP to prepare resident engagement activity around the budget setting process for next year.
Understand and provide public feedback on residents' priorities	Louise Russell / Kelly Powell (LPG)	31/12/2015	On target	25%	Responses to Your Borough, Your Voice savings proposals are being collated as they are returned. The consultation is due to run until 12 November at which point it will be possible to review all responses and feed these back to members and residents.
Set up public meetings across the borough to enable residents to meet and question the Mayor and Cabinet	Louise Russell (LPG) / Robin Beattie (CLC)	30/09/2015	Completed	100%	Structures are being agreed with the Mayor through the Partnership and Community Engagement refresh.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement a framework for engagement of borough-wide equality forums	Mayor Louise Russell (LPG)	31/03/2016	On Target	20%	The revised Community Engagement Strategy will seek to address how we ensure this.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review current arrangements through consultation with forums and stakeholders	Louise Russell (LPG)	01/10/2015	On Target	70%	Each of the borough wide equality frameworks has been reviewed in conjunction with the forums and their stakeholders and this has been used to move to a stronger commissioning based model based on outcomes. It is hoped that the new commissioning arrangements for all forums will be in place by early 2016.
Establish a revised framework to ensure Every Voice Matters	Louise Russell (LPG)	31/03/2016	On Target	20%	The revised Community Engagement Strategy will seek to address how we ensure this.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Review opportunities for localised service delivery	Mayor, Cabinet Member for Resources Andy Bamber (CLC)	28/02/2016	Withdrawn	0%	Work on this will be subject to further Executive discussion and direction.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a review of the strategic opportunities for localising centralised service provision	Robin Beattie (CLC)	31/01/2016	Withdrawn	0%	See above.
Completion of a localisation plan	Robin Beattie (CLC)	31/03/2016	Withdrawn	0%	See above.
A Prosperous Community					
Strategic Priority 2.1: Improve educational aspiration and attainment					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Ensure sufficient places are provided to meet the need for statutory school places	Deputy Mayor for Education & Children's Services & the Third Sector Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	80%	The milestones within this activity are on track for delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete implementation of existing expansion schemes and any temporary schemes to provide sufficient school places	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	75%	Sufficient school places were available for September 2015. This means that there were not any children without a school place.
Plan for implementation of future expansion schemes, working with D&R on land and funding matters where required, and plan for use of capital resources (including s. 106 and CIL funds) to implement schemes	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	60%	Cabinet May 2015 agreed two new primary places projects. Initial discussions have taken place with the Canary Wharf Group on programme for primary school within the Wood Wharf development.
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	50%	Discussions with developers as required are in progress.
Develop medium and long term strategy to meet projected pupil growth in all phases to 2025, taking into account any new free schools agreed by DfE	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	50%	The 'Annual Review of School Places' report was presented Cabinet in Sept 2015.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support high quality early years' provision, expand free early education places of high quality, including for disadvantaged two-year-olds	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/01/2016	Delayed	70%	There are currently legal and procurement related barriers within the Local Authority (LA) that prevent the Early Years Service from opening childcare places at Children's Centres and other LA buildings. Action is in place at a senior strategic level to address this.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake local marketing campaign to increase take up of disadvantaged 2 year old places	Terry Parkin (CSD)	31/05/2015	Completed	100%	The marketing 2014/15 campaign is completed. There was an increase of 23% in the take up of places. The 2015-16 plan is in place and work continues with HR to address recruitment to fill vacancies to take work forward, as there is a gap in staff. The marketing plan is focussing on volunteering and mentoring to improve parental understanding of early years of Early Learning years for two year olds.
Improve information and online access to information for parents to enable them to access places at local provisions and improve customer experience	Terry Parkin (CSD)	31/07/2015	Delayed	60%	Provision of information has improved. However, regarding online access, a large number of parents are unable to access IT equipment. There are language and IT literacy barriers for some which is a local issue. Action is in place to work with Children's Centres, Idea Stores and all nurseries to increase access. An online eligibility checker is ready to go live. We are planning a comprehensive update with an external consultant to assess and improve customer experience.
Create 800 additional places to offer disadvantaged 2 year olds	Terry Parkin (CSD)	31/01/2016	On Target	90%	A project to create the additional 800 places has been completed and in place. An action plan is in place to ensure that settings are refurbished and/or built. There has been a significant delay due to the Government Commissioner's directions, where they have not allowed for the places to be opened. In addition to this delay, any new childcare provision will need to be registered by Ofsted which can take up to 9-18 months. The challenge for the service is that they are unable to legally place children in new settings until it is registered by the regulatory authority - Ofsted.
Review early years' provision, (including, nurseries, pre-schools, childminders, children's centre services, and non-statutory provision delivered by the Early Year's Service), with a view to provide more services across the borough and reduce the cost of childcare to parents	Terry Parkin (CSD)	31/03/2016	On Target	50%	The stocktake of the Early Years Service is complete. This reviewed schools, private, voluntary and independent sectors, childminders and 2 year-old placements. The findings are currently being captured in a report. The stocktake of Children's Centres is about to start. Three reviews are being undertaken: 1. A "suitability of childcare provision" review is underway, which is being conducted in-house. This is checking the quality of childcare provision to ensure it meets legal requirements. 2. A review of "Special Educational Needs" is also being conducted in-house. 3. A "value for money" review has been tendered out. Talks are underway to involve Professor Edward Mullish - the creator of Children's Centres. Recommendations are likely to be available by the end of the financial year.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Raise attainment of all children at the end of the Early Years Foundation Stage and narrow the gap between all children and those that receive Pupil Premium	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	On Target	60%	This activity measures two outcomes. 62% of all children in Tower Hamlets achieved a "good" level of development in 2014-15. The attainment of all children in this cohort has risen compared to the previous year when 56% achieved the standard. LBTH outturn compares to national figures of 60% and 66% respectively. The gap between all children and the lowest 20% of attaining children has narrowed by 1.9% points from last year and stands at 36.9% for 2014-15. Whilst these figures are higher than the national average of 32.1% (i.e. our gap is wider than the national gap), we were recently ranked 22nd out of 151 local authorities for effectiveness in making a difference to disadvantaged children (ranking carried out by Ofsted in 2013-14).
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Embed the second year of Every Tower Hamlets Child a Talker (ETHCaT) Programme	Terry Parkin (CSD)	31/03/2016	On Target	80%	The second year of the ETHCaT programme is on track. An action plan is in place. Schools, staff and settings have been trained about language development for free in the most disadvantaged wards. Training has been offered to everyone such as the statutory sectors and main Partners at a cost. Work is underway with schools to narrow the language development gap. Ofsted has confirmed that schools are dealing with a sharply falling baseline at entry level to nurseries. The next phase is underway - the 'National Literacy Framework Early Words Together' is being rolled out in early learning hubs and Children's Centres.
Develop 'Every Child a Mover' programme to develop gross and fine motor skills to support the development of writing skills	Terry Parkin (CSD)	31/03/2016	On Target	80%	Programme introduction completed on time. Teachers have been trained by health sector professionals -OTs and Physios - who will act as champions in selected hubs. The next stage is being planned.
Work with targeted schools, including by allocating a development worker to each school; agree a programme of work incorporating support for leadership skills, assessment, assess using the characteristics of learning and planning for progress; review EYFSP outcomes for each school	Terry Parkin (CSD)	31/03/2016	On Target	60%	Complete for 2014/15. The 2015/16 programme commenced in Sept 2015 and will run until July 2016.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the number of children achieving 5 A* to C GCSE grades including English and maths	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	03/09/2015	Completed	100%	This Activity has been achieved for the 2014/ 2015 academic year. The overall provisional data shows that 63.5% pupils achieved 5 A* to C GCSEs. This is higher than the national average of 52.8%.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Identify the distribution of underperformance across the borough schools at all key stages, with a particular focus on White UK pupils and Looked After Children; offer feedback to the schools; identify key schools to work with to improve the attainment levels of the underachieving pupils	Terry Parkin (CSD)	31/07/2015	Completed	100%	Provisional Key Stage 2 outcomes for 2015: a) All Non – White British pupils (2800 pupils) are performing much better than White British (333 pupils) in the combined outcomes for reading, writing and maths at Level 4+ (8.4% difference) / Level 4b+ (6.8% difference). At the higher levels, the gap is closing to 2%; b) Looked After Children (LAC) pupils (5 pupils) – only x2 (40%) attained L4+ in the combined outcomes, and none achieved the higher Level 5; c) Primary Learning Achievement Team (PLAT) Team Plan identifies actions to address underperformance of groups of pupils; d) GCSE provisional data has been released. 63.5% pupils achieved 5 A* to C grades for their GCSEs. Visits by the Secondary Learning Achievement Team (SLAT) to School HeadTeachers this term is in progress to discuss the 2015 results. Currently working with 8 schools on White UK underachievement project. e) The Virtual School works with designated teachers in all schools who have our LAC on roll to promote their achievement. Where there are common issues relating to more than one LAC child at a given school , these are also discussed.
Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Terry Parkin (CSD)	30/09/2015	Completed	100%	The Institute of Education research was shared and published with schools and council teams in September 2015. The Steering Group will present findings and proposed strategies to future CMT/DMT management meetings. This research explored barriers in educational attainment for White British Pupils. The Virtual School completes an annual report on the educational outcomes for Looked After Pupils in the care of LBTH. The report identifies areas of concern and actions is being taken to address these. The Annual Report for 2014/2015 is currently in draft form and has been presented to DMT. It is due to be presented to CMT in October.
Offer targeted Key Stage 4 support to the worst performing schools to support improvement, including learning and family support interventions especially for Looked After Children	Terry Parkin (CSD)	30/09/2015	Completed	100%	The Virtual School meets the designated teachers in LBTH schools where we have LAC students on a termly basis with follow up email / phone contact between meetings. The focus of the meetings is to review the pupil's Personal Education Plan, and involves discussion of the progress and the wellbeing of the pupil and the impact of the interventions in place.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Bring A Level results above the national average	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	On Target	90%	Two out of three milestones for this activity are completed. Discussions are taking place with headteachers and heads of sixth forms about alternative approaches to Level 3 provision. The local provisional data results are 690 points. The national results have not yet been reported.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students	Terry Parkin (CSD)	30/09/2015	Completed	100%	ALPs training and Inset held for all schools. Schools are using the framework for monitoring and tracking students and for targeted intervention.
Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions	Terry Parkin (CSD)	30/09/2015	Completed	100%	Subject networks are now established to provide support for all schools. Poorly performing subjects have been targeted as part of this process. The School Improvement Team has taken part in several parent conferences. We have worked with parent groups on promoting apprenticeships and post-16 education/training routes.
Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access	Terry Parkin (CSD)	31/03/2016	On Target	75%	Teachers have been funded and supported in developing the academic literacy programme. This has been done using literacy coaches who have worked with teachers in developing skills and knowledge around the 1:1 literacy support programme.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Embed the UNICEF UK Child Rights programme across the Children and Families Partnership	Deputy Mayor for Education & Children's Services & the Third Sector Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	50%	These milestones are on track for delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Evaluate the pilot and agree next steps in the development of the Child Rights based approach	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	50%	The Substance Misuse Needs Assessment pilot will be discussed at the Children & Families Partnership Board in late Autumn. The Children's Commissioning Team are currently reviewing the benefits that the model brought to children and young people accessing substance misuse services. The Directorates' Resources PCCI Team will be reviewing the model in its entirety and report back to the Children & Families Board early 2016.
Develop a Child Rights workforce development programme to embed Child Rights within service delivery across the partnership	Kate Bingham (Resources, ASD & CSD) / Simon Kilbey (Resources)	31/03/2016	On Target	30%	A full evaluation of the current project needs to be undertaken to identify what to do for the next stage of the pilot. We are working with UNICEF at the moment to develop a training package around the commissioning model, which has been piloted here and in Glasgow. But there is a more general gap around a training package for both staff and members on CRBA.
Develop a new Children and Families Plan in Partnership with the Children and Families Board, embedding UNICEF's Child Rights approach.	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	A draft needs assessment to inform the Plan has been developed using a child-rights based approach. A draft was submitted to the October Children and Families Partnership Board and the final version is due to be signed off at the next meeting in December. A plan is in place and on track to develop the Children and Families Plan by March 2016.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Assist more people into further education and to university, and deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA) over the next academic year.	Deputy Mayor for Education & Children's Services & the Third Sector / Cabinet Member for Resources Terry Parkin (CSD)	31/01/2016	On Target	60%	Whilst existing award holders will receive the second and final year of their award, it was decided not to open the scheme to new applicants.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Terry Parkin (CSD)	31/07/2015	Completed	100%	A parents conference was held in March 2015 with the theme 'Widening Horizons –Raising Aspirations'. Workshops were targeted at parents of children across all phases. This was attended by more than 160 parents. The following actions have been taken: • A design and delivery schedule of an Aspirations programme for parents in primary and secondary schools to be completed by March 2016. • Expanded secondary aspiration programme within SLA offer and targeted schools due to be completed by March 2016.
Work with schools and other stakeholders to develop, and implement, a model for the recognition of educational and wider achievements of young people	Terry Parkin (CSD)	31/03/2016	On Target	50%	This milestone replaces the previous annual Mayors Education Awards Ceremony from the previous Mayoral administration. Schools already celebrate educational achievement through a range of activities. A discussion meeting involving schools will be scheduled as to how this will proceed in the future.
Undertake publicity and advertise the MEA and MHEA schemes	Terry Parkin (CSD)	31/12/2015	On Target	75%	The Tower Hamlets Education Award Scheme is now advertised and forms are available through the Councils website. Whilst existing MHEA award holders will receive the second and final year of their award, it was decided not to open the scheme to new applicants.
Apply the MEA and MHEA policy to determine applications	Terry Parkin (CSD)	31/12/2015	On Target	75%	The MEA is on track. Whilst existing MHEA award holders will receive the second and final year of their award, it was decided not to open the scheme to new applicants.
Make payments	Terry Parkin (CSD)	31/01/2016	On Target	30%	The application and assessment stage tends to take place between September to December. The awards lists are sent to colleges in the last week of January. First payments are scheduled to be due in February 2016 and second payments in April 2016. This is not reflected in the milestone date.
Review the current MHEA scheme to understand who currently benefits and develop options on possible alternative schemes to support young people into employment for the start of the 2016/17 Academic year	Terry Parkin (CSD)	31/03/2016	On Target	30%	A review paper to be presented to the Government Commissioners in October 2015, providing an options appraisal for financial support.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maintain investment in youth services and provision for young people	Deputy Mayor for Education & Children's Services & the Third Sector Andy Bamber (CLC)	31/03/2016	On target	50%	The Haileybury Centre has been open since October.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake full review of all youth provision and youth centres (including a health and safety audit) to support the development of improvement plans	Andy Bamber (CLC)	31/03/2016	On target	50%	Health & Safety audit completed, devising improvement action plan to ensure compliance and development.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	On Target	50%	Two training sessions were delivered to parent governors on 20th October 2015. The training session included the subject of safeguarding children, with a specific reference to the 'Prevent' agenda and the role that governors can contribute towards it.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review and update the recruitment arrangements for local authority governors to ensure commitment to the principles of One Tower Hamlets	Terry Parkin (CSD)	31/09/2015	Delayed	50%	Resourcing issues and competing priorities has delayed the delivery of this milestone. This has now been prioritised to be completed by 31.3.2016 and a range of activities have been identified to take this work forward.
Continue to offer and support governors to take up a range of courses to enable them to undertake an effective role	Terry Parkin (CSD)	31/03/2016	On Target	50%	A range of courses and learning continues to be offered to governors to support them in their role.
Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2015/16 to attend the course within one year of being appointed	Terry Parkin (CSD)	31/03/2016	On Target	50%	New governors continue to be offered induction training. This is not mandatory, and is dependent on take up rates from the new governors.
Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Terry Parkin (CSD)	31/03/2016	On Target	35%	Over the last year, government requirements have reduced the number of governors, with a net reduction of 200 governors since September 2014. This has affected the profile of parent governors. We continue to ask governing bodies to consider equalities and diversity issues in addition to skills when recruiting potential governors.
Review the current structures for governors to present their views to the Council, investigate ways to strengthen these, including exploring the possibility of developing a Governors' Forum	Terry Parkin (CSD)	31/03/2016	On Target	40%	A survey will be undertaken with governors in the Director's Spring Term report on current structures, how to improve them and options going forward, including looking at how to fund these. The review is expected to be outlined by end of March 2016.
Review the existing Parents Forum for Children's Centres, and investigate ways to strengthen it	Terry Parkin (CSD)	31/03/2016	On Target	75%	All Children's Centres have now established parent forums. The four localities have stakeholder groups which have a minimum of 2 parent forum representatives. Next steps are to provide ongoing training for parent forum representatives to become more of a critical friend. We will undertake a parent forum audit to continue to explore any arising issues and areas for improvement as part of the review.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Children and Families Act 2014 to support children with special educational needs	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	On Target	50%	Remedial action is in place to deliver the Activity overall.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Convert SEN statements into Education Health and Care (EHC) Plans in a timely fashion, according to the national timeframes set out with at least 45% converted by September 2015	Terry Parkin (CSD)	31/09/2015	Delayed	12%	Programme managed effectively and conversion of statements are underway. Currently 12% of statements have been converted to Education, Health and Care (EHC) Plans. There are a number of issues causing delays in conversion, mainly due to high cases of conversion and the length of time it takes to complete a Plan. This time factor has been acknowledged and accepted by the DfE who has twice increased the time allowed for completion of conversions, first from 14 to 16 weeks, and then up to 20 weeks. These increases were as a result of issues raised by a significant number of authorities also experienced problems completing the conversions within specified national deadlines. Additionally, Tower Hamlets has a significantly higher ratio of the number of statements to SEN staff compared to other authorities (including its geographical neighbours) and it makes the targets difficult to achieve.
Review the quality of EHC plans	Terry Parkin (CSD)	31/03/2016	On Target	40%	Currently developing a scope to undertake a SEN review with a view to improving the delivery of SEN statements.
Complete improvements to local offer and launch communications strategy	Terry Parkin (CSD)	31/03/2016	On Target	90%	The Local Offer has been developed, it is a live project and as such is subject to continuous improvements in this reporting period.
Strategic Priority 2.2: Support more people into work					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Bring together public sector employment and job brokerage services, create a new integrated employment centre and undertake a review of Skillsmatch	Cabinet Member for Work & Economic Growth Chris Holme (D&R)	31/03/2016	On Target	79%	79% of 15/16 milestones complete. Alongside the restructure the Integrated Employment Support pledge is being further developed across a number of work strands: roll out of Raising Aspirations pilot supporting those furthest from the labour market, integration of cross council employment support and MSG delivery, development of web based CRM system, Skillsmatch Outreach at Ideas Stores, implementation of ESF Growth Boroughs programmes.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Phase 1 – Deploy staff resources to begin triage work in Idea Stores	Chris Holme (D&R)	30/04/2015	Completed	100%	Staff located in Whitechapel and Crisp Street Ideas Stores.
Evaluate early resident take up	Chris Holme (D&R)	30/06/2015	Completed	100%	Initial evaluation report completed.
Develop service demand options on barriers to work in first phase	Chris Holme (D&R)	30/09/2015	Completed	100%	Initial evaluation report completed and will now feed into the ongoing development of the integrated employment service.
Undertake a review of Skillsmatch	Chris Holme (D&R)	31/03/2016	On Target	15%	Scoping completed and review underway.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support residents into jobs through employment and skills programmes	Cabinet Member for Work & Economic Growth, Chris Holme (D&R), Luke Addams (ASD)	31/03/2016	On Target	60%	Ongoing priority. 60% of 15/16 milestones complete. LBTH jobs stats for quarter 2 = 320 (58%) against a pro rata target of 187. JCP estimated jobs 505 (27%) against an off flow figure of 1,872.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Luke Addams (ASD)	31/03/2016	On Target	70%	We are continuing to provide our successful apprenticeship scheme for people with Learning Disabilities in partnership with the Tower Project. Training is provided which can lead to a qualification in NVQ Level 1 in Business Admin or Social Care. As at the end of Q4, we had 33 people with Learning Disabilities in paid employment through this scheme. For Q1, 2015, 31 clients were in work placements.
Complete a full development grant application for a social impact bond to help adults with learning disabilities into employment	Luke Addams (ASD)	31/03/2016	On Target	50%	Social impact bonds (SIBs) are designed to help reform public service delivery, and is a government initiative. SIBs improve the social outcomes of publicly funded services by making funding conditional on achieving results. Investors pay for the project at the start, and then receive payments based on the results achieved by the project. Locally, work has begun to complete the grant application for a social impact bond.
Complete full appraisal to establish viability of scheme and set up if viable	Luke Addams (ASD)	31/03/2016	Delayed	0%	Appraisal work will begin to establish viability of scheme once the above grant is received.
Evaluate pilot services in outreach sites and recommend next phase of development	Chris Holme (D&R)	30/09/2015	Completed	100%	Initial evaluation report completed.
Deliver an increase in employment and apprenticeship opportunities for disabled residents including within the local authority, doubling the number of apprenticeships at the Council to 20 per year	Chris Holme (D&R) / Simon Kilbey (RES)	31/03/2016	On Target	50%	Target in relation to internal apprenticeship creation not relevant until restructure and consequent transfer of Workforce Development staff has been implemented.
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups particularly young people and women	Chris Holme (D&R)	31/03/2016	On Target	50%	Equalities data is collated as a matter of course when registering and working with clients. Further, NOMIS data on employment and equalities is regularly reviewed and will be reported to THESG.
Revise 2015/16 internal partnership arrangements based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Chris Holme (D&R)	31/03/2016	On Target	50%	Developing as part of Integrated Employment Support Services. Assessment, referral and tracking processes developed and being piloted internally and by MSG awardees. Procurement process underway.
Develop new measures for economic activity and outputs	Chris Holme (D&R)	31/03/2016 and quarterly	On Target	50%	To be informed by review work.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve support and training to assist young people into sustainable employment	Cabinet Member for Work & Economic Growth, Cabinet Member for Education and Children's Services Chris Holme (D&R), Terry Parkin (CSD), Andy Bamber (CLC)	31/03/2016	On Target	50%	Support is available for young people to choose, access and sustain employment. Careers Guidance offer mentoring, development of employability and career management skills, social and cultural capital alongside practical placing support to opportunities and aftercare to ensure sustainability. Young people and their parents are made aware of current and future opportunities with increased labour market information. Apprenticeship events are held to allow immediate placement on to opportunities. Regular Labour Market Information (LMI) updates provided by Economic Development Service and translated into fact sheet by Careers Service for use in schools and elsewhere. 91 apprenticeship starts in the last 2 quarter and a further 138 apprenticeship places created via planning, procurement and internal LBTH placements. Apprenticeship Group continues to develop opportunities through policy and partnership development. A key focus of the MSG specification for the Jobs , Skills and Prosperity Theme was to support young people and awards reflect this. Implementation of the restructure and the transfer of WD team will allow ED to further develop this agenda.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
In partnership with TH Education Business Partnership, develop a clear and high quality standard of work experience for young people in school for employers to sign up to	Terry Parkin (CSD)	30/09/2015	Completed	100%	Quality standards are in place although they are also currently under review.
Increase the labour market information provided to young people, schools and parents, focusing on growth areas including the apprenticeships offer	Terry Parkin (CSD), Chris Holme (D&R)	31/03/2016	On Target	90%	Our Localised LMI briefing is provided to young people and their parents. This briefing is also provided to schools and information simplified through delivery of PowerPoint presentations. Sessions have been delivered at the a) Parents Conference in March 2015, and at b) Careers Network and C) 14-19 Group. Materials produced include: 1. An LMI overview for young people and their parents updated in September 2015; 2. An LMI overview for teachers updated in September 2015; 3. A PowerPoint presentation pack for use by teachers and Careers advisers produced and circulated. Work is in progress to develop occupationally specific LMI (e.g. Careers in IT) and subject specific LMI (e.g. Careers using STEM subjects). Future development will focus on an employment rights pack for young people along with support materials for teachers and parents.
Facilitate local residents into apprenticeship opportunities in partnership with key stakeholders	Chris Holme (D&R)	31/03/2016	On Target	50%	91 apprenticeship starts in the last 2 quarters and a further 138 apprenticeship places created via planning, procurement and internal LBTH placements. Apprenticeship Group continues to develop opportunities through policy and partnership development.
Provide a minimum of two job fairs during the year for NEETs, with one delivered by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016	On target	50%	

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Provide a Level 2 Award in Leadership programme for 200 young people, with at least 100 females having completed the programme by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016	On target	50%	
Create a Mayor's Apprenticeship Grant, working with large businesses	Chris Holme (D&R)	31/03/2016	Withdrawn	0%	This milestone is to be discussed with the Executive prior to any work commencing.
Support young people to overcome hidden barriers into work, including developing a job readiness qualification, recognised by employers	Chris Holme (D&R), Terry Parkin (CSD)	31/03/2016	On Target	50%	Support for young people to overcome barriers and develop job readiness is in place, although no agreed qualification is in place. Whilst work is carried out with employers to support them in their recruitment and staff development needs, we want to prepare local young people for potential employment.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maximise local employment and economic benefits from the council's processes and capture the opportunities	Cabinet Member for Work & Economic Growth Chris Holme (D&R)	31/03/2016	On Target	35%	Significant progress has been made in this area with the development of a generic economic benefits schedule and comprehensive guidance notes for inclusion in tender packs, but without additional resources work is slow to progress in terms of training for contract managers and the long term tracking and monitoring of economic benefits. The ED restructure includes resources to deliver this area of work, and should be finalised in the next month so recruitment can take place.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement cross Council communication to monitor and report on collective economic outputs	Chris Holme (D&R)	31/03/2016	Delayed	20%	Cross council monitoring is continuing to report on high level collective outputs. Further development of this work is reliant on the Economic Development restructure which needs to be confirmed and implemented before resources can be recruited and work can progress in this area. Expected date for restructure implementation is now Nov 1st 2015. Recruitment process being drafted for immediate release.
Implement economic benefits protocols through procurement processes	Chris Holme (D&R)	31/03/2016	On Target	50%	Economic Benefits through contracts and procurement continuing to generate opportunity. A review and development of this work is reliant on the Economic Development restructure.
Continue to embed London Living Wage as a requirement in contracts, throughout the Council's supply chain	Zena Cooke (Resources)	31/03/2016	On Target	80%	LLW is incorporated in all appropriate contracts, as a standard clause. Since April 2015 a further 38 contracts have been awarded with LLW. At the end of quarter two of FY15/16 88% of contracts include LLW. This represent approx. 15% increase since March 2015.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Women and Health employment programme focusing on the priority of maternity and early years	Cabinet Member for Work & Economic Growth Chris Holme (D&R)	31/03/2016	On Target	50%	Some delays in initiating the programme due to staff sickness leave. Recovery plan has been actioned and the rescheduled programme is now delivering well and is back on target. Employer engagement and client in-work support is an integral part of the programme. Progression is an anticipated outcome for 100% of participants.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Quarterly steering group meetings	Chris Holme (D&R)	31/03/2016	On Target	50%	Up to date.
Mid-term review to identify further developments required	Chris Holme (D&R)	31/03/2016	On Target	50%	On target.

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Support 100 women through training courses and placements	Chris Holme (D&R)	31/03/2016	On Target	48%	(2015-16 target = 50) 24 women currently in training and a further 22 placements secured for November which will increase. Places will be filled in November.
Develop progression routes for end of placement	Chris Holme (D&R)	31/03/2016	On Target	50%	Employer engagement and in-work support is an integral part of the programme. Progression is an anticipated outcome for 100%
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Optimise use of existing funding and maximise prospects for future funding of the third sector	Deputy Mayor for Education & Children's Services & the Third Sector Chris Holme (D&R)	31/03/2016	On Target	51%	Overall this activity is progressing reasonably well. Once the new MSG Programme is underway effort will focus on bringing all milestones up to target
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Launch and administer ongoing Mayor's Community Events funding programme	Chris Holme (D&R)	30/04/2015	Delayed	35%	At the Commissioners meeting in May there was a direction that further consultation was required prior to agreement of the new Tower Hamlets Community Fund. Since then a consultation questionnaire has been developed and made available to the sector. Analysis of the results and preparation of a report to Commissioners is scheduled for the meeting on 2 nd December 2015.
Launch inward investment strategy and action plan	Chris Holme (D&R)	30/04/2015	Delayed	0%	Due to staff being fully committed to working on the closure of the 2012/15 MSG Programme and launching/administering the 2015/18 Programme, no work has begun on this activity.
Complete administration of 2015/18 MSG Programme	Chris Holme (D&R)	30/09/2015	Delayed	90%	The final part of the initial administration of the MSG programme, the completion of Grant Offer Letters is now scheduled to be achieved by 13 November for projects that have a start date in September or October 2015. Projects due to start in January 2016 will have Grant Offer Letter signed by 11 December.
Implement process for on-line submission of project monitoring reports	Chris Holme (D&R)	31/12/2015	On Target	80%	New processes and procedures are being established to come into effect for the first monitoring period of the new MSG Programme - which will be September to December 2015. The first draft of the on-line monitoring form has been completed. All technical adjustments to the GIFTS database and testing is due to be completed by 18 December 15, ready for monitoring forms to be returned by 15 January.
Review the third sector strategy and grants process	Chris Holme (D&R)	31/03/2016	On Target	50%	We have undertaken the initial consultation with internal Council staff (25/08/15), the Voluntary and Community Sector (VCS) (04/09/15) and elected members (22/10/15) in order to inform the content of the revised strategy. This has also included the development of an online survey for those that couldn't attend the sessions. We are now in the process of drafting the strategy which should be completed by the 30th November 2015. The draft strategy will then be consulted on by the VCS, elected members and internal Council staff before it goes to Cabinet for approval.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support English for Speakers of Other Languages (ESOL) and Community Languages Provision	Deputy Mayor for Education & Children's Services & the Third Sector, Deputy Mayor Shazia Hussain (CLC)	31/03/2015	On target	40%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Skills for Life integrated framework for Idea Store Learning	Shazia Hussain (CLC)	31/10/2015	Delayed	15%	The funding for Skills for Life has not yet been determined by the Skills Funding Agency for 2016. This should be clearer in November 2015 when the outcomes of the spending review are published.
Track the impact of the new funding options for ESOL in the borough and the delivery of a sustainable ESOL programme	Shazia Hussain (CLC)	31/03/2016	On target	25%	New curriculum in place. Last year's funding targets achieved. Awaiting further ESOL qualifications to be released.
Remodel the Community Languages service to include attainment in English and Maths along with Community Languages	Shazia Hussain (CLC)	31/12/2015	Delayed	50%	Community Languages Service review of quality and safeguarding in place. A best value review is being completed for the service before any modelling can be introduced for English and Maths to the CLS offer.
Develop a Quality Plan for teaching and learning for Community Languages	Shazia Hussain (CLC)	31/12/2015	On target	70%	Plan in place.
Strategic Priority 2.3: Manage the impact of welfare reform on local residents and maximising incomes					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Drive the ongoing partnership wide programme around welfare reform	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform, Cabinet Member for Resources Louise Russell (LPG)	31/03/2016	On Target	50%	THHF contributes towards the Council's Welfare Reform priorities in mitigating the impacts of reforms.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Roll out a communication and awareness raising programme for residents in relation to Universal Credit	Louise Russell (LPG)	30/04/2015	Completed	100%	Undertaken but targeted, as roll out was limited. We will continue as roll out expands.
Develop local support and triage arrangements	Louise Russell (LPG)	30/09/2015	Completed	100%	DHP Protocol in place to establish referrals and contact.
Ensure integrated local support for the roll out of Universal Credit	Louise Russell (LPG)	01/03/2016	Completed	100%	Delivery Partnership Agreement with JCP signed and in place to deliver local support.
Develop activity to support disabled residents with transition to Personal Independence Payments	Louise Russell (LPG)	31/03/2016	On Target	20%	To be included within welfare reform task group action plan and delivered with colleagues in Adults Services
Ensure that THHF receives timely reports and contributes towards the Council's Welfare Reform Task Group	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	Ongoing.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Digital Inclusion Strategy	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform, Cabinet Member for Resources Louise Russell (LPG)	31/03/2016	On Target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Launch event for Digital Inclusion Strategy to raise awareness	Louise Russell (LPG)	31/05/2015	Completed	100%	The launch of the Strategy was held during Spring Online week in April.
Oversee implementation of the Digital Inclusion Action Plan	Louise Russell (LPG)	31/03/2016	On Target	50%	
Review options to complete issue of procurement of WIFI provision contract	Chris Holme (D&R)	31/03/2016	On Target	25%	Feasibility report received from consultants.
Strategic Priority 2.4: Fostering enterprise and entrepreneurship					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support local businesses through information sharing, training and events	Cabinet Member for Work & Economic Growth, Chris Holme (D&R)	31/03/2016	On Target	58%	See below
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Identify independent panel and first cohort of entrepreneurs	Chris Holme (D&R)	30/09/2015	N/A	0%	This was a part of the New Enterprise Support project, but the Council Commissioners have required that, instead of providing this service in house we should contract with an external organisation to do so. This milestone has therefore been supervised by alternative instructions.
Implement New Enterprise Support training programme	Chris Holme (D&R)	31/03/2016	On Target	50%	Subject to the agreement with the GLA being concluded, and the tender being advertised through OJEU, the target will be achieved on time.
Procurement of supply chain contracts	Chris Holme (D&R)	30/09/2016	Delayed	25%	Subject to the agreement with the GLA being concluded, and the tender being advertised through OJEU, the target will be achieved.
Implement the supply chain development programme	Chris Holme (D&R)	31/03/2016	On Target	10%	Subject to the agreement with the GLA being concluded, and the tender being advertised through OJEU, the target will be achieved on time.
Distribute e-news sheet to businesses	Chris Holme (D&R)	30/06/2015	Completed	100%	The e-news sheet has been completed and distributed.
Distribute further 2 quarterly e-info sheets via Tower Hamlets business database	Chris Holme (D&R)	31/03/2016	On Target	50%	The e-news sheets will be completed and distributed.
Develop strong partnerships with businesses and develop options for events to promote and consult local businesses.	Chris Holme (D&R)	31/12/2015	On Target	75%	A number of events have taken place, together with regular communications with LBTH businesses.
Promote social enterprises and co-operatives	Chris Holme (D&R)	31/03/2016	On Target	50%	This is happening on an on-going basis, and will be a specific feature of the implementation of the New Enterprise Support programme.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop a refreshed Economic Growth Strategy including new Enterprise and Employment Strategies	Chris Holme (D&R)	31/03/2016	On Target	48%	Statistical information for refresh of the Economic Strategies is being collated and a first draft of the overview narrative will be completed by early November.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Explore start-up centres to nurture new businesses and creative industries in empty council / office buildings	Chris Holme (D&R)	31/03/2016	On Target	75%	Launch of co-working space at Quay House held on 14 October.
Develop draft Employment and Enterprise elements for the Strategy	Chris Holme (D&R)	31/03/2016	On Target	20%	Statistical information for refresh of the Economic strategies is being collated and a first draft of the narrative will be completed by early November.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop opportunities for growth and sustainability in local commercial districts	Cabinet Member for Work & Economic Growth, Chris Holme (D&R)	31/03/2016	Delayed	23%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review economic information for business areas	Chris Holme (D&R)	30/09/2016	Delayed	10%	There is a programme of work on Town Centres with funding secured through NHB top slice. The Economic Development Restructure needs to be confirmed and implemented before resources can be recruited and work can progress in this area. The restructure is expected to be implemented on Nov 1st and recruitment released immediately to progress this work.
Develop High Street indicators	Chris Holme (D&R)	31/02/2016	Delayed	10%	
Develop Healthy High Street policy and take action to restrict pay day loan companies and betting shops	Chris Holme (D&R)	31/03/2016	Delayed	10%	
Work with local residents and traders to develop a vision for high streets/town centres in Roman Road West, Watney Market, Chrisp St, Brick Lane, Bethnal Green Rd and Whitechapel, including exploring what resources are required for implementation	Chris Holme (D&R)	31/03/2016	Delayed	10%	
Develop a shop local campaign	Chris Holme (D&R)	31/03/2016	On Target	75%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work collaboratively across London to enhance investment and opportunity	Mayor, Chris Holme (D&R)	31/03/2016	On Target	50%	Ongoing priority with 50% of 15/16 milestones complete. Secured £8.5m Growth Boroughs ESF bid over 2 years. £7.2m NHB Top Slice GLA funding over three years.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Engage with and develop any appropriate proposals for growth alongside the London Local Enterprise Panel	Chris Holme (D&R)	31/03/2016	On Target	50%	£7m over three years secured from GLA (NHB Top Slicing) to deliver LEP priorities.
Secure inward investment by delivering contractual arrangements with organisations across borough boundaries or external to the borough	Chris Holme (D&R)	31/03/2016	On Target	50%	Secured £8.5m in ESF award for 6 Growth Boroughs. Discussion on proportionate funds and delivery targets is underway to finalise.
Engage with, and promote, partnership arrangements including the Growth Boroughs unit	Chris Holme (D&R)	31/03/2016	On Target	50%	100% attendance at partnership meetings on GBU, Thames Tideway project, London Councils.

A Safe and Cohesive Community					
Strategic Priority 3.1: Focus on crime and anti-social behaviour					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	20/12/2015	On target	88%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recruit and train 25 professional & community VAWG Champions	Andy Bamber (CLC)	30/06/2015	Completed	100%	
Deliver 12 multi-agency VAWG training sessions	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Ensure that all third party reporting centres are trained specifically to enable them to respond appropriately to VAWG referrals	Andy Bamber (CLC)	20/12/2015	On target	65%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle and prevent hate crime through a zero tolerance approach	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2016	On target	88%	Partnership structures for addressing hate crime have been maintained with all monthly HIP and quarterly NPFHF meetings convened to date. For all referrals support and protection put in place for victims, victim support offered and enforcement action taken against identified perpetrators. The council's commitment and zero tolerance approach to hate crime has been reflected and communicated in all training delivered include the TPR training, RSL training, Hestia etc., Freshers Week at QMU in partnership with police and Victim Support. An article was placed in East End Life 05/10/15 edition to mark Hate Crime Awareness Week and reaffirm the council's commitment to address hate crime.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure quarterly steering groups are up and running for all existing (11) third party reporting sites with all sites making referrals	Andy Bamber (CLC)	30/06/2015	Completed	100%	Quarterly No Place for Hate Forum exists and is ongoing where TPR Centre leads are invited. Participating centres have been retrained and referral received.
Establish four new operational third party reporting centres	Andy Bamber (CLC)	31/12/2015	Completed	100%	Centres have been retrained and relaunched at a conference on 19/03/15 and expressions of interest invited from new organisations. A new reporting centre has been set up at Maryam Women's Service at East London Mosque. Discussions are ongoing to establish TPR at Queen Mary University and to involve RSLs. A presentation was made to the RSL ASB Forum on 17/9/15. Further options being explored.
Review and re-launch No Place For Hate pledge and Hate Crime Champions project	Andy Bamber (CLC)	31/03/2016	On target	65%	The NPFHF Pledge has been distributed at outreach events and meetings attended by staff. NPFHF Youth Pledge sign up target of 10 secondary schools and 15 youth centres to be trained.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Manage the night time economy	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2016	On target	85%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop and provide an inspection programme for late night inspections	Andy Bamber (CLC)	30/04/2015	Completed	100%	Inspection plan completed and ongoing.
Extend the pilot Best Bar None scheme from the Brick Lane area across the borough	Andy Bamber (CLC)	31/10/2015	Completed	100%	Programme extended with 20 new applicants.
Complete the annual review of the statutory Food Law Enforcement Plan	Andy Bamber (CLC)	31/12/2015	Completed	100%	Sign off with Cabinet on 6/6/15.
Carry out a programme of joint inspections at licensed premises with the Police	Andy Bamber (CLC)	31/03/2016	Completed	100%	Joint visits undertaken and tasked through the Licensing Enforcement Forum.
Develop an options appraisal on the introduction of Early Morning Restriction Orders (EMROs)	Andy Bamber (CLC)	31/03/2016	On target	50%	Report to be considered after the Late Night Levy considerations are resolved.
Develop an options appraisal on the introduction of a Late Night Levy (LNL)	Andy Bamber (CLC)	31/03/2016	Completed	100%	Options have been developed in discussion with Lead Members.
Undertake a review of our enforcement instruments and powers to investigate further ways to reduce negative impacts of the night time economy and take firm action against irresponsible businesses	Andy Bamber (CLC)	31/03/2016	On target	50%	Discussions with partners ongoing.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
With our partners, deliver the Partnership Community Safety Plan	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	On target	10%	The Community Safety Partnership Plan will be produced once the Strategic Assessment 2015 has been completed as the findings of the Strategic Assessment are used by the CSP to review the existing Plan and its priorities prior to the development of the new CSP Plan.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2016	On target	10%	The CSP Strategic Assessment is scheduled to commence after the CSP Meeting on 28th October once the CSP Subgroups have reviewed and agreed their priority performance indicators which performance against will then be analysed. Production Process has been agreed by the Partnership and will take place from 1st November - 31st December 2015 as the period analysed in 1st October 2014 - 30th September 2015 and it can take a while for the data holding agencies to collate and release their data to partners
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2016	On target	10%	The Community Safety Partnership Plan 2013-16 will be reviewed as part of the new Plan production Schedule once the Strategic Assessment has been produced. This is due to commence early February 2016, once the content of the Strategic Assessment 2015 has been approved by the CSP in January 2016.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with the Police and Mayor for London to effectively combat crime and ASB	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Further increase the number of Tower Hamlet Enforcement Officers (THEO) through generic working practices and by combining all uniformed enforcement activities within Safer Communities	Andy Bamber (CLC)	31/03/2016	Completed	100%	
Undertake a review of the deployment and performance of the Partnership Police force and future options .	Andy Bamber (CLC)	31/10/2015	Completed	100%	An options paper has been presented to the Mayor resulting in an outcome to grant PTF 3 which will be made of 5 Police Constables and 1 Sergeant.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with partners in the community to target resources to reduce crime and tackle ASB	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	On target	63%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review the current ASB and Noise Nuisance service to ensure it provides a 24 hour weekend service, with options for developing a 24/7 service	Andy Bamber (CLC)	31/03/2016	On target	75%	
Work with Community Champions to help identify local community concerns and hot-spot areas for crime and ASB response services, including targeted use of CCTV	Andy Bamber (CLC) / Shazia Hussain (CLC)	31/03/2016	On target	75%	
Deliver phase two of the street lighting improvement programme replacing a further 500 columns including brighter, low energy LEDs	Simon Baxter (CLC)	31/03/2016	On target	50%	Approx. 250 new lamp columns have been erected and now have low maintenance, energy saving LED lanterns. We have taken delivery of the materials to start the next areas and are on target to complete by 31/03/15.
Work with residents and partners to develop local safety area action plans for crime hotspots; at least one Local Area Action Plan completed	Andy Bamber (CLC)	31/03/2016	On target	50%	

Strategic Priority 3.2: Reduce fear of crime					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Review and improve the responsiveness and visibility of local ASB services	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	On target	81%	We have started to implement the Command & Control system with new call handlers. This has already resulted in quicker response times from uniformed officers to complaints about ASB & Noise Nuisance, reducing the average response time from 35 minutes to 20 minutes.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Appoint a Command and Control Project Manager with project plan developed	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Implement restructure recommendations with a new joint Responsiveness and Investigation team	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Develop new case management procedure manual and implement Civica improvements with training provided to staff	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Develop Command and Control system within the Council's 24-hour Control Centre to join together all enforcement and ASB responsive services to better coordinate action	Andy Bamber (CLC)	31/03/2016	On target	50%	
Develop dog handler patrols (K9) and noise nuisance response to target identified crime & ASB hot-spots, and improve responsiveness and visibility	Andy Bamber (CLC)	31/03/2016	On target	75%	
Implement case management system update to enable faster investigation and evidence gathering for cases of serious ASB which require court proceedings	Andy Bamber (CLC)	31/03/2016	On target	70%	
Complete a review of the Council and wider Partnership approach to tackling ASB	Andy Bamber (CLC)	31/03/2016	On target	75%	
Strategic Priority 3.3: Foster greater community cohesion					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Strengthen Community Leadership to enable key individuals and organisations to challenge extremist ideology	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	On target	40%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Continue to commission London Tigers to deliver theological intervention service, identifying and supporting young people at risk through workshops and one to one mentoring	Andy Bamber (CLC)	31/07/2015	Delayed	10%	Home Office Prevent grant funding was received in September 2015. Legal has advised that the Home Office Prevent grant funding will require sign off by the Commissioners before LBTH can issue a contract to London Tigers (including other providers). A briefing report, on the Home Office Prevent grant funding allocation, has been drafted for the Commissioners which is expected to be signed off in November 2015. London Tigers have commenced preliminary project activities, e.g. development of materials and project promotion.
Develop the 6 th form working group to roll out school teaching curriculum materials to help safeguard young people from radicalisation and extremism with all schools	Andy Bamber (CLC)	31/12/2015	Completed	100%	Prevent curriculum materials have been developed by the Prevent Education Officer and agreed by the 6th form working group. The materials are now being rolled out to schools across the borough.

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Support enhanced teaching and safeguarding standards of local madrasahs through delivery of the Faith Associates 'Connecting the Next Generation Project' course	Andy Bamber (CLC)	31/03/2016	On target	10%	Due to the delay in obtaining the Home Office grant agreement and issuing a contract to Faith Associates (the specified Home Office supplier to deliver the Mosque and Madrasah Resilience project), Faith Associates has not as yet commenced project activities. As LBTH and Faith Associates have an existing positive relationship with local mosques and madrasahs, we are confident that project deliverables will be met despite the tight timescales.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support a thriving local cultural offer	Cabinet Member for Culture Shazia Hussain (CLC),	31/11/2015	On target	70%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a review of the options for returning 'Old Flo' back to the borough	Shazia Hussein (CLC)	30/11/2015	On target	80%	Old Flo working group set up and led by the Lead Member. Options for the location with a risk analysis being considered.
Explore with schools options to enable young people to visit a museum / art gallery	Shazia Hussein (CLC) / Terry Parkin (CSD)	31/03/2016	On Target	50%	Children in all our primary schools will visit a museum or art gallery as part of our work with cultural partners.
Promote the borough's cultural offer through a cultural communications campaign	Shazia Hussein (CLC) / Kelly Powell (LPG)	31/11/2015	On target	50%	Early indication and directions being explored with the Mayor in order to design a communications campaign.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Celebrate our diversity with community events	Cabinet Member for Culture Shazia Hussain (CLC), Louise Russell (LPG)	31/03/2016	On Target	75%	We have continued to promote the borough's cultural events and activities through the council's existing communications channels, including summer activities, sporting events and the programme of activities offered at the borough's Idea Stores. The next stage for this work will be the delivery of a strategic campaign to promote the borough's overall cultural offer. This is currently being developed with a view to implementation in early 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Deliver or support at least one community event every month.	Shazia Hussain (CLC)	31/03/2016	On Target	50%	To date this target has been achieved and projections for the remainder of the year indicate the overall target will be met.
Deliver a programme of events which celebrate the diversity of the local community including: Black History Month		30/09/2015	Completed	100%	In 2015 there were a total of 91 events in the brochure in terms of calendar dates; these includes some activities which are repeated each week throughout October. 41 of the events listed in the brochure are arranged by Tower Hamlets Council, either Libraries and Idea Store activities, Local History & Archives events, Youth Arts focussed activities ('A' Team) and an exhibition at the Brady Arts Centre. Of the remaining 50 or so events, there are 30 separate external organisations who have participated, at least 9 of which have taken part for the first time in 2015. This is an increase in the number of events overall compared to 2014 (79) and the number of external organisations taking part in 2014 (20).
Interfaith Week		30/11/2015	On target	20%	An event is planned for interfaith week which begins on 13th November. The Tower Hamlets event takes place on 19th November and is hosted by the Tower Hamlets Interfaith Forum. London Tigers are running this event as part of their work commissioned by the One Tower Hamlets (OTH) Team. RE Today are supporting the event with a range of work in schools as part of their commissioned work from the OTH Team.

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International Day for Disabled People		31/12/2015	On target	20%	Three events are planned as well as a series of pop up market stalls. Tower Project are commissioned by the One Tower Hamlets Team within the Council to deliver this.
LGBT History Month		20/02/2016	On target	10%	This project is contracted to a community organisation. This is being recommissioned with the new contract set to run from January 2016. Existing organisations have been informed and given an opportunity to contribute to the process. A specification has been drafted. The commissioning is on track to date.
International Women's Week		31/03/2016	On target	10%	This project is contracted to a community organisation. This is being recommissioned with the new contract set to run from January 2016. Existing organisations have been informed and given an opportunity to contribute to the process. A specification has been drafted. The commissioning is on track to date.
Deliver and promote Altab Ali Day	Shazia Hussain (CLC)	31/12/2015	On target	50%	The planning for the event has been completed and the 4th May 2016 has been reserved for an event in Altab Ali Park.
Review the arrangements for the Mela, including its location	Shazia Hussain (CLC)	31/01/2016	On target	75%	Year 3 Independent Panel has been confirmed with options for delivery of the Mela being considered by the Mayor and members.
Review the provision and location of the firework displays	Shazia Hussain (CLC)	31/03/2016	Completed	100%	A tendering process for the Firework display in Victoria Park has been completed and the company "Titanium", who have produced the opening of the Rugby World Cup, London New Years and many other large events have been appointed

A Healthy and Supportive Community					
Strategic Priority 4.1: Reduce health inequalities and promote mental and physical wellbeing					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Ensure every child has a healthy start	Deputy Mayor for Education & Children's Services & the Third Sector, Cabinet Member for Health & Adult Services (Public Health, Adults' Services Directorate)	31/03/2016	On Target		These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Increase the number of parents and carers with good physical and mental health before, during and after pregnancy	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	New parent and infant wellbeing programme has been commissioned. Four contracts have been awarded. The mobilisation phase is now complete (there was a delay due to Ramadan and school summer holidays). Recruitment of the first batch of peer supporters is underway and the training programme agreed. The multi-agency steering group is established and met in June and October. An evaluation framework is currently being developed.
Successfully bring the commissioning of early years (0-5) public health services into the local authority.	Somen Banerjee (PH, ASD)	31/03/2016	On Target	80%	Additional funding has been secured to cover premises costs. 'Deed of Novation' has been agreed and signed off by NHS, Barts Health NHS Trust and the Council. The responsibility for the commissioning of the Health Visiting Service and a Family Nurse Partnership transfers to the Council on 1st October 15. The contract has been 'novated' as it sits with NHS England until 2016, and the existing contract has passed to the Council's Public Health team. In addition, the contract for 2016/17 has gone out to tender to identify a suitable provider for the Health Visiting and Family Nurse Partnership.
Increase the percentage of children achieving good levels of development at the end of reception	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Public Health and Early Years are strengthening partnership working to provide the pre-school offer for children. This includes implementing an integrated 2-year review across Early Years and Health Visiting. Implementation commenced in September 2015. Five cohorts of early years practitioners and Health Visiting Service staff will be offered a rolling programme of training. Cohort 1 is scheduled for delivery in autumn 2015 (Children's Centre 2 year old leads, Community leads and their link Health Visiting service staff). Cohorts 2-5 year olds will be offered training in the spring of 2016 (2 year old leads in early years settings and their link Health Visiting staff).
Achieve an increase in the number of 0-5s who are breast fed and establishing of health eating habits	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	A new contract has been awarded for the 'Baby Feeding' service (formerly know as Breastfeeding Support service). There has been no increase in the proportion of new babies where breastfeeding has been initiated. 6 to 8 week data is not available. Additional performance meetings (to the standard quarterly performance meetings) have been arranged to review lack of improvement. A new programme of early years nutrition training is being developed for health visitors and children's centre staff. Research on early year nutrition is being planned with UCLP.

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Reduce dental decay in 0-5 year olds	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Fluoride varnish programme is being delivered in 88% of nursery and primary schools. 'Brushing for Life' programme is being delivered by the health visiting team.
Increase 0-5s developing physically and socially through play	Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	A new 3 year contract for active play and healthy eating has been awarded and mobilised. The programme of action targets children from vulnerable families to support healthy eating, and encourage active play. This contributes to overall early child development and a child's health.
Increase the number of 0-5s living in environments free from the health harms of alcohol, tobacco and drugs	Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	The performance indicator on smoking in pregnancy has been agreed with Barts Health NHS Trust. Training has been undertaken with mid-wives and referral targets agreed for pregnant smokers.
Improve the rate of 0-5 year olds who are fully immunised	Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	Over the past year there has been a slight dip in the coverage levels for the childhood immunisation programme. However, data for Quarter 2 (July - Sept) is showing an improvement as indicated below using these vaccinations as a proxy for the 0-5yrs programme: a) 1st yr: DTaP/IPV/Hib 93.8% (June 15) 95.3 (Aug 15) b) 2nd yr: MMR 1 91.3% (June 15) 92.5%(Aug 15) c) 5th yr MMR: 2 89.6%(June 15) 90%(Aug 15) Population and targeted communications campaign has been undertaken to improve uptake of childhood immunisations. Recovery plans have been implemented in primary care. Additional immunisations undertaken in primary care. Immunisation rates amongst 0-5's year olds has increased with herd immunity levels reached in a number of primary care networks.
Undertake a 'beginning of life review' of all services to improve integration and outcomes for early years' health	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Partnership work is underway to review and strengthen the impact of Children's Centres and integration with health visiting service. This is to increase positive health outcomes and ensure better integration with Early Years Service, Children Centres and other services. Locality Parent and Infant Wellbeing Coordinator plus a team of peer supporters / volunteers to provide support for local parents and carers during pregnancy and the first year of the baby's life. Primary focus is on promoting maternal mental health, supporting secure emotional attachment, parent/infant communication, sensitive attuned parenting and peer support, programme also links to other key influences on parent and infant health (e.g. parental smoking and substance misuse, parental and infant nutrition, oral health and injury prevention) to ensure a holistic approach.

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support children to live healthier lives	Deputy Mayor for Education & Children's Services & the Third Sector, Cabinet Member for Health & Adult Services Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake a campaign to ensure children are registered with a GP and dentist	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	The Chief Operating Officer for the THCCG, and the Director of Public Health will be submitting a paper to the Health & Well-being Board in late 2015, about this milestone and GP registration.
Mobilise School Health (nursing) Contract	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	A new contract has been mobilised. Before mobilisation, extensive work included sorting out premises, information systems and a new service model which was ready for implementation. Next steps will now involve implementing the new service model. This includes a named nurse for every school, closer partnership working, and training school nurses about children's emotional and health well-being needs. Evidenced based, preventive, early intervention programme is now available for vulnerable young first time mothers (aged under 19 years) and fathers. It offers intensive and structured home visiting, delivered by specially trained nurses, from early pregnancy until the child is aged two.
Develop new specification for Healthy Lives Team	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	This has been completed. Schools have signed up to the new specification. This includes : a) integration of oral health programmes, b) taking a holistic approach to Healthy Eating, and c) mindfulness training in schools in Tower Hamlets for children aged 12-16 years. This is seen as a key developmental window for self-regulation and a period when young people need to negotiate many academic and social stressors for the first time. Mindfulness based interventions in schools appear to have some promise for addressing this. Programme will in the first instance allow a cohort of teachers and other relevant professionals to participate in a recognised mindfulness intervention, subsequently followed by train the trainer sessions, in order for teachers to be equipped to deliver sessions to students.
Implement and deliver Healthy Schools Programme	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Tower Hamlets currently has the highest number of gold, silver, and bronze GLA Healthy School Awards across London. "Mental Health Training and Transformational change programme" is delivered to school nurses and nursery nurses to help them develop skills and confidence in promoting emotional wellbeing and good mental health in Children and Young People. Will be achieved through providing both training and supervision.
Continue enforcement of underage sales of tobacco and alcohol	Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	Public Health commission enforcement actions through tobacco control alliance service contract with CLC. Work undertaken has included sniffer enforcement work on illegal/ illicit tobacco and also work on singles. Current awareness campaign nationally and locally on new smoking in cars legislation is underway.

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Develop the School Health Forum	Somen Banerjee (PH, ASD)	31/03/2016	On Target	90%	A new forum has been established. It meets termly during the academic year of 2014/15. Feedback from participants has been positive. The three thematic meetings during 2014/15 were: a) scoping the role of the group, b) children and young people's emotional health and c) wellbeing and healthy weight.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support adults to live healthier lives	Cabinet Member for Health & Adult Services, Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement redesigned adult weight management programme	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Mobilisation underway - expect delivery from January 2016. This is being taken forward by the Healthy Trainers Team on a locality basis.
Implement and evaluate the health trainers programme	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Annual review completed, found to be satisfactory and health trainer programme contracts renewed.
Provide universal and targeted tobacco cessation with focus on high prevalence groups	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	Cessation services continue to be provided through council commissioned services in Primary Care and specialist services. Cessation services are being widened and embedded into other PH contracts and a core part of 'Making Every Contact count' initiative. Tobacco awareness campaigns will be delivered throughout 2015/16.
Increase the identification of Sexually Transmitted Infections (STIs) and HIV; increase the uptake of contraception; and continue to develop integrated sexual health pathway.	Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	STI screening is provided through primary care, community and acute providers. There continues to be an increase in identification of STIs with effective treatment. Awareness campaigns run throughout 2015/16.
Deliver the NHS Health Checks programme with a particular focus on monitoring equity and responding to inequalities in access	Somen Banerjee (PH, ASD)	31/03/2016	On Target	80%	An equity analysis has been undertaken by CEG, which showed that uptake of the programme is representative of our population. We are currently reviewing contracts to agree priorities for next year.
Reduce undiagnosed hepatitis B and C through awareness raising	Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	Love your liver awareness campaigns undertaken in Idea Store; funding bid for increased case finding in acute settings developed and submitted.
Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self	Somen Banerjee (PH, ASD)	30/09/2015	Completed	100%	This programme focuses on prevention rather than self-management. This year we are exploring ways of mainstreaming last year's pilot with
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Making Tower Hamlets a healthier place to live	Cabinet Member for Health & Adult Services, Somen	31/03/2016	On Target	70%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Continue to work around the Local Development Framework to ensure development maximises potential health gains	Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	Public Health and Development & Renewal work with the Local Plan team to ensure that health provision and facilities is factored into any housing/residential development scheme plans.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Promote positive mental health and wellbeing across the council and community	Deputy Mayor for Education & Children's Services & the Third Sector, Cabinet Member for Health & Adult Services Luke Addams/Karen Sugars (ASD)	31/03/2016	On Target	60%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review the current community pathways for older adults with a functional mental health problem	Luke Addams/Karen Sugars (ASD)	30/06/2015	Completed	100%	The Review has been completed.
Develop and implement a refreshed service model for child and adolescent mental health services, including promoting mentoring and counselling in schools	Karen Sugars (ASD), Nasima Patel, Terry Parkin (CSD)	30/09/2015	Delayed	70%	The Council and the CCG are undertaking a joint project to develop outcomes based commissioning. A shared outcomes framework for children and young people's mental health was agreed in May 2015 and the project is currently developing outcomes measures and systematically reviewing the scope for introducing these to existing contracts. This phase of work is due to complete at the end of November 2015, with a report and recommendations. As part of this project, a survey of schools' views was undertaken at the end of last year. Tower Hamlets will be a pilot area for a national training programme to develop and improve the links between schools and specialist CAMHS, when this is formally announced later this year.
Develop a family orientated approach to mental health across the partnership for parents with a mental health problem	Karen Sugars (ASD) Nasima Patel (CSD)	31/12/2015	On Target	50%	The shared outcomes framework (see above) will include a family approach to measuring outcomes for children. The existing contracts under review include support to families where improvement of children's mental health and wellbeing is an objective.
Review the design of support for people with a dual diagnosis including a serious mental illness and a substance misuse and/or alcohol problem	Luke Addams/Karen Sugars (ASD)	31/03/2016	On Target	50%	This review has been completed by the Drugs, Alcohol and Action Team (DAAT).
Strengthen preventative strategies to increase emotional resilience and provide advocacy	Luke Addams/Karen Sugars (ASD)	31/03/2016	On Target	50%	Education Psychology (Public Health funded) 3 elements of Education Psychology Programme: 1. Work with parents and families of school aged children (targeted to parents of children who have complex or additional needs (such as speech and language difficulties, social communication disorders or particularly challenging behaviour/emotional needs) or parents who are experiencing mental health or emotional difficulties; 2. Targeted support for pupils attending the Pupil Referral Unit (PRU); 3. Counselling sessions for up to ten local disabled adolescents.
Implement the Mental Health Strategy in partnership with the NHS	Karen Sugars (ASD)	31/03/2016	On Target	50%	This is led by the Clinical Commissioning Group (CCG) and progress is reported back to the Health & Well-being Board.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve early detection and awareness of long-term conditions and cancer	Cabinet Member for Health & Adult Services Karen Sugars, Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	NHS Healthchecks are identifying undiagnosed cases of diabetes and hypertension. Public Health are working with the CCG on a early detection programme. Commissioned programmes are being delivered to raise awareness about symptoms of cancer. This is to increase self-knowledge about symptoms to improve early detection. The CCG are the key service providers for this area.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self management of conditions	Somen Banerjee (PH, ASD)	30/09/2015	Completed	100%	This has been completed.
Increase the uptake of breast, bowel and cervical screening	Somen Banerjee (PH, ASD)	31/03/2016	On Target	70%	The results of the recovery plan for breast screening will not be available until the next screening round. Bowel cancer screening is under review.
Improve cancer waiting times so that residents do not wait longer than 62 days from urgent GP referral for suspected cancer to first treatment	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	There are long-standing issues of poor performance for the 62 day Urgent GP (62/7GP) referral Cancer Waiting Times standards. The 62/7GP performance not met since Q3 2013/14. The 62/7GP standard has not been met in London since September 2013 and nationally since May 2014. In response to this poor performance, the tripartite (TDA, Monitor and NHS England) have established a system of weekly reporting of the 62 day Cancer patient tracking list. In response to sustained poor performance, commissioners have taken a number of actions, these include: <ul style="list-style-type: none"> • Serving a Contract Performance Notice (CPN) on 3 June 2015 as Barts Health NHS Trust had not demonstrated that they had rectified internal operational issues. • In response a Remedial Action Plan (RAP) was developed by the Trust; this was initially rejected however after a considerable re-write this has been has recently been agreed (18 September 2015). • RAPs have also been developed for RTT and Diagnostics and these, together with Cancer, report to the BH National Standards Performance Committee/Contract Review Group (CRG) where senior level representation from WEL CCGs, the TDA, NHSE Specialised Commissioning and the CSU hold the Trust to account. • Cancer speciality 'Deep Dive' meetings have been held. These meetings are a forum where those cancer speciality teams that are most challenged on meeting CWTs present their plans to improve 2WW and 62/7GP performance.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Use Public Health expertise within the Council and Partnership-wide approach to reduce health inequalities for all sections of the community	Mayor, Cabinet Member for Health & Adult Services Somen Banerjee (PH, ASD), Andy Bamber (CLC), Shazia Hussain (CLC), Simon Baxter (CLC)	31/03/2016	On Target	50%	These milestones are on track to delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a new Partnership Substance Misuse Strategy for 2016-2018	Andy Bamber (CLC)	31/03/2016	On Target	15%	Consultation commenced prior to drafting a strategy
Deliver a community led healthy walks programme	Shazia Hussain (CLC) / Somen Banerjee (PH, ASD),	31/03/2016	On Target	25%	Parks will carry out a review of existing walks and past schemes in order to inform the development of walks across the borough, both group opportunities and individual routes with information points.
Consult with stakeholders, as part of the refresh of the Health and Wellbeing Strategy	Somen Banerjee (PH, ASD), Louise Russell (LPG)	31/10/2015	Completed	100%	A programme of consultation is being led by Corporate Strategy. 3 workshops are planned for Oct to set priorities, in November to discuss the framework and in January to decide how this will be implemented.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Invest in the borough's leisure facilities and playing pitches	Cabinet Member for Health & Adult Services Shazia Hussain (CLC)	31/03/2016	On target	30%	Works have started on site for both the Victoria Park changing pavilion and John Orwell Sports Centre Astro-turf Replacement.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the renewal of the all weather playing surface at Mile End Stadium	Shazia Hussain (CLC)	31/03/2016	Delayed	20%	Work has commenced on site for the replacement of the all weather playing surface at John Orwell Sports Centre. With good weather, it is estimated that the works will be complete by December 2015. To prevent two all weather pitches being out of use simultaneously, the Mile End Astro-turf pitch replacement has been rescheduled to take place during the Summer of 2016.
Complete the sports facility improvements at Victoria Park including the changing room and cricket wicket upgrades	Shazia Hussain (CLC)	31/03/2016	On target	50%	All three artificial pitches and practice nets in Victoria Park have been repaired and resurfaced. The refurbishment of the changing rooms commenced in Sept 2015.
Review current leisure provision and explore new facilities, including a Lido in Victoria Park	Shazia Hussain (CLC)	31/03/2016	On target	20%	Specification for leisure centre condition survey is complete and commissioning of the service is imminent.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver free school meals for all primary pupils in the borough	Deputy Mayor for Education & Children's Services & the Third Sector Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	70%	All primary children are receiving free school meals regardless of year group through two schemes. Since September 2014, the Government's 'Universal Infant Free School Meals' scheme has been in operation providing free school meals to all infant children who are not otherwise entitled under the existing statutory free school meal scheme. Also from this date, in a Tower Hamlets' initiative, all junior aged pupils are entitled to a free school meal through the Mayor's 'Universal Junior Free School' scheme if not entitled under the existing statutory free school meal scheme. These schemes are open to all schools across the borough including a handful which have made their own catering arrangements.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure parents of children entitled to Free School Meals under the Government's national scheme continue to claim for this	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	60%	Schools have been provided with template letters for parents, explaining the importance to the school to continue to claim statutory free school meals if they are entitled to them as it will protect the Pupil Premium for schools.
Ensure that Free School Meals deliver the Healthy Food Standard	Kate Bingham / Somen Banerjee (PH, ASD)	31/03/2016	On Target	60%	From July 2015 - Contract Services - the in-house catering provider for all but 5 schools across the borough, have provided the 'Soil Association's Food For Life GOLD Catering Mark' meals to all primary pupils. This independent assessment is the benchmark for healthy and nutritious school meals and only a very small number of authorities have been able to achieve such a huge standard across England.
Work with schools with a lower uptake rate in order to identify how this can be improved	Kate Bingham (Resources, ASD & CSD)	31/03/2016	On Target	60%	The Children's Food Trust (as part of the School Food Plan funding) will continue until the end of the year. The Trust supports schools with consultant visits to try and identify ways to increase uptake in the lower performing schools, though in Tower Hamlets there are very few schools that are not performing as originally anticipated. Each school catering team is supported by an experienced Catering Operations Manager from the Contract Services team.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC), Somen Banerjee (PH, ASD)	30/09/2015	Delayed	25%	The process has been delayed by budget decisions, discussions relating to service specification, and a restarted PQQ process following issues with bids submitted. Legal advice being sought regarding award process.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (PH, ASD)	30/09/2015	Delayed	25%	The process has been delayed by budget decisions, discussions relating to service specification, and a restarted PQQ process following issues with bids submitted. Legal advice being sought regarding award process.

Strategic Priority 4.2: Enable people to live independently					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve support to Carers	Cabinet Member for Health & Adult Services Luke Addams/Karen Sugars (ASD)	30/09/2016	Completed	100%	This activity is complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commission a suitable service that delivers carers assessments as per the Council's duty under the Care Act	Luke Addams/Karen Sugars (ASD)	30/06/2015	Completed	100%	The Carer's Centre was commissioned to deliver carer's assessment in order to comply with the Council's statutory responsibilities under the Care Act 2014. The Carer's Centre now carry out Carer's assessments to the same standard as social workers - it is a 'person centred, person led' approach. The Centre has received positive feedback to date.
Develop a new Carers Plan with monitoring mechanisms put in place	Luke Addams/Karen Sugars (ASD)	30/06/2015	Completed	100%	A new Plan for Carers 2015-16 has been developed by Adult Social Care. It sets out how adult social care will support carers between 2015 and 2016 in partnership with THCCG, third sector and others. This is now published and available on the Council's website. Monitoring mechanisms have been developed.
Work with the voluntary sector to provide employment, wellbeing and respite support for carers	Luke Addams/Karen Sugars (ASD)	30/09/2015	Completed	100%	We provide awareness raising sessions at the Carers Centre to help carers understand the support that assistive technology can give them, giving them information that will help them to engage in the assessment process. Carers have the opportunity to raise issues during their social work / carer's assessment process. The aim is to alleviate stress for carers, by helping them to maintain a good quality of life, which might include enabling them to continue working by using appropriate assistive technology. Respite support has been built into the assessment process which identifies planning for service user and carer's support needs. The Adult's Social Work Practice Framework explores respite care as part of a contingency planning process, and which facilitates the dialogue to support carers with their needs.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Enable personalised support for the borough's most vulnerable residents	Cabinet Member for Health & Adult Services Luke Addams/Karen Sugars (ASD), Shazia Hussein (CLC)	31/03/2016	On Target	50%	The delivery of this activity is on track.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work with local health partners to deliver an Integrated Personal Commissioning budget for service users	Karen Sugars (ASD)	31/03/2016	On Target	50%	This is year one of a three year pilot. A programme team is in place, hosted by the CCG, and the work is progressing on schedule. Joint commissioning arrangements for a Direct Payment / Personal Health Budgets Support Service are being considered with the CCG.
Utilise the identified site to roll out an equipment demonstration centre to support independence and wellbeing	Luke Addams (ASD)	31/03/2016	On Target	50%	Plans for the Demo Centre have been developed and agreed. RCDA has been signed. Works are due to commence on the development of the Demo Centre.

Deliver new initiatives to help address social isolation and loneliness	Karen Sugars (ASD)	31/03/2016	On Target	50%	The recent Mainstream Grant process, under the theme - Prevention Health and Wellbeing - sought applications from Third Sector organisations based in Tower Hamlets that bring about improved health and wellbeing outcomes for vulnerable adults, including older people, and those with disabilities including mental ill health, and carers living in Tower Hamlets. It also sought to enhance the lives of people who are experiencing social isolation, or losing their independence, through the provision of services that support improved health - for instance, through activities such as healthy eating and health awareness, physical exercises and community cohesion
Undertake strategic review of free homecare to understand its impact in the light of the Care Act	Karen Sugars (ASD)	31/03/2016	On Target	50%	The free homecare strategic review is currently work in progress, and a report on its findings and recommendations will be presented to Members by January 2016, and the lead Cabinet Member for Health and Adults Services.
Undertake a review of home care contracts, to consider how they can the Unison Ethical Care charter, in relation to visit times, contract type and payment for travel time	Karen Sugars (ASD)	31/03/2016	On Target	75%	This work is progressing on schedule and will form part of a wider proposal to the Mayor in Cabinet in February 2016 regarding future commissioning arrangements for domiciliary care.
Develop and promote options to enable library access for those unable to visit in person	Shazia Hussein (CLC)	31/03/2016	On target	25%	On-line resources are being promoted through the Idea Store website. Initial work to develop a "friends and carers" offer for housebound adults and children has started.
Strategic Priority 4.3: Provide excellent primary and community care					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop further integrated working between health, social care and housing	Cabinet Member for Health & Adult Services Karen Sugars, Luke Addams, Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	These milestones are on track for delivery.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Use the Health and Wellbeing Board to bring together partners to address environmental determinants of health (e.g. pollution, food environments, supportive environment for physical activity) and to continue to develop strong community networks supporting health and wellbeing	Somen Banerjee (PH, ASD)	31/03/2016	On Target	50%	This is work in progress through partnership work with the Local Plan Team.
Define the local authority's role in the delivery of the Borough's integrated care programmes	Karen Sugars/Luke Addams (ASD)	30/09/2015	On Target	50%	The Director for Adult Social Care is putting in place a range of measures to strengthen the council's role in the delivery of the borough's integrated care programmes. These include the production of regular reports to the Departmental Management Team on key issues regarding health and social care integration being dealt with in partnerships and joint working groups, and the re-establishment of an officer-level working group, chaired by the Acting Service Head - Commissioning and Health, to oversee the delivery of the Better Care Fund within the council and plan future investment. Regular monitoring reports on the Better Care Fund will be produced for the Integrated Care Board, which oversees the BCF programme.

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Utilise the Better Care Fund to provide integrated health and social care services to service users and embed the schemes submitted to NHS England	Luke Addams/Karen Sugars (ASD)	31/03/2016	On Target	50%	An Integrated Care 'BCF & S75 agreement' paper in Feb 2015 states that the planned expenditure covered by the BCF is £21.57 million for 2015/16. The overall budget holder is the CCG. The Fund is being utilised in four main schemes: 1.A 7 day hospital discharge service; 2. Integrated Community Teams for healthcare; 3.Rehabilitation and Re-ablement which looks at joint working with people who need both; 4. Co-ordinate Independent Living. The AT Project, funded by BCF, includes the evaluation and development of an Independent Living Service (ILS) which will look at the integration of a number of teams to rationalise processes and improve service provision, to assist service users to remain living independently in their own homes.
Develop a multi agency approach with health partners when treating service users with both mental and physical health conditions	Somen Banerjee/Karen Sugars/Luke Addams (ASD)	31/03/2016	On Target	50%	This is work in progress.
Explore opportunities, with housing colleagues, to tackle poor health through housing related interventions on new and existing developments	Somen Banerjee (PH, ASD)	31/01/2016	On Target	50%	A briefing paper was presented to the Health and Well-being Board in September 2015 titled 'Housing and the Integrated care agenda'. This paper presented a fictionalised case study to highlight the opportunities and barriers for greater integrated working between the social housing and health sector.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Care Act	Cabinet Member for Health & Adult Services Karen Sugars, Luke Addams (ASD)	31/03/2016	Completed	100%	This activity is complete and work is on-going.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the prevention and information advice requirements of the Care Act 2014 placed as a statutory obligation on local authorities.	Somen Banerjee (PH, ASD)	30/09/2015	Completed	100%	Under the prevention element, a strategic approach to raising awareness among residents and commissioning services will be developed through the HWBB for the Council, Health and other partners. The commissioning service supports a range of activities to promote healthy lifestyles and reduce social isolation. These include befriending schemes, fitness and lunch clubs. 'Making Every Contact Count' is an ongoing training programme that equips frontline staff with skills to hold conversations with people about improving their health and wellbeing, at suitable points. These could be about eating healthily, weight management, smoking cessation and other preventative measures. Under information, residents will have access to up-to-date information about health and social care via the corporate website. Residents will also be able to find and access health and social care services from a range of providers, through the Community Catalogue.

Address the Care Act's funding reforms and implement an appropriate finance system for tracking service user spend on care services	Karen Sugars/Cath Scholfield (ASD)	31/03/2016	Withdrawn	0%	<p>Work had begun to look at the Care Act's funding reforms which sought to introduce a cap on care costs. The cap on the amount self-funders would have to contribute to their care costs was due to be introduced from April 2016. Costs were to be limited to £72,000 for over 65s and younger adults with disabilities.</p> <p>In July 2015, the Government announced its intention to postpone the implementation of these reforms until 2020, amid concerns over cost of implementation.</p> <p>Two other key reforms have also been postponed until April 2020:</p> <ul style="list-style-type: none"> •A duty on councils to meet the eligible needs of self-funders in care homes at their request and; •A more generous means test for residential care that the government estimated would have benefited an extra 23,000 people in 2016-17 alone. <p>Therefore these requirements to track service user spend for the Care Account is not needed at this stage.</p>
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Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with partner agencies to protect vulnerable adults	Cabinet Member for Health & Adult Services Luke Addams (ASD)	31/03/2016	On Target	50%	The delivery of this activity is on track.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure the Safeguarding Adults Board meets the requirements of the Care Act; publishing a 3 year Strategic Plan and Annual Report	Luke Addams (ASD)	30/09/2015	Completed	100%	The Safeguarding Adults Board has produced its Annual Report for 2014/15 and this will be published shortly (within the next quarter). The Board has also produced a 4 year strategy for 2015-19 and this will be published shortly. It was agreed by SAB in September 2015. The business plan/work programme will deliver this new Strategy.
Deliver a partnership wide workforce development programme to promote adult safeguarding, including e-learning and the annual safeguarding month	Luke Addams (ASD)	30/10/2015	On Target	50%	The sub-group structure of the SAB is currently under review and this will help to inform how an integrated workforce plan will be developed. The review is likely to be completed by the end of October 2015. The publication of the regional Pan-London policy and procedures has been delayed until later on in 2015. A range of events are being planned during November which is the annual promotion of safeguarding during this 'safeguarding' month. Work is underway to update the Council's Adult's safeguarding webpages.
Continue to develop our working relationship between SAB and the HWBB; including the establishment of a written protocol	Luke Addams (ASD)	31/03/2016	On Target	25%	The SAB lead will arrange to meet with the HWBB lead to discuss next steps.
Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi agency response to safeguarding vulnerable adults	Luke Addams (ASD)	31/03/2016	On Target	50%	New terms of reference has been developed for the SAB. Work is underway to develop an integrated multi-agency performance monitoring and quality assurance framework and identify where joint training is needed.

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Ensure local agencies comply with the Winterbourne Actions	Luke Addams (ASD)	31/03/2016	On Target	50%	An annual update paper and post Winterbourne implications paper was presented to the HWBB in January 2015. A project plan has since been created to measure progress. A draft Charter of Rights has been developed in consultation with 'Have Your Say' Service User Group in June and the Learning Disabilities Partnership Board in September. The Board discussed in detail progress to date and how these will be reported in the future.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide proportionate support to vulnerable children and families	Deputy Mayor for Education & Children's Services & the Third Sector Nasima Patel (CSD)	31/03/2016	On Target		
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the revised Public Law Outline and Court Work procedures to ensure that care proceedings take an average of 26 weeks	Nasima Patel (CSD)	01/06/2015	Delayed	50%	We are fully compliant with the revised Public Law Outline and have revised policies and procedures to support reduction in care case duration. The average of 29 weeks is an improvement from the 2014/15 performance which stood at 35 weeks. Service continuing with its aim to get the number of weeks down to an average of 26. We are fully compliant with the revised Public Law Outline and have revised policies and procedures to support reduction in care case duration. Our social work practice has developed markedly in response to the PLO changes & the Children & Families Act 2014.
Implement the use of the Signs of Safety tools to ensure that an effective risk analysis is made to enable families to receive proportionate support at an early stage	Nasima Patel (CSD)	01/06/2015	Completed	100%	Tower Hamlets, together with nine other local authorities, are working in partnership with Munroe, Turnell and Murphy (MTM) to implement the Children's Signs of Safety Practice framework. The project team is in place and funded by the DfE until March 2016. The Signs of Safety Steering Group, which is chaired by the Service Head (Nasima Patel), oversees implementation of the Framework. 80 social care staff have received advanced training and are acting as practice champions to embed the model across the service.
Fully implement the Groups, Gangs and Serious Youth Violence Strategy (GGSYVS)	Nasima Patel (CSD)	31/03/2016	On Target	50%	Recruitment for a 'Ending Groups, Gangs and Serious Youth Violence' Co-ordinator [FTC vacancy for 24 months] is in progress. Interviews are scheduled for 20th October 2015. The co-ordinator post will be guided, and priorities directed by the multi agency strategic action group that brings together all the contributing agencies to reduce serious youth violence. Work is in progress to setting up the strategic action group which will report to the Troubled Families Board. A resource has been identified to complete a self assessment of the Council's Partnership, recommended by the Home Office. The Strategy is also now linked with the City Of London Corporation's approach to EGGSYV.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Introduce improvements to the adoption system by having a clear improvement plan and ensure the requirements of the Education and Adoption Bill are met	Deputy Mayor for Education & Children's Services & the Third Sector Nasima Patel (CSD)	31/03/2016	On Target	60%	These milestones are on track to delivery. This Bill has only just passed its second reading in the Lords. The Bill in relation to adoption states, "to make provision about joint arrangements for carrying out Local Authority adoption functions in England". There continues to be a focus on reducing time scales in relation to placing children in adoptive placements. Children continue to be "tracked" in order to ensure there is no drift in family finding or the care planning. The adoption team continue to be involved at an early stage of the child's journey. The team are using Fostering to Adoption and also Regulation 25a, giving temporary fostering status to approved adopters, to ensure placements are made without delay.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Nasima Patel (CSD)	31/03/2016	On Target	60%	All children whose care plan is adoption are currently either matched or a family identified for matching. There continues to be a strong emphasis on using consortium partners and Adoption Link for identifying families.
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Nasima Patel (CSD)	31/03/2016	On Target	60%	There are currently four prospective adopters in assessment and a "pool" of 12 adopters. The recruitment strategy is focussed on finding families who will consider older children, sibling groups, children with special needs and developmental uncertainty, and children from ethnic minorities.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Complete the independent review into Child Sexual Exploitation and ensure the findings of the review are implemented	Deputy Mayor for Education & Children's Services & the Third Sector Nasima Patel (CSD)	31/03/2016	On Target	90%	This Activity is on track. The CSE Review has been completed and signed off by the Local Safeguarding Children's Board in September 2015. THCSB is refreshing the CSE Action Plan to incorporate the recommendations in partnership with the LSCB CSE subgroup (strategic group).
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Increase awareness of child sexual exploitation through training and learning events	Nasima Patel (CSD)	31/03/2016	On Target	90%	The Children Social Care CSE lead along with the Violence Against Women Group (VAWG) team have delivered a programme of CSE training, workshops, and seminars throughout the year, this schedule is ongoing. The VAWG team has developed a 'whole school' programme, working from governor level, down to parental engagement teams tackling all forms of abuse, including CSE. In the past 12 months, 350 teaching and non-teaching staff have received training on CSE, domestic abuse, forced marriage, gender, female genital mutilation and over a 1000 young people have received training and workshop on all strands of gender based violence. Safer Communities were requested to target the voluntary sector to deliver their MOPAC funded CSE training awareness training.

Improve the identification of those vulnerable to exploitation to ensure that they are protected	Nasima Patel (CSD)	31/03/2016	On Target	60%	The Multi-Agency Sexual Exploitation Panel (MASE) was updated following the publication of the pan-London CSE Protocol and as a result of the findings of the CSE review, there is now a comprehensive CSE framework in place covering operational to strategic oversight. The operation group identify and respond to young people at risk of CSE, the data is coordinated with missing people and gangs information so that trends are analysed by the MASE panel and responded to by the LSCB strategic CSE group. In the past year, 'suspicion' referrals to the police has increased moving the borough from second lowest to fourth highest when compared to the London profile.
Support children / young people in a exploitative relationship to achieve positive outcomes	Nasima Patel (CSD)	31/03/2016	On Target	70%	The VAWG team have overseen a range of projects aimed at supporting young people to become peer supporters. For example, over an 8-week programme they developed a leaflet for young people that highlighted the issue of abuse covering topics such as healthy relationships, sex and consent, CSE, and Forced Marriage.

One Tower Hamlets

Strategic Priority 5.1: Reduce inequalities and poverty

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Employ a workforce that fully reflects the community it serves	Mayor Simon Kilbey (RES)	31/03/2016	On Target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Deliver on the Workforce to Reflect the Community targets as set by Council	Simon Kilbey (RES)	31/03/2016	On Target	60%	The WFTRC targets are currently under review. However, a number of the current targets are either on target or have already been achieved.
Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2016	On Target	50%	25 apprentices have been recruited and will start in November. A further recruitment of 25 apprentices will take place within the last quarter.
Increase the proportion of temporary workers resourced from the local community by utilising Tower Hamlets in-house temporary resourcing service (ITRES) and encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2016	On Target	50%	The iTRES service moved into D&R on 1 st November to ensure employment activities are aligned.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Refresh our strategies around diversity and cohesion	Mayor Louise Russell (LPG)	30/06/2016	On Target	90%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop and deliver an Action Plan to ensure the Council is a supportive employer of lesbian, gay, bisexual and transgender staff and is recognised as such	Louise Russell (LPG)	31/03/2016	On target	75%	Action plan in place. Ongoing activities include refreshed training e-learning module on LGBT equality delivered. LGBT Heroes campaign recognising public and staff contribution to local LGBT life and culture.
Finalise the Single Equality Framework and develop key equality measures	Louise Russell (LPG)	30/06/2015	Completed	100%	Completed for 2015/16.
Refresh One Tower Hamlets vision within new Community Plan	Louise Russell (LPG)	30/06/2015	Completed	100%	Community Plan agreed September 2015 including activities relating to One Tower Hamlets.
Establish a Cabinet Commission to develop the Council's approach to social cohesion	Louise Russell (LPG)	30/09/2015	Completed	100%	Deputy Mayor leading work and stakeholder seminar held September 2015. Action Plan now being developed.

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Establish a Cabinet Commission to better understand and support the Somali community	Louise Russell (LPG)	30/09/2015	Completed	100%	Membership and ToR agreed. Broad representation on Somali reference group with agreed thematic meetings on health and wellbeing, services for young people and reducing offending, educational attainment and employment and housing and welfare reform.
Strategic Priority 5.2: Work efficiently and effectively as One Council, Work more in Partnership					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Best Value Strategy and Action Plan (<i>other milestones are reflected within the relevant strategic priority</i>)	Mayor, Cabinet Member for Resources Zamil Ahmed (RES), Dave Clarke/Steve Hill (RES), Ann Sutcliffe (D&R)	28/02/2016	On Target	40%	Overall this activity is progressing well.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management	Zamil Ahmed (RES)	31/01/2016	On Target	50%	New central Supplier and Contract Management function incorporated as part of the new Central Procurement Service. Supplier quality assurance systems to monitor and review key supplier performance will be implemented as part of the new three year Corporate Procurement Strategy.
Commission programme evaluations for all grant regimes to support robust evaluation of impact	Dave Clarke/Steve Hill (RES)	30/09/2015	Delayed	70%	The evaluation brief has been completed and the process commissioning to appoint a suitable organisation or individual to undertake the evaluation is now due to commence.
Review grant monitoring activity and implement improved arrangements	Dave Clarke/Steve Hill (RES)	28/02/2016	On Target	70%	Grant monitoring processes and procedures were reviewed and revised arrangements established as of December 2014. These new arrangements are now undergoing further updating for the start of the 2015/18 MSG Programme commencing September 2015. Due to the delay in finalising the MSG Grant Offer Letters this is now a month behind schedule. Still on track to meet February 2016 deadline.
Test compliance with new Asset Management Protocols	Ann Sutcliffe (D&R)	31/05/2015	Delayed	0%	To be incorporated into the Council's Annual Audit Plan.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Communications Action Plan	Mayor, Louise Russell (LPG)	31/03/2016	On Target	80%	Good progress is being made against the Communications Action Plan and in addition the council is currently undergoing an external review of the council's communications activity which will complement the work undertaken as part of this plan to date.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Relaunch Communications Code and provide mandatory training to all relevant staff	Louise Russell (LPG)	31/04/2015	Completed	100%	The Code was reviewed and agreed by CMT in April 2015 and re-launched in May. Training sessions were held with relevant Mayor's Office staff. Refresher awareness training for all staff will be undertaken this month (November).
Review of options for East End Life refreshing value for money assessment	Louise Russell (LPG)	31/04/2015	Completed	100%	Review completed, submitted to Commissioners in April and subsequently shared with all members for information. An additional review was requested by the Mayor and undertaken by the Communications Team in August 2015. Both of these reviews have been made available to the LGA for consideration as part of their review of communications activity.

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Develop a digital communications strategy	Louise Russell (LPG)	30/06/2015	Completed	100%	Digital Communications Strategy completed.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Create an environment that fosters a healthy and effective workforce	Mayor, Simon Kilbey (RES), Simon Baxter (CLC)	31/12/2015	On Target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the process of introducing Learning Disability Champions and Mental Health First-Aiders across the Council	Simon Kilbey (RES)	30/06/2015	Delayed	50%	This programme has been combined with the Your Voice Ambassadors programme, which provides a diverse training package to provide holistic equalities champions across the organisation. The Your Voice Ambassador programme is led by Corporate Communications.
Deliver equality (including unconscious bias) training to managers and resilience training to staff	Simon Kilbey (RES)	30/09/2015	Completed	100%	Equalities training was delivered as part of the mandatory managers essentials training within quarter 1. Additional training sessions have formed part of the corporate training programme and are delivered every quarter.
Investigate and improve surveys and data collection tools to gather quantitative and qualitative information	Simon Kilbey (RES)	30/09/2015	On Target	90%	The Stonewall LGBT survey is currently available on the intranet for staff to complete. A disability survey was undertaken within quarter 1 and the research is currently underway to provide options for an all staff survey.
Deliver a 3-month publicity campaign to increase awareness of mental health issues including promotion of positive role models and success stories, promotion of LBTH well-being schemes and those of related organisations and voluntary groups	Simon Kilbey (RES)	31/12/2015	On Target	90%	LGBT role models have been publicised within TH Now and the LGBT heros campaign has been undertaken with staff and residents. A series of success stories have been published through TH Now and disability awareness events are taking place within November in various council buildings
Achieve ISO9002 Quality Management Systems standard for the Green Team	Simon Baxter (CLC)	31/03/2016	On target	50%	On target. Timetable may need reviewing subject to future restructure proposals.
Review current activity and develop further proposals under the Time to Change pledge	Simon Kilbey (RES)	31/03/2016	On Target	50%	Evaluation of counselling and resilience training offered through occupational health is currently underway to determine whether additional initiatives are required to embed the Time to Change principles.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the strategic ICT partnership	Cabinet Member for Resources, Sean Green (RES)	30/06/2015	Delayed	80%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Publish a 5 year ICT strategy (subject to approval)	Sean Green (RES)	30/06/2015	Delayed	80%	The initial document was drafted and ready for sign off in June 2015. This is being revised to include a Digital Strategy, Technology Roadmap and Business Intelligence Framework. All these documents should be published and signed off by end of February 2016, with the first being the Digital Strategy now due by 16/12/15.
Complete XP Migration Project	Shirley Hamilton (RES)	30/06/2015	Delayed	60%	The XP programme is proceeding. 870 work boxes, 570 desktops and 650 laptops have been deployed to date. The remaining work is now going through the smallest sites and specialist equipment, this will go through until early 2016. Changes to the original timescale were at LBTH's request on proportioning resources across projects. This milestone is now due to be complete by 15th January 2016.
Complete phase 1 of the programme on public use network infrastructure development (including developing network infrastructure for Idea Stores, One Stop Shops and Skillsmatch)	Shirley Hamilton (RES)	30/06/2015	Delayed	80%	All major rebuilds and components in place, site surveys for Wi-Fi completed, go live for all 9 public sites w/c 9/11/15. This provides compliant security, Wi-Fi, and internet access management predominantly for Idea Stores, libraries, Archives. This milestone is now due to be complete by end of November 2015.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maximise potential income from our rate base and our council tax base	Cabinet Member for Resources Roger Jones (RES)	31/03/2016	On Target	80%	The in year collection rate for council tax is currently 0.7% up on last year. The new software for student reviews has now been fully tested and work will begin on this review in November 2015. The procurement of Rating Specialists is now complete and this together with the restructure of the Business Rates Team has enabled us to identify significant opportunities for growth in the Rate base
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Optimisation Programme that will focus on improving collection of debt, data management and managing growth with improved yield from the rate base and tax base	Roger Jones (RES)	31/03/2016	On Target	25%	We are continuing to look at options with suppliers with a view to starting some pilots on data management and system alignment. Systems are in place looking at improving the yield from the Rate base and with the appointment of Rating Specialists, work in this area is going well and will continue. The Student Review will start in November and it is anticipated that a large number of current exemptions will end.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships	Cabinet Member for Resources Jackie Odunoye, Chris Holme (D&R)	31/03/2016	Delayed	25%	Continue to explore partnership arrangements which benefit local residents. These include cross borough work, funding partnerships and agreements with key stakeholders in the area. Partnership work with THHF continues, and remaining action plans of work being finalised.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work in conjunction with the 8 Sub Committees of THHF to develop their action plans and ensure they reflect the Council's priorities	Jackie Odunoye (D&R)	30/06/2015	Delayed	75%	Outstanding action plans to be finalised.
Ensure the Council is represented at and presents the Council's position and contributes fully to the THHF Executive and 8 sub Committees	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	Ongoing. Council officers attend every THHF meeting.
Work with THHF on the delivery of at least 2 partner seminars or conferences	Jackie Odunoye (D&R)	31/03/2016	On Target	25%	THHF to agree subject areas.
Finalise and implement the inaugural Tower Hamlets Business Charter with Business Charter Champions	Chris Holme (D&R)	31/03/2016	Delayed	10%	Economic Development Restructure needs to be confirmed and implemented before resources can be recruited and work can progress in this area.
Establish a private sector living wage taskforce to promote the living wage to a wide range of businesses in the borough	Chris Holme (D&R)	31/03/2016	Delayed	10%	Discussion and promotion will be picked up as part of the developing Business Charter programme of work. Economic Development Restructure needs to be confirmed and implemented before resources can be recruited and work can progress in this area.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the Council's approach to procurement	Cabinet Member for Resources Zamil Ahmed (RES)	31/03/2016	On Target	85%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Promote the use of local suppliers through improved supplier market development	Zamil Ahmed (RES)	31/03/2016	On Target	70%	Supplier briefings have been implemented on all high value contracts and in opportunities where there are large number of local suppliers. To date, 10 suppliers briefings has been held with a total number of 254 suppliers in attendance. As part of the Best Value Procurement Action Plan further improvements to the Council's Procurement practices will be implemented to help achieve the objective.
Develop new Procurement Strategy 2016-19	Zamil Ahmed (RES)	31/03/2016	On Target	80%	The draft Procurement Strategy has been developed and reviewed by Strategic Competition Board on 01/09/2015. Commissioning and Procurement workshop agreed with the Mayor to take place in November to inform and finalise new strategy.
Embed category management and cross-departmental collaboration to achieve better procurement outcomes	Zamil Ahmed (RES)	31/03/2016	On Target	80%	Category Management strengthened and embedded resulting in increased transparency, reduced off-contract spend and savings opportunities from third party expenditure delivering better value for money. New Procurement Dashboards implemented and monitored quarterly to ensure and enforce compliance.

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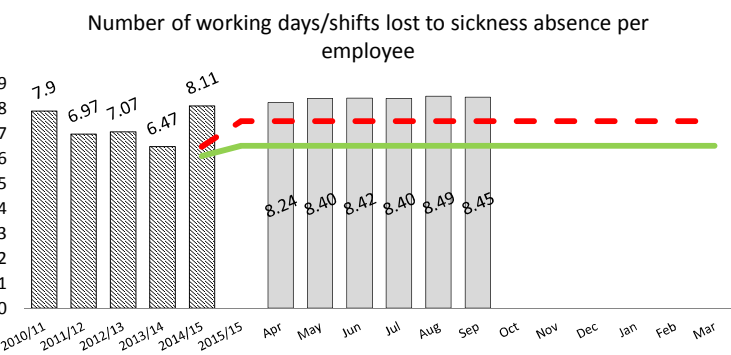
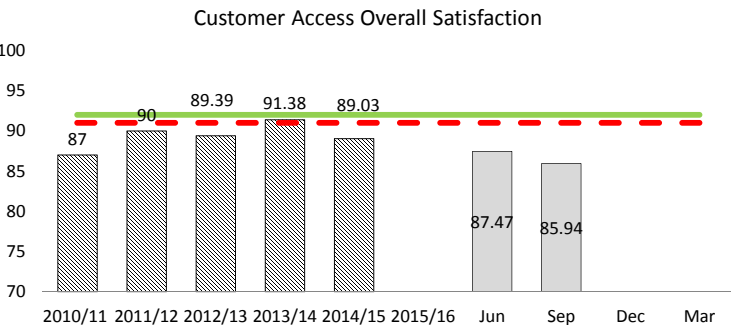
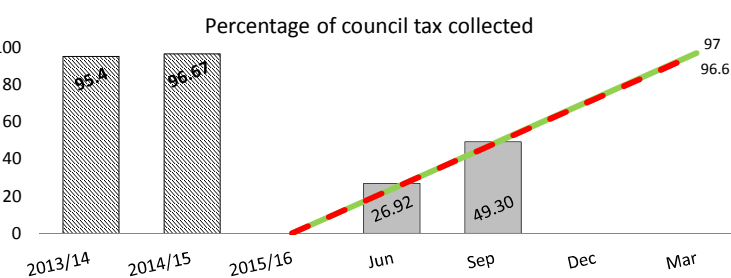
Strengthen the Council's ethical code of conduct and promote sustainable and ethical sourcing	Zamil Ahmed (RES)	31/03/2016	Completed	100%	A new Supply Chain Ethical Code of Conduct has been developed and approved by 3 November Cabinet.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maintain high levels of customer satisfaction with residents when they contact the Council	Cabinet Member for Resources Keith Paulin (RES)	31/03/2016	On Target	75%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop self-service online options to reduce demand and cost, including implementing an online process for housing benefits and parking permits	Keith Paulin (RES)	30/09/2015	Completed	100%	On line processes for parking permit and housing benefit applications now in place. Continuing to work with services to improve take-up and monitor impact on telephone and face-to-face contact.
Review accreditation for Louder than Words charter mark	Keith Paulin (RES)	31/12/2015	On Target	75%	Review is due during Q3 and on track for completion within the deadline.
Maintain high levels of customer satisfaction during a period of declining resources	Keith Paulin (RES)	31/03/2016	On Target	50%	Despite the downward trend in overall satisfaction, the performance of Contact Centre advisers remains high. Satisfaction with staff helpfulness is at 96% and satisfaction with staff politeness is at 97%. The key driver for the drop in overall satisfaction is therefore likely to be increased call queue times as a result of reduced staff resources. An action plan is in place to reduce wait times by reallocating resources to peak demand times and to reduce call volumes by moving further services on-line and these measures should see improvement by Q4.
Monitor how staff are dealing with customers and provide training where appropriate	Keith Paulin (RES)	31/03/2016	On Target	50%	On-going monthly staff monitoring systems in place.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Make better use of our buildings and other public assets	Mayor, Ann Sutcliffe (D&R)	30/09/2015	Delayed	67%	This is an ongoing priority. However, in year milestones are delayed. Additional work directed by the Mayor continues on exploring a feasible Civic Centre option. A Civic Centre update will be presented to Cabinet in November 2015 followed by the Asset Strategy in December 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the transfer of all assets, staff and budgets to D&R for the Corporate Landlord Model	Ann Sutcliffe (D&R)	30/04/2015	Completed	100%	
Civic Centre - Undertake a review of cost, procurement and service delivery locations and secure Cabinet decision	Ann Sutcliffe (D&R)	31/07/2015	Delayed	75%	Additional work commissioned by Mayor and presented to all political parties in October, report to be presented to Cabinet in November 2015.
Civic Centre - appoint design and technical team	Ann Sutcliffe (D&R)	31/05/2015	Delayed	0%	Delayed Cabinet decision.
Commence the update of the Asset Strategy also informing the Disposal Strategy	Ann Sutcliffe (D&R)	30/06/2015	Delayed	75%	Awaiting Cabinet approval in December 2015.
Community Buildings - establish charging and letting policy	Ann Sutcliffe (D&R)	30/09/2015	Delayed	75%	In discussion with Lead Members and the Mayor.
Ensure the impact on the statutory provision of childcare places is considered in the development of the Council's asset strategy	Ann Sutcliffe (D&R)	30/09/2015	Delayed	75%	Asset strategy to go to Cabinet in December 2015.


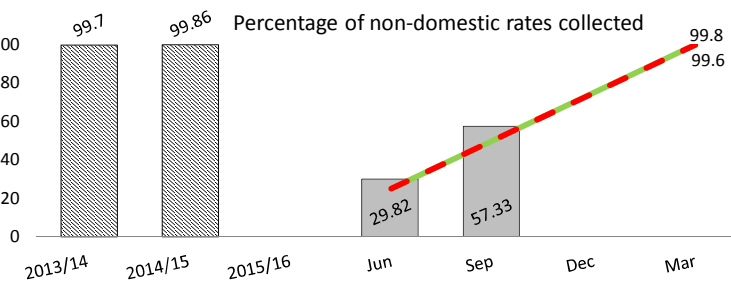
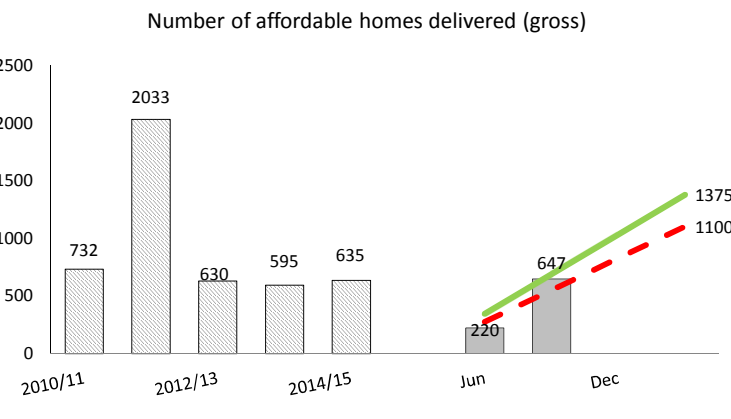
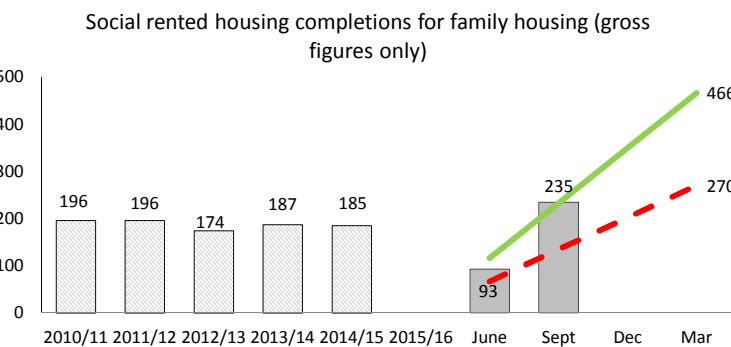
TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016



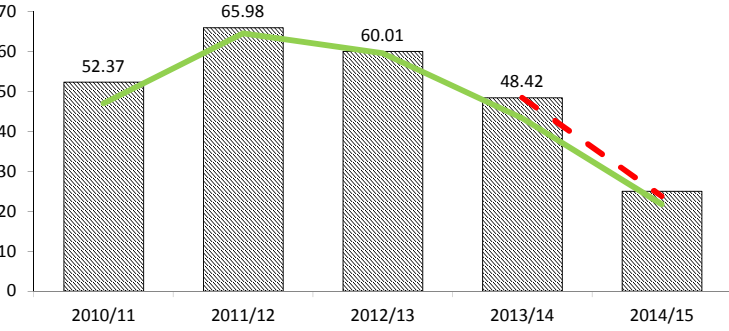
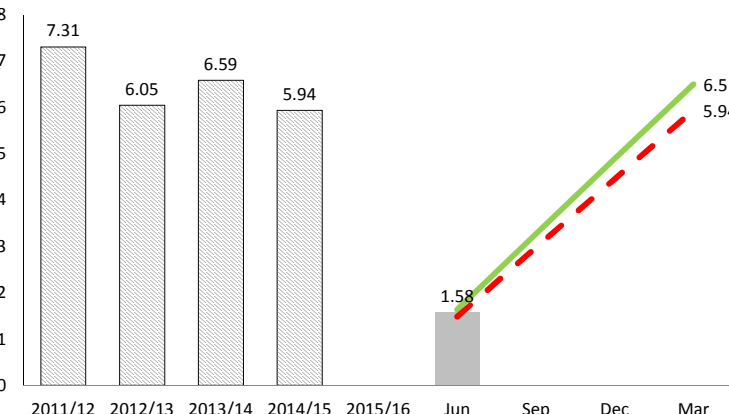
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle misuse of public assets and generate income from pro-active anti-fraud work	Cabinet Member for Resources Minesh Jani (RES)	31/03/2016	On Target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recover 40 social housing properties used fraudulently	Minesh Jani (RES)	31/03/2016	On Target	25%	13 recoveries, 1 mutual exchange stopped, 1 right to buy prevented. Actions in place to improve statistics include engagement of dedicated Team Leader, further engagement with Tower Hamlets Homes and services to enhance good quality referrals, number of cases in pipeline via legal both Civil and Prosecution teams.
Achieve 133 sanctions and prosecute 33 cases of housing benefit fraud	Minesh Jani (RES)	31/03/2016	On Target	95%	On target overall to hit 133 Sanctions. Currently at 95 with 20 Prosecutions achieved thus far. There are a number of Prosecutions in the pipeline, expected to be close to target before transfer to the DWP on 1 February 2016
Continue the Council's pro-active fraud awareness campaign - focusing on reporting and data matching between services in the Council	Minesh Jani (RES)	31/03/2016	On Target	50%	Call credit activity ongoing. Data matching exercise with Cabinet Office to be commenced in November 2015. Anti-fraud engagement with TAs to be facilitated in November and key amnesty with Tower Hamlets Homes.
Deliver the internal audit plan to ensure key strategic risks are adequately evaluated	Minesh Jani (RES)	31/03/2016	On Target	40%	Progress in line with the audit plan.
Prioritise frontline services whilst delivering the Council's budget strategy during a period of declining resources	Cabinet Member for Resources Zena Cooke, Barry Scarr (RES)	31/03/2016	On Target	50%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2016/17	Barry Scarr (RES)	30/09/2015	Completed	100%	Savings proposals are out for consultation and were considered at Overview and Scrutiny on 2 November. The result will inform budget proposals in January.
Develop a strategic financial planning response to the next government's spending review	Barry Scarr (RES)	31/03/2016	On target	25%	Modelling work has started on early announcements, but the Spending Review will not be announced until 25 November. The result of this, and the Local Government Finance Settlement, will be included in the Mayor's budget proposals in January.
Undertake an equality screening and analysis exercise for all savings proposals developed during 2015/16	Louise Russell (LPG)	31/03/2016	On target	35%	Initial screening of all proposals completed. Currently working with directorates to complete all relevant EAs.

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Description	 Minimum Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
One Tower Hamlets							
Percentage of LP07 or above Local Authority staff that are women (%) Measured in: % Good Performance: Higher		49.89	50.00	55.00	50.56	AMBER	↔
Performance is 1.23 percentage points better compared to this time last year.							
Percentage of LP07 or above Local Authority staff that are from an ethnic minority (%) Measured in: % Good Performance: Higher		23.34	25.00	35.00	26.53	AMBER	↑
Performance is 1.39 percentage points better compared to the quarter 2 period last year.							
Percentage of LP07 or above Local Authority staff who have a disability (excluding those in maintained schools) (%) Measured in: % Good Performance: Higher		9.29	10.00	11.80	8.38	RED	↑
Performance is 2.83 percentage points better compared to this time last year.							

Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																										
<p>Number of working days/shifts lost to sickness absence per employee</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Number of working days/shifts lost to sickness absence per employee</p>  <table border="1"> <caption>Number of working days/shifts lost to sickness absence per employee</caption> <thead> <tr><th>Year</th><th>Value</th></tr> </thead> <tbody> <tr><td>2010/11</td><td>1.9</td></tr> <tr><td>2011/12</td><td>6.97</td></tr> <tr><td>2012/13</td><td>7.07</td></tr> <tr><td>2013/14</td><td>6.47</td></tr> <tr><td>2014/15</td><td>8.11</td></tr> <tr><td>2015/15</td><td>8.11</td></tr> <tr><td>Apr</td><td>8.24</td></tr> <tr><td>May</td><td>8.40</td></tr> <tr><td>Jun</td><td>8.47</td></tr> <tr><td>Jul</td><td>8.40</td></tr> <tr><td>Aug</td><td>8.49</td></tr> <tr><td>Sep</td><td>8.45</td></tr> </tbody> </table>	Year	Value	2010/11	1.9	2011/12	6.97	2012/13	7.07	2013/14	6.47	2014/15	8.11	2015/15	8.11	Apr	8.24	May	8.40	Jun	8.47	Jul	8.40	Aug	8.49	Sep	8.45	8.11	7.50	6.50	8.45	RED	↓
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<p>At the end of September 2015 the average days lost per employee (in the rolling 12-month period) was 8.45 days. This was 0.95 days above the minimum expectation of 7.5 days and it represents a slight decrease of 0.04 (0.42%) compared to last month, but an increase of 1.22 (14.48%) days compared to the same period last year. HR are implementing a number of activities to support reductions in sickness absence cross-council following a request from People Board Strategy in May 2015. Briefing sessions for Managers on recording sickness on HR self-service have been on-going with over 60 managers attending so far. The first workshop on handling difficult conversations in the context of managing sickness absence has taken place and further workshops are planned for November, December and January. It was agreed that every Corporate Director, Service Head and Senior Manager would have a sickness target set as part of the PDR process, this is being picked up by managers in the 6 month review cycle. A new sickness report is being piloted in Children's and Adults directorates and following the imminent review of this pilot will be rolled out to all directorates.</p>																																	
<p>Customer Access Overall Satisfaction (telephone contact)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Customer Access Overall Satisfaction</p>  <table border="1"> <caption>Customer Access Overall Satisfaction</caption> <thead> <tr><th>Year</th><th>Value</th></tr> </thead> <tbody> <tr><td>2010/11</td><td>87</td></tr> <tr><td>2011/12</td><td>90</td></tr> <tr><td>2012/13</td><td>89.39</td></tr> <tr><td>2013/14</td><td>91.38</td></tr> <tr><td>2014/15</td><td>89.03</td></tr> <tr><td>2015/16</td><td>89.03</td></tr> <tr><td>Jun</td><td>87.47</td></tr> <tr><td>Sep</td><td>85.94</td></tr> </tbody> </table>	Year	Value	2010/11	87	2011/12	90	2012/13	89.39	2013/14	91.38	2014/15	89.03	2015/16	89.03	Jun	87.47	Sep	85.94	89.03	91.00	92.00	85.94	RED	↔								
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<p>Despite the downward trend in overall satisfaction, the performance of Contact Centre advisers remains high. Satisfaction with staff helpfulness is at 96% and satisfaction with staff politeness is at 97%. The drivers for the drop in overall satisfaction are therefore likely to be (a) increased call queue times as a result of reduced resources and (b) lower satisfaction with service performance, which shows a downward trend for all key services (parking, Clean & Green, housing repairs). Survey take-up has also been increased considerably, suggesting earlier figures based on smaller samples may have been less representative of overall satisfaction.</p>																																	
<p>Percentage of Council Tax Collected</p> <p>Measured in: % Good Performance: Higher</p>	<p>Percentage of council tax collected</p>  <table border="1"> <caption>Percentage of council tax collected</caption> <thead> <tr><th>Year</th><th>Value</th></tr> </thead> <tbody> <tr><td>2013/14</td><td>95.4</td></tr> <tr><td>2014/15</td><td>96.67</td></tr> <tr><td>2015/16</td><td>97</td></tr> <tr><td>Jun</td><td>26.92</td></tr> <tr><td>Sep</td><td>49.30</td></tr> <tr><td>Dec</td><td>49.30</td></tr> <tr><td>Mar</td><td>96.6</td></tr> </tbody> </table>	Year	Value	2013/14	95.4	2014/15	96.67	2015/16	97	Jun	26.92	Sep	49.30	Dec	49.30	Mar	96.6	96.67	48.30	48.50	49.30	GREEN	↔										
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<p>Collection performance continues to be on target.</p>																																	


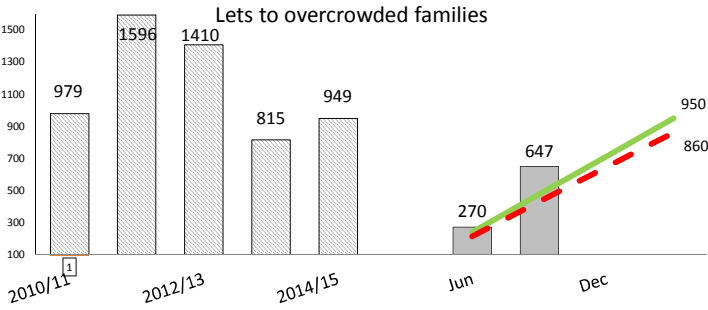
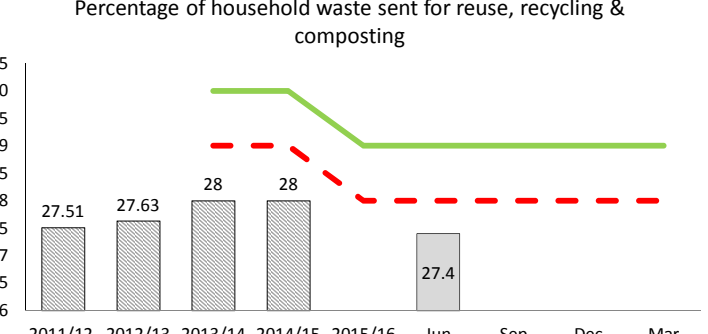
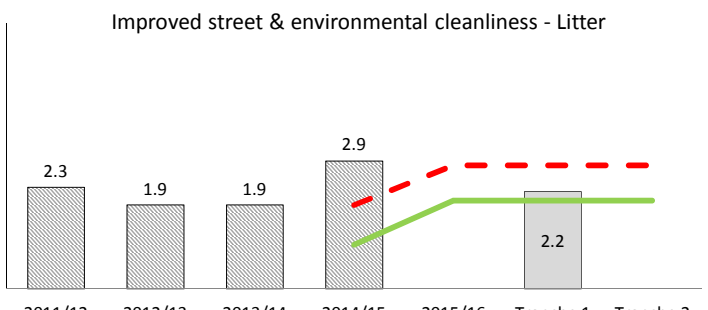
Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of Non-Domestic Rates Collected</p> <p>Measured in: % Good Performance: Higher</p>		99.86	49.80	49.90	57.33	GREEN	↔
<p>Business rate collection remains on target.</p>							
Great Place to Live							
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher</p>		635	550	687	647	AMBER	↑
<p>Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. Performance in the overall production of affordable units during the quarter two period is well above the target, with 427 units being completed, against our target of 344 units. The cumulative mid-year total is 40 units below the target of 687, although this is 130% higher than this time last year (281 units). The forecast for the end of the year is now 1284 affordable completions, which is above minimum expectation and close to target. However, we know from previous years that there is always a possibility of some schemes being delayed slightly, which would slip some units into 2016-17.</p> <p>This year we have achieved just over 50% of the predicted annual total, which is encouraging, as previous years have had a majority of completions in Quarter 4. However, it is worth noting that the distribution of completions will never fall into an equal four quarter split. The number of units delivering in each quarter is dependent on the contractors' performance on site and other technical issues relating to completion of schemes. There is nothing that the council can do to influence the actual date of handovers.</p>							
<p>Number of affordable social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>		785	135	233	235	GREEN	↑
<p>This quarter we have delivered 142 social / affordable rented family units bringing the cumulative total for the financial year so far to 235 which is above the target of 233, and represents 46% of the total number of rented units completed, above our policy target of 45%.</p>							

Description	 Minimum  Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																				
<p>Percentage of overall council stock that is non-decent</p> <p>Measured in % Good performance: Lower</p>	<p>Percentage of overall council housing stock that is non decent</p>  <table border="1"> <caption>Percentage of overall council housing stock that is non decent</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>52.37</td> </tr> <tr> <td>2011/12</td> <td>65.98</td> </tr> <tr> <td>2012/13</td> <td>60.01</td> </tr> <tr> <td>2013/14</td> <td>48.42</td> </tr> <tr> <td>2014/15</td> <td>25.06</td> </tr> </tbody> </table>	Year	Value	2010/11	52.37	2011/12	65.98	2012/13	60.01	2013/14	48.42	2014/15	25.06	48.42	21.78	23.78	25.06	RED	↑								
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<p>The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention per 1,000 households. Good Performance: Higher</p>	<p>Homelessness Prevention</p>  <table border="1"> <caption>Homelessness Prevention</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>7.31</td> </tr> <tr> <td>2012/13</td> <td>6.05</td> </tr> <tr> <td>2013/14</td> <td>6.59</td> </tr> <tr> <td>2014/15</td> <td>5.94</td> </tr> <tr> <td>2015/16</td> <td>1.58</td> </tr> <tr> <td>Jun</td> <td>1.58</td> </tr> <tr> <td>Sep</td> <td>6.5</td> </tr> <tr> <td>Dec</td> <td>5.94</td> </tr> <tr> <td>Mar</td> <td>6.5</td> </tr> </tbody> </table>	Year	Value	2011/12	7.31	2012/13	6.05	2013/14	6.59	2014/15	5.94	2015/16	1.58	Jun	1.58	Sep	6.5	Dec	5.94	Mar	6.5	5.94	1.48	1.63	1.58	AMBER	↓
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2014/15 Outturn:
A total of 3184 Council homes were made decent in 2014/15, out of 3384 the Council had aimed to make decent. 2014/15 DHs performance exceeded the GLA's contractual spend and DHs target of £46m and 3109 DHs respectively. However, the overall annual non-decency outturn of 25.06% fell short by 3.28% from the annual projected target of 21.78% which was forecast at the start of 2014/15.

A number of reasons contributed to 2014/15 actual/target variation, including a reduction in Council stock due to Right to Buy sales, disposals and knock-throughs. In addition, during surveys in 2014/15, 441 homes were identified as not meeting the internal decent homes standard which could not have been anticipated when the target was originally set. Internal decent homes works will be completed for all remaining homes in 2015/16 and have been taken into account when determining the NI 158 target for 2015/16.


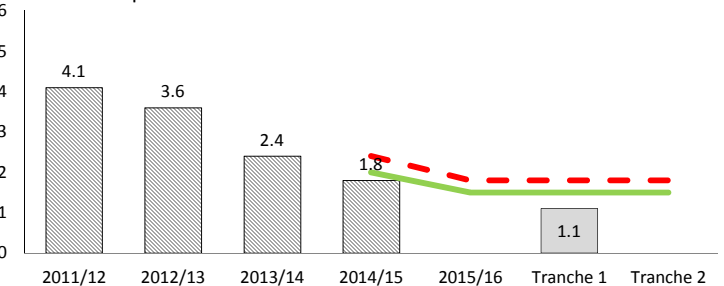
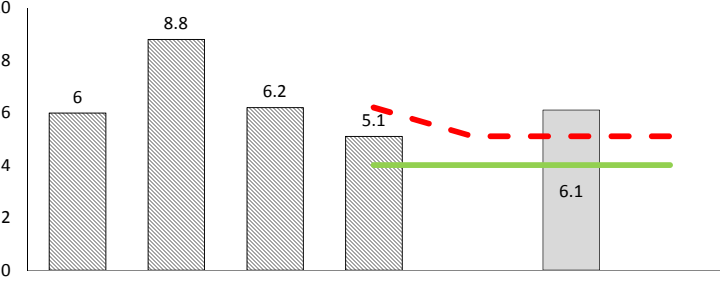
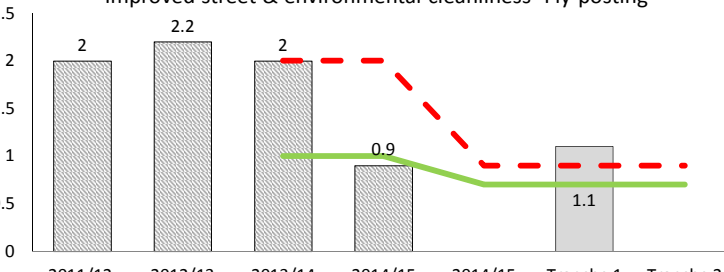
Qtr. 1 outturn. Measuring one month in arrears.
179 households were prevented from becoming homeless in Q1, 1.58 per thousand households and just lower than Q1 of 14/15, representing 20 households. The borough continues to face a severe shortage of affordable private sector properties available to homeless households as an alternative to pursuing a statutory homeless application and the problem continues to increase. Consequently, our ability to prevent homelessness by securing an alternative tenancy has diminished immensely. We have improved the incentive provided to landlords so they will let their admittedly small number of properties available at, or close to, Local Housing Allowance levels via the council to one of our customers rather than let them to a member of the general public. We have also seen a rise in the number of preventions through negotiations with friends and relatives, persuading families that the best option for all is for the threatened homeless client should remain in their current accommodation. Nevertheless, proportionately, this is not sufficient to temper the increase in landlords evicting their benefit-dependent tenants as they can pitch their rents at higher rents from high earners. Where possible, though, we continue to negotiate with Housing Benefit to resolve arrears problems and to negotiate with landlords to ensure tenants can remain in their properties and thus prevent homelessness.

Description	 --- Minimum — Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	 <p>Lets to overcrowded families</p>	949	430	475	647	GREEN	↑
<p>Percentage of household waste sent for reuse, recycling and composting</p> <p>Measured in % Good performance: Higher</p>	 <p>Percentage of household waste sent for reuse, recycling & composting</p>	28.00	28.00	29.00	27.4 (P)	RED	↓
<p>Level of street and environmental cleanliness - litter (%)</p> <p>Measured in % Good performance: Lower</p>	 <p>Improved street & environmental cleanliness - Litter</p>	2.9	2.8	2.0	2.2	AMBER	↑

647 overcrowded families rehoused against a mid-year target of 475. The outturn is 53% higher than this time last year. We are fairly confident that the annual target of 950 lets will be met given that we have already achieved almost 70% of lets to overcrowded applicants.

Clean, Green & Highways, with the Veolia Outreach and Education Team, are working closely with registered housing providers to eliminate contamination and increase the quality and quantity of recyclates collected from estates. A new communication campaign designed to tackle contamination and increase participation, is being rolled out during November and December. In addition, work is being carried out to encourage households to take part in the food waste collection scheme in houses. Early indications show that there has already been some improvement in the recycling rate.

The latest tranche survey shows that the borough is 97.8% predominantly free of litter. Funding from the Mayor's street cleansing programme is being targeted to address problematic areas across the borough, and in partnership with Veolia and the enforcement team we have processes in place to minimise the level of litter in these areas.


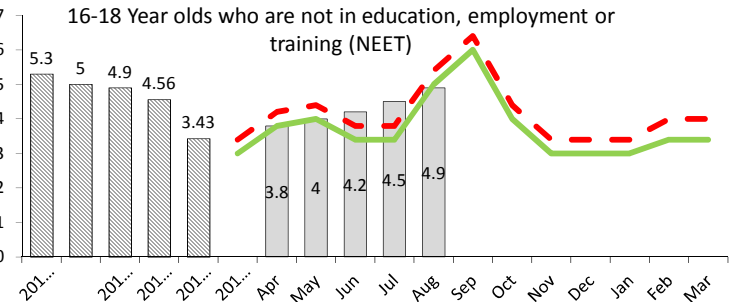
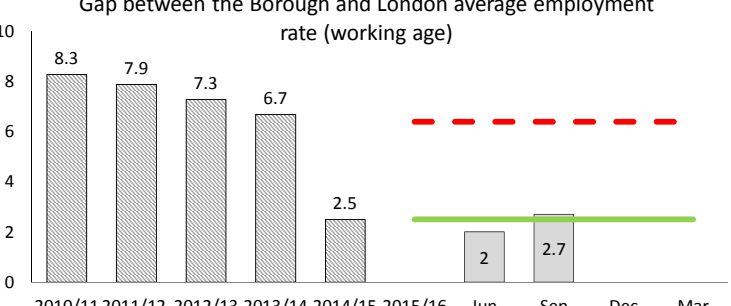
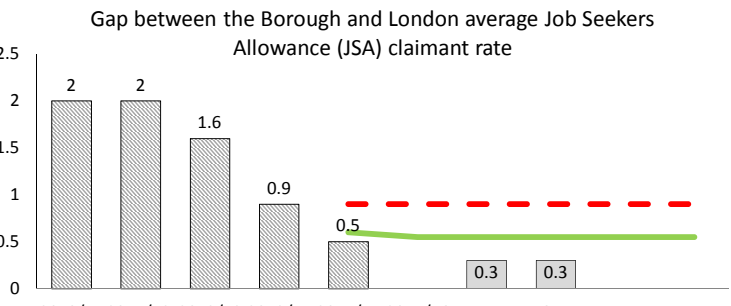
Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Level of street and environmental cleanliness - detritus (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness - detritus</p> 	1.8	1.8	1.5	1.1	GREEN	↑
<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness -Graffiti</p> 	5.1	5.1	4.0	6.1	RED	↓
<p>Improved street and environmental cleanliness - fly-posting (%)</p> <p>Measured in % Good performance: Lower</p>	<p>Improved street & environmental cleanliness -Fly-posting</p> 	0.9	0.9	0.7	1.1	RED	↓

On Target

Overall the level of graffiti has dropped from 7.3% to 6.1% since the last tranche survey showing the borough to be 93.9% predominately free of graffiti. Some of the additional resources allocated via the Mayor's street cleansing programme will be used to tackle graffiti through monitoring, enforcement on private property, and removal from public places.

Tranche survey results show the borough to be 98.9% predominately free of fly-posting, and the level of fly posting has fallen from 1.3% to 1.1% since the last tranche survey. Some of the funding from the Mayor's street cleansing programme is being targeted to address problematic areas across the borough, and in partnership with Veolia and the enforcement team processes are in place to tackle fly-posting in these areas.

Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Prosperous Community							
Early Years Foundation Profile - achievement of a good level of development Measured in % Good performance: Higher		55.0	55.0	65.0	62 (P)	AMBER	↑
Early Years Foundation Profile: % of children achieving a Good Level of Development		Provisional The provisional result is 62%. We have just missed the target for 2015 performance. 62% represents another significant year on year improvement (7% points) for this measure of early years educational attainment.					
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths. Measured in % Good performance: Higher		59.7	60.10	65.60	63.4 (P)	AMBER	↑
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths		Provisional Provisional results as of October 2015 show that 63.4% of pupils attained 5 A*-C GCSE grades including English and Maths in the 2014/15 academic year. The outturn of 64.7% previously reported was a local provisional result (aggregations of what individual schools sent us on results day) and this excluded the special schools. The complete figure including all pupils we have is (a still provisional figure from the DfE) 63.4%. This will likely change again before the actual final figure is released in January.					
A Level Average Points Score per student in Tower Hamlets. Measured in % Good performance: Higher		695.0	700.00	726.00	690 (P)	RED	↔
A Level Average Point Score		Provisional Very provisional result, based on local data excluding unavailable Tower Hamlets College data. We understand A level numbers were very low this year at Tower Hamlets College and so impact on final results will be minimal. Final performance will be known when DfE performance tables are published in January 2016. Though not reflected in the specific A-Level measure monitored in the strategic set, overall Level 3 performance has improved in 2015. Inclusive of THC, our overall APS per student is in line with national scores and above London/Inner London average. This is largely the result of good performance in vocational subjects.					

Description	 --- Minimum — Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
16 to 19 year olds who are not in education, employment or training (NEET) (%) Measured in: % Good Performance: Lower	 <p>16-18 Year olds who are not in education, employment or training (NEET)</p>	3.43	5.40	5.00	4.90	GREEN	↑
Overall employment rate - gap between the Borough and London average rate (working age) (ppts) Measured in: percentage points Good Performance: Gap - Lower	 <p>Gap between the Borough and London average employment rate (working age)</p>	2.50	6.40	2.50	2.70	AMBER	↑
JSA Claimant Rate (gap between the Borough and London average rate (working age) (ppts) Measured in: percentage points Good Performance: Gap - Lower	 <p>Gap between the Borough and London average Job Seekers Allowance (JSA) claimant rate</p>	0.50	0.90	0.55	0.30	GREEN	↑

August outturn. September data is expected to be published in November. 358 young people out of a cohort of 5,347 are not in education, employment or training. NEET is cyclical which results in the fluctuations on a month by month basis. This means that young people join the NEET list and others secure EET and come off the list. This occurs throughout the year. Our formal reporting figures are taken by central Government for the period of November – January each year. Our August figures for NEET in comparison to this time last year (2014) shows an improvement by 0.6% standing at 4.9%. In going forward, Targeted Youth Support are holding a NEET event on the 12th November 2015, tracking has been intensified with evening tracking being increased. Further to this, regular door knocking will be undertaken on those young people we are unable to contact via the phone.


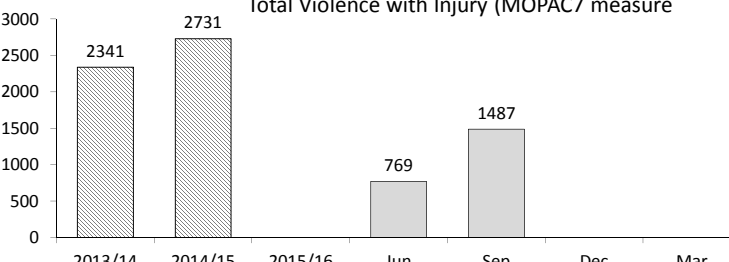
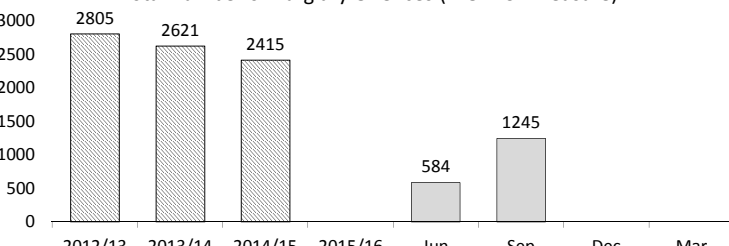
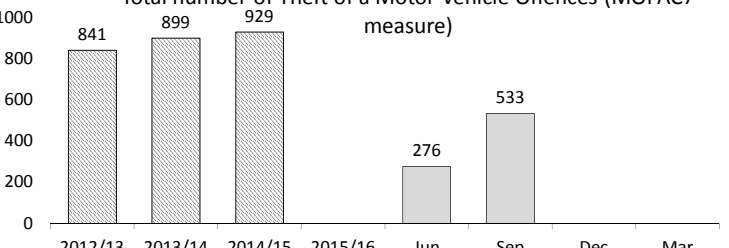
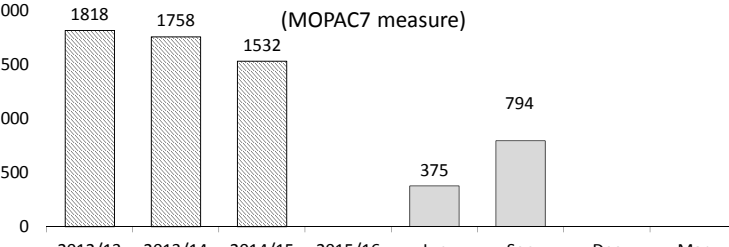
LBTH Employment Rate = 69.5%.
 London Employment Rate = 72.2%


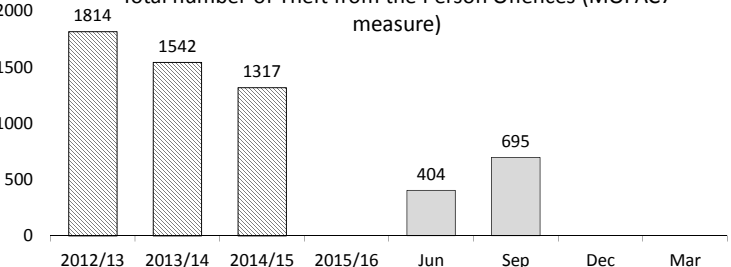
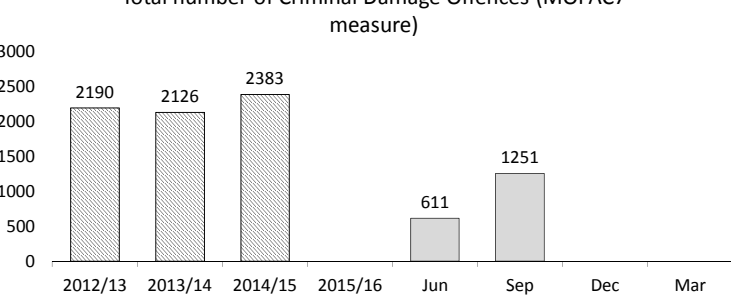
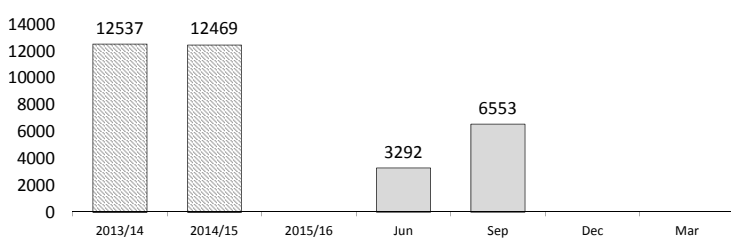
The Borough's employment rate has reduced by 0.2 percentage points (ppts) since last quarter update, however at the same time the London average rate has increased by 1.1pps, widening the gap between the two. This is the first time since September 2011 that TH has witnessed a small reduction in the Borough's employment rate. The Borough's employment rate however continues on an extremely positive trend and is 17% higher than in September 2011, representing 31,000 more residents in employment. The methodology of this dataset means that there may be variations in outturns from one quarter to the next.


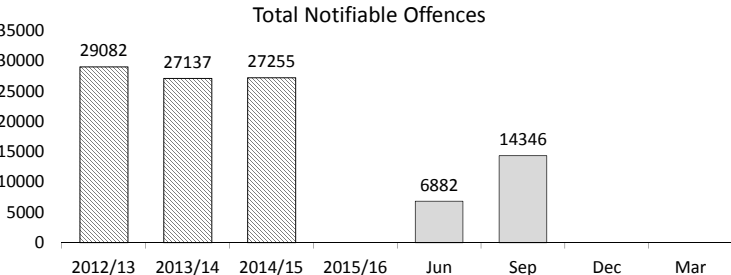
LBTH JSA Rate = 2.1%
 London JSA Rate = 1.8%


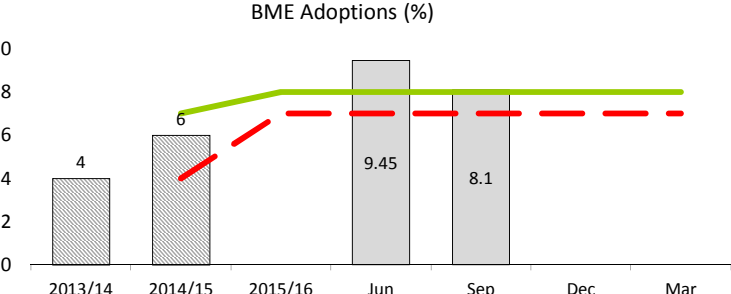
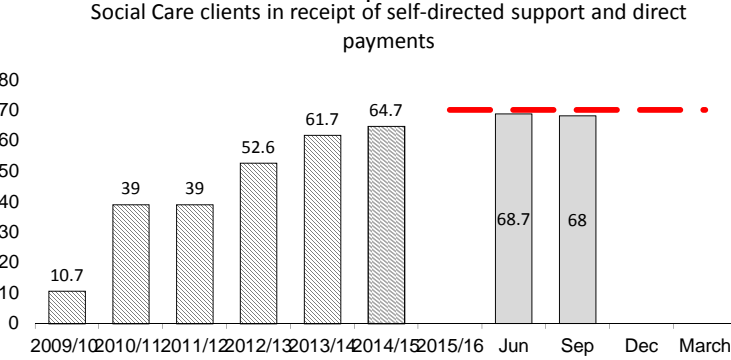
Target met. The numbers of JSA claimants continues to reduce for TH, now standing at 4,255 for September 2015, the lowest since recording began in September 2006 and narrowing further the gap with London to 1.8pps. The quarterly reduction also stands at 270 claimants since June 2015. However, it is worth noting that this dataset does not include transfer onto universal credit, as this is yet to be introduced for TH.


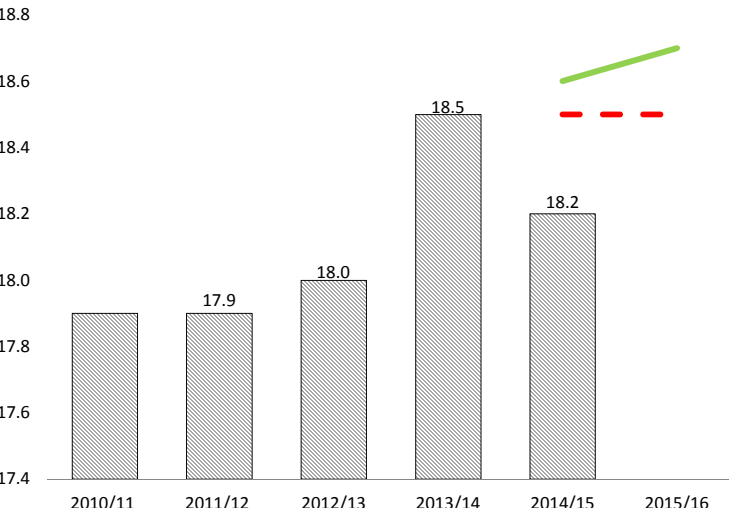
Description	Minimum		Target		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	Minimum		Target							
Labour Market: number of job starts for Tower Hamlets Residents Measured in: % Good Performance: Higher					4110	Not Set	Not Set	1545	N/A	↑
1545 TH residents achieved job starts in Q2 through collective partnership reporting (inclusive of JCP outputs). Targets are under review.										
Proportion of children in poverty Measured in: % Good Performance: Lower					39.0	Not Set	Not Set	35.5	N/A	↑
The latest HMRC data show that 21,585 children in Tower Hamlets live in poverty – this represents 35.5 per cent of all children in the borough and is the highest child poverty rate nationally. The data is a snapshot in time and relates to August 2013. The trend data shows that the borough’s child poverty rate has been showing significant improvement in recent years – falling from 64 to 36 per cent between 2006 and 2013. However, the local indicator is a proxy measure of relative poverty, and because of that, the trend needs to be interpreted with some care. In particular, coverage of in-work poverty is limited, because the in-work component of the measure is heavily influenced by the volatility of incomes nationally. So, for some families, moving out of poverty according to the HMRC measure, may not necessarily mean that their material circumstances have improved. Targets for this measure were not set this year due to the variability expected in the methodology this year and in future.										
Safe and Cohesive Community										
Number of Robbery incidents (MOPAC 7 measure) Measured in: Number (part of the MOPAC set. Including personal and business properties) Good Performance: Lower					1,162	N/A	N/A	548	N/A	↔
The London Mayor’s Office for Policing and Crime [MOPAC] created a basket of seven crime indicators and set an overall target of a 20% reduction for the life of the MOPAC Policing and Crime Plan 2013-16; there are no individual borough reduction targets for individual crimes. The strategic measures report on the base data of these MOPAC indicators. Data taken from the met.police.uk website indicates that for the period between April-September 2015 there were 548 offences compared to 533 in the same period last year.										
Based on data from met.police.uk, 19 out of the 33 local authorities in this table have experienced an increase in the total number MOPAC7 crime measures. This indicates that there is MPS wide MOPAC7 increase and not only in Tower Hamlets. Generally incidents of crime increases during the summer months.										


Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Number of Violence with Injury incidents (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set. Murder, wounding/GBH, assault with injury) Good Performance: Lower</p>	<p>Total Violence with Injury (MOPAC7 measure)</p> 	2,731	N/A	N/A	1,487	N/A	↓
<p>Number of Burglary Incidents (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set. Theft or attempted theft from residential or non-residential property) Good Performance: Lower</p>	<p>Total number of Burglary Offences (MOPAC7 measure)</p> 	2,415	N/A	N/A	1,245	N/A	↔
<p>Theft of a Motor Vehicle (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Theft of a Motor Vehicle Offences (MOPAC7 measure)</p> 	929	N/A	N/A	533	N/A	↓
<p>Theft from a Motor Vehicle (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Theft from a Motor Vehicle Offences (MOPAC7 measure)</p> 	1,532	N/A	N/A	794	N/A	↓

Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)												
<p>Theft from the Person (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Theft from the Person Offences (MOPAC7 measure)</p>  <table border="1"> <caption>Theft from the Person Offences</caption> <thead> <tr> <th>Year</th> <th>Offences</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>1814</td> </tr> <tr> <td>2013/14</td> <td>1542</td> </tr> <tr> <td>2014/15</td> <td>1317</td> </tr> <tr> <td>2015/16 (Jun)</td> <td>404</td> </tr> <tr> <td>2015/16 (Sep)</td> <td>695</td> </tr> </tbody> </table>	Year	Offences	2012/13	1814	2013/14	1542	2014/15	1317	2015/16 (Jun)	404	2015/16 (Sep)	695	1,317	N/A	N/A	695	N/A	↓
Year	Offences																		
2012/13	1814																		
2013/14	1542																		
2014/15	1317																		
2015/16 (Jun)	404																		
2015/16 (Sep)	695																		
<p>Vandalism (criminal damage) (MOPAC 7 measure)</p> <p>Measured in: Number (part of the MOPAC set) Good Performance: Lower</p>	<p>Total number of Criminal Damage Offences (MOPAC7 measure)</p>  <table border="1"> <caption>Criminal Damage Offences</caption> <thead> <tr> <th>Year</th> <th>Offences</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>2190</td> </tr> <tr> <td>2013/14</td> <td>2126</td> </tr> <tr> <td>2014/15</td> <td>2383</td> </tr> <tr> <td>2015/16 (Jun)</td> <td>611</td> </tr> <tr> <td>2015/16 (Sep)</td> <td>1251</td> </tr> </tbody> </table>	Year	Offences	2012/13	2190	2013/14	2126	2014/15	2383	2015/16 (Jun)	611	2015/16 (Sep)	1251	2,383	N/A	N/A	1,251	N/A	↓
Year	Offences																		
2012/13	2190																		
2013/14	2126																		
2014/15	2383																		
2015/16 (Jun)	611																		
2015/16 (Sep)	1251																		
<p>Total MOPAC 7 incidents</p> <p>Measured in: Number (includes MOPAC 7 crimes: robbery, burglary, criminal damage, theft from and theft of a motor vehicle, theft from the person, violence with injury) Good Performance: Lower</p>	<p>MOPAC 7 Total</p>  <table border="1"> <caption>Total MOPAC 7 incidents</caption> <thead> <tr> <th>Year</th> <th>Incidents</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>12537</td> </tr> <tr> <td>2014/15</td> <td>12469</td> </tr> <tr> <td>2015/16 (Jun)</td> <td>3292</td> </tr> <tr> <td>2015/16 (Sep)</td> <td>6553</td> </tr> </tbody> </table>	Year	Incidents	2013/14	12537	2014/15	12469	2015/16 (Jun)	3292	2015/16 (Sep)	6553	12,469	N/A	N/A	6,553	N/A	↓		
Year	Incidents																		
2013/14	12537																		
2014/15	12469																		
2015/16 (Jun)	3292																		
2015/16 (Sep)	6553																		
<p>Data taken from the met.police.uk website indicates that between April-September 2015/16 there were 695 offences compared to 587 in the same period last year.</p>		<p>Data taken from the met.police.uk website indicates that between April-September 2015/16 there were 1,251 offences compared to 1,139 in the same period last year.</p>		<p>Data taken from the met.police.uk website indicates that between April-September 2015/16 there were 6,553 offences compared to 6,017 in the same period last year.</p>															

Description	 Minimum Target	Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Total Notifiable Offences (number) Measured in: Number Good Performance: Lower		27,255	N/A	N/A	14,346	N/A	↓
Data taken from the met.police.uk website indicates that between April-September 2015/16 there were 14,346 offences compared to 13,580 in the same period last year.							
Healthy and Supportive Community							
Smoking Quitters Measured in: rate per 100,000 of population (aged 16+) of four-week smoking quitters who have attended NHS Stop Smoking Services . Good Performance: Higher		626.2	Not Set	Not Set	121.25	N/A	↓
2015-16 target are not set yet. Total No. of quits at the end of Q1 - 275 Rate of quitters per 100,000 population (Q1) – 121.25 The above performance figures are provisional. This is because some Q1 data is outstanding due to some teething issues with a new data entry system implemented for community pharmacies and the specialist services. The total number of quits will have exceeded 300 and will possibly be similar to last year's Q1 figure of 355. The issues have now been resolved and all outstanding data will be entered in time for the Q2 returns. The number of smokers accessing services across London and nationally has fallen over the past 12 months. This is due in part to the increased consumer use of e-cigarettes which are currently not on the Tower Hamlets treatment protocol. In the light of the new PHE report published on Aug 19th 2015, the Tower Hamlets Tobacco Alliance will be reviewing our position on the use of e- cigarettes as a stop smoking aid. All primary care networks have produced a recovery action plan for smoking cessation provision for 2015/16. The specialist service and community pharmacists continue to produce an excellent quit rate.							
Average time between a child entering care and moving in with adoptive family (Time to adoption) Measured in: Days Good Performance: Lower		645	614	582	516	GREEN	↑
Based on 7 adoptions April-September 2015.							

Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of ethnic minority background children leaving care who are adopted (BME adoptions)</p> <p>Measured in: % Good Performance: Higher</p>		6.0	7.0	8.0	8.10	GREEN	↑
<p>Proportion of people using social care who receive self-directed support, and those receiving direct payments</p> <p>Measured in: % Good Performance: Higher</p>		64.7	70.00	TBC	68.00	RED	↑
		<p>Changes of ASC processes should lead to continued improvement against this measure over the next quarter. PRG received a report in October 2015 outlining the actions being taken to secure improvement, this included: ensuring all new assessments are carried out under Care Act practice framework, which requires all service users to receive services under personal budgets, ensure that timely reviews are carried out of all service users, and ensure that short term urgent response services are converted into longer term personal budget arrangements within appropriate timescales.</p>					

Description		Annual Actual (2014/15)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)												
<p>Social Care-related quality of life</p> <p>Measured in: % Good Performance: Higher</p>	<p>Self reported experience of social care users ASC survey</p>  <table border="1"> <caption>Quality of Life Scores (2010/11 - 2014/15)</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>17.9</td> </tr> <tr> <td>2011/12</td> <td>17.9</td> </tr> <tr> <td>2012/13</td> <td>18.0</td> </tr> <tr> <td>2013/14</td> <td>18.5</td> </tr> <tr> <td>2014/15</td> <td>18.2</td> </tr> </tbody> </table>	Year	Score	2010/11	17.9	2011/12	17.9	2012/13	18.0	2013/14	18.5	2014/15	18.2	18.5	18.50	18.70	18.20	RED	↔
Year	Score																		
2010/11	17.9																		
2011/12	17.9																		
2012/13	18.0																		
2013/14	18.5																		
2014/15	18.2																		
<p>2014/15 Annual outturn:</p> <p>This measure is an average quality of life score based on responses to the Adult Social Care Survey. Tower Hamlets' final performance at year end (2014-15) was 18.2 out of maximum possible score of 24. Previous year's score was 18.5 (2013-14). The current year (2014-15) average social care-related quality of life was lower than the minimum expectation and target. This is because of fewer overall survey responses compared to the previous year's survey, and this impacted the number of responses received for this composite measure. This measure uses responses to survey questions covering the eight domains identified in the ASCOT; control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation.</p> <p>The relevant questions are listed below:</p> <ul style="list-style-type: none"> -Control - Q3a: Which of the following statements best describes how much control you have over your daily life? -Personal care - Q4a: Thinking about keeping clean and presentable in appearance, which of the following statements best describes your situation? -Food and Nutrition - Q5a: Thinking about the food and drink you get, which of the following statements best describes your situation? -Accommodation - Q6a: Which of the following statements best describes how clean and comfortable your home/care home is? 																			

<p>Cabinet</p> <p>5 January 2016</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Interim Corporate Director of Children’s Services, Debbie Jones</p>	<p>Classification: Unrestricted</p>
<p>Children’s and Adults Services Capital Programme</p>	

Lead Member	Councillor Rachael Saunders, Cabinet Member for Children’s Services; Councillor Amy Whitelock Gibbs, Cabinet Member for Health & Adults Services
Originating Officer(s)	Pat Watson, Head of Building Development; Calvin Coughlan, Capital & Asset Management Manager
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	A Fair and Prosperous Community

Executive Summary

This report advises on the Children’s and Adult s Services Capital Programme with proposed schemes for 2016/17. Projects are recommended for implementation with recommendations for the various approvals.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the contents of the report and the out-turn for the 2014/15 Education, Social Care & Wellbeing (ESCW) Capital Programme as detailed in Appendix A and proposed allocation of the funding available in 2016/17 as set out in Appendix B (paragraph 3.2);
2. Note the 2015/16 capital condition and improvement programme schemes in schools and service premises as shown in Appendix C (Schools and Children’s Services) and Appendix F (Adult Services) (paragraph 3.4);
3. Approve the adoption of capital estimates for the 2016/17 capital condition and improvement programme schemes in schools and service premises as shown in Appendix D and authorise expenditure (paragraph 3.5);
4. Note the completed projects within the Primary Capital Programme (PCP) in Appendix E and approve the increase in the final cost for the works at Malmesbury Primary School (paragraph 3.9);

5. Note the School Expansion Programme as detailed in Appendix G and approve the revised capital allocation for the expansion works at Woolmore Primary and Stepney Green schools (paragraph 3.11);
6. Approve of the adoption of a capital estimate for fees of £1.00m to develop the design for the proposed new secondary school at the London Dock site (paragraph 3.15);
7. Note progress with the development of further expansion projects and approve the adoption of a capital estimate of £750,000 to cover the costs of developing proposals to be considered for inclusion in the capital programme and authorise expenditure (paragraph 3.19);
8. Approve the adoption of a capital estimate of £300,000 for the costs of providing additional short term accommodation if required for additional pupils until major works have been carried out to provide permanent additional school places and authorise expenditure (paragraph 3.20) ;
9. Note progress with creating early education provision and further consultation with providers as shown in Appendix E (paragraph 3.22);
10. Approve the adoption of a capital estimate for expenditure of s. 106 contributions on improvements to health infrastructure for the Maximising existing health infrastructure project of £2,603,358 (paragraph 3.24);
11. Approval of a capital estimate for expenditure of s. 106 contributions on improvements to health infrastructure for the fit out works to William Cotton Place of £3,193,000 (paragraph 3.24);
12. Agree that Council approved Frameworks be used, where appropriate, to deliver the various projects within the approved programmes;
13. Agree that the Corporate Director of Children's Services or the Director of Adults Services (as applicable), in respect of all proposed tenders referred to in this report, be authorised to agree tenders for projects within the approved programmes and capital estimate;
14. Agree that any scheme exceeding the approved budget, the Corporate Director of Children's Services or the Director of Adults Services (as applicable) to be authorised to prepare and carry out a Bill of Reductions where relevant to ensure expenditure is contained within the agreed costs

1. REASONS FOR THE DECISIONS

- 1.1 The Local Authority (LA) has a responsibility to maintain its properties to ensure that they are safe and secure for staff and users. In the case of schools, the LA also has a statutory responsibility to provide sufficient places for children and young people of school age. Cabinet is asked to note the programme and approve the adoption of the capital estimates so that the required works can proceed.

2. ALTERNATIVE OPTIONS

- 2.1 When identifying which works to include within the capital programme, alternative options are always considered. This is to ensure that the projects both meet value for money and address the needs identified. Expansion projects are recommended following options appraisals and to select the options which best meet the location needs of the rising school age population.

3. DETAILS OF REPORT

- 3.1 In the report to Cabinet on the 13th May 2015, Members approved the capital programme for 2015/16 to 2017/18 for Children's and Adults Services based on the anticipated out-turn for 2014/15. This report is dealing with the current and proposed future programmes for Children's Services.
- 3.2 The carry forward for 2014/15 for the Children's Services programme is now confirmed as £31.299m (see Appendix A). Together with the confirmed further funding the total amount available for 2015/16 to 2017/18 is £89.184m (Appendix B).
- ### **3.3 Capital Condition and Improvement Projects**
- 3.4 The projects at schools and other premises for condition and improvement works that were approved by Cabinet in May 2015 are in Appendix C (Schools and Children's Services) and Appendix F (Adult Services).
- 3.5 Appendix D list projects at schools and other premises to be included in the 2016/17 programme. Projects are included on the basis that they are necessary to rectify serious building or supply faults to ensure safe and continued operation of premises by users, to meet statutory requirements eg. accessibility, fire protection, etc. or service improvements. The projects are identified by using information from condition surveys and school priorities, which are then reviewed and the priorities confirmed.
- 3.6 These projects are currently being developed. There will be a further report to Cabinet to confirm any changes in May 2016.
- 3.7 Where appropriate Council approved Frameworks will be used to deliver the various projects within the approved programmes.

3.8 Primary Capital Programme (PCP)

3.9 The PCP has been completed. The remaining projects are where final accounts are being agreed and the expected costs are listed in Appendix E.

3.10 The final cost at Malmesbury Primary School has increased by £60,000. This follows a claim by the contractor for additional costs as a result of delays outside of his control and additional urgent works that were required during the project. The initial claim was higher but has been reduced following a review and removal of some items in the claim.

3.11 School Expansion Projects (Appendix G)

3.12 In May 2015, Cabinet approved funding for a number of projects within the Primary School Expansion programme for 2015/16 to 2017/18 amounting to £45.811m.

3.13 The work at Woolmore Primary School has now been completed. The anticipated final cost is £10.82m against the current budget of £10.5m. The additional cost includes £50,000 towards the cost of removing asbestos found in the foundations of the existing school building as part of the demolition works and the resulting delay to the programme. Provision is included for £100,000 for additional furniture and equipment over and above the original allowance, which will be repaid by the school over 3 years.

3.14 The works to provide a new block to accommodate the 6th Form at Stepney Green School have also commenced. The allocation agreed by Cabinet is £4.5m. The school have requested further works which would increase the cost to £5.0m. The school have confirmed that they will fund any costs above the £4.5m for the additional works.

3.15 A site allocation was been secured for a secondary school as part of the redevelopment of the London Dock site. Following approval of the outline scheme, a section 106 agreement was entered into which requires the Council to develop the design to be able to exercise an option to take on long lease on the site to build the school.

3.16 In order to exercise the option, preparatory work to develop the school design and potential phasing of the school development is now required. This will allow the programme considerations and costs to be considered. A further report will then be submitted to Cabinet seeking approval to the development, agreement to the funding and agreement to exercising the site option.

3.17 It is proposed that a sum of £1m be made available to develop the design and programme and cost details.

3.18 Project Development and Provision for Temporary Accommodation

3.19 There is a need to continue with development of a number of proposals to provide additional capacity. Feasibility studies will continue to be undertaken

to develop the programme. It is proposed to recommend to Cabinet that a sum of £750,000 is included in the programme to fund the feasibility studies and scheme development. Schemes will then be brought back to Cabinet for approval to implement.

- 3.20 In the short term it may be necessary to identify suitable school sites to locate the additional pupils in temporary accommodation until major works have been completed to provide the places needed in the longer term. It is recommended that a sum of £300,000 is included in the programme as a financial provision.
- 3.21 With both the above allocations, where funds are not required they will be included in the main programme for re-allocation.

3.22 Early Education Provision

- 3.23 The projects that have already been approved as part of the provision are listed in Appendix E. Consultation is taking place with providers to develop further provision and formal approval will be requested in due course. Early Years funding includes a contribution of £2.5m from the Dedicated Schools Grant.

3.24 Public Health Expenditure of s. 106 contributions (Appendix F)

- 3.25 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer with the intention of making acceptable development which would otherwise be unacceptable in planning terms. One of the specific terms that money has been secured is for healthcare infrastructure. These contributions can only be used for the specified purpose and the relevant schemes to spend the funds on primary care infrastructure can only be undertaken by the NHS. In order to deliver these schemes the Council is obliged to pass the funds to the NHS.
- 3.26 Two projects have been approved by the officers' Planning Contributions Overview Panel which propose improvements in Tower Hamlets healthcare infrastructure to mitigate the impact of current and future increases in population and comply with the terms of the s. 106 agreements under which the money was secured. The projects will increase capacity, access and service provision in primary care and will maintain continuity of local GP services. In each case the contributions from a number of s. 106 agreements are pooled to provide the necessary funding.
- 3.27 Before the funds can be transferred to the NHS in Tower Hamlets for delivery of these projects there is a requirement that they be adopted as capital estimates even though delivery of these projects will not result in the Council owning or controlling any assets.
- 3.28 Details of the projects are as follows:

Maximising existing health infrastructure

- 3.29 NHS Tower Hamlets CCG undertook an exercise to identify any additional capacity that could be provided in existing premises, primarily by converting non clinical space to clinical space. 11 GP Practices have been identified that could make improvements to their premises in order to increase capacity and access to provide more clinical appointments to the local population. A one off capital investment is proposed to enable these Practices to undertake the necessary improvement works.
- 3.30 The 11 Practices that have been identified for premises improvements have indicated that due to space constraints, they are limited in any future expansion. They are Aberfeldy Practice, Barkantine Health Centre, Blithedale Health Centre, Hartford Health Centre, Island Health, Jubilee Street Practice, Limehouse Practice, Mission Practice, Spitalfields Practice, Wapping Group Practice and Whitechapel Health
- 3.31 The schemes will allow these Practices to redesign internal areas to improve existing clinical space and provide a greater level of service within primary care. The project will provide 21 additional consulting rooms and treatment rooms. This will result in an increase of approximately 840 consultations per day across primary care. The investment also includes upgrades to technology and medical equipment to create more patient centric care to allow patients to be more involved in their care whilst maintaining services in the community.
- 3.32 The estimated cost of the Maximising existing health infrastructure project is £2,603,358. Cabinet is recommended to adopt a capital estimate of £2,603,358 for this project to be funded from the identified s. 106 contributions. A payment schedule for the funds based on completed projects will be agreed. Any unspent funds will be retained in the s106 health account.

William Cotton Place

- 3.33 The shell and core of the development at William Cotton Place has been completed and s106 funding is sought to undertake the fit out of the premises to enable a re-provision for the St Paul's Way Practice. William Cotton Place will provide purpose built accommodation to house core and enhanced GP primary care services within a GIA of 954 m². The primary care service will be co-located with a community health services locality team that will occupy 157 m² of the remaining space.
- 3.34 NHS Tower Hamlets CCG advise the current Practice premises are not fit for purpose on a functional and capacity level. The internal configuration of the practice makes delivery of primary care very difficult and the size of the current premises makes comprehensive primary care delivery impossible and provides no capacity for the anticipated population growth in the area.
- 3.35 The estimated cost of the William Cotton Place fit out project is £3,193,000. Cabinet is recommended to adopt a capital estimate of £3,193,000 for this

project to be funded from the identified s. 106 contributions. A payment schedule for the funds based on completed projects will be agreed. Any unspent funds will be retained in the s106 health account.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The Children's and Adults Services capital budget for 2015/16 to 2017/18 of £74.543m was agreed at Cabinet on 13th May 2015. The budget reflected the projected 2014/15 carry forward position and the expected government grants known at that point in time. This report now provides an update on the budget to reflect the actual 2014/15 carry forward, known government grants for 2015/16 to 2017/18 and any further changes either affecting the profile of spend or the priorities.
- 4.2 The effect of the changes discussed in 4.1 in relation to 2015/16 is an overall increase in funding of £14.641m, taking the total programme to £89.184m from the MTFP position of £74.543m reported to cabinet in May 2015. The spending plans currently developed for 2015/16 are to the value of £16.559m and reports seeking the requisite approval for individual schemes will come to Cabinet as required.
- 4.3 This report also includes uncommitted balances, these are amounts which are yet to be attributed to individual schemes and programmes. Uncommitted balances are not included in the General Fund Revenue and Capital Budget report elsewhere on this agenda.

5. LEGAL COMMENTS

- 5.1 Provided the finances are available this is the appropriate route to achieving the approval of the capital estimates in accordance with the Council's constitution.
- 5.2 It should be noted that the approval of this report relates only to the approval of the relevant capital estimate and does not approve any subsequent contract award.
- 5.3 Any subsequent contract award must be separately approved by going through the relevant internal procedure in accordance with the Procurement Procedures and the Council Financial Regulations and will be dependent upon the value of each individual contract.
- 5.4 It should be noted that where the new prospective contracts will cause a significant change to any service provision then appropriate levels of consultation must occur in accordance with the Localism Act 2011 and the Equality Act 2010
- 5.5 The Council must ensure that any of the sums received as "Capital Receipts" that are intended to be used under this program are only spent on items that fall to be Capital Expenditure in accordance with the Local Government Act 2003 as amended.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The implementation of the Children's Services capital programme is part of the LA's strategy to improve achievement by improving the teaching and learning environment.
- 6.2 Strategies to raise educational attainment, including improving quality of school buildings, support students moving into employment.
- 6.3 The expansion of schools under the capital programme is necessary to ensure the Council meets its legal obligation to secure sufficient schools for Tower Hamlets, but will also promote equality of opportunity for children and young people (including within the meaning of the Equality Act 2010). Equality considerations will be further taken into account in the planning, procurement and delivery of individual projects.
- 6.4 The payment of the s. 106 contributions for health projects aims to support provision of appropriate health infrastructure to ensure services can be accessed locally by the community.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Implementation of capital schemes will be subject to competitive procurement. Proposals will be subject to consultation as they are developed and before implementation.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 The proposed capital works aim to improve and preserve the quality of the building stock. Sustainability considerations are applied as far as possible to design and materials used. Major projects included are expected to obtain a minimum rating of Very Good in the BREEAM Assessment.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The individual projects will be closely monitored to ensure that programmes are completed on time and within the budget provision.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no specific implications arising.

11. SAFEGUARDING IMPLICATIONS

- 11.1 There are no specific implications arising.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

Appendix A – Children’s Services Capital Out-Turn 2014/15

Appendix B - Proposed Allocation of Funds 2015/16 to 2017/18

Appendix C – 2014/16 CS Condition and Improvement Programmes

Appendix D – 2016/17 CS Condition and Improvement Programme

Appendix E - Primary Capital Programme and Early Education
Provision

Appendix F – Adults Services Capital Programme and Public Health

Appendix G - School Expansion Programme

Appendix H – Finance Comments – supporting tables

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

- NONE

Officer contact details for documents:

N/A

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Appendix A

Out-turn 2014/15

	Resources	Commitments	Carry Fwd
Grants			
Capital Maintenance	13.051	0.321	12.730
Basic Need/New Pupil Places	20.399	6.081	14.318
Targetted Basic Need Grant	4.383	4.383	0.000
Harnessing Technology	0.021	0.021	0.000
Sure Start	0.027	0.027	0.000
Short Breaks	0.001	0.000	0.001
Modernisation	0.055	0.055	0.000
*Swanlea Crossrail Contribution	0.014	0.000	0.014
Universal Infant Free School Meals	0.591	0.316	0.275
Early Education Provision (2 Year Olds)	1.113	0.075	1.038
Adult Personal Social Services Capital Grant	2.038	0.786	1.252
	41.693	12.065	29.628
Developers Contribution (S106)			
*Bishop Challenor	0.850	0.000	0.850
Stebon Primary School Expansion	2.372	2.372	0.000
	2.372	2.372	0.850
Local Priorities Programme (LPP)			
Youth Service Accommodation	0.007	0.007	0.000
*Bishop Challoner Community Facilities	0.600	0.000	0.600
Non-School Condition & Statutory	0.120	0.120	0.000
Swanlea - Crossrail Contribution	0.350	0.350	0.000
Lukin Street Purchase	0.215	0.215	0.000
	1.292	0.692	0.600
RCCO			
Overland Children Centre - Extension	0.183	0.000	0.183
*Unapplied Children's Services Grant within the Early Intervention Reserve	0.038	0.000	0.038
	0.221	0.000	0.221
Total:	45.578	15.129	31.299
*Other commitments included in Appendix B	1.502		

Appendix B

Proposed Allocation of Funds 2015/16 to 2017/18

Programme	Capital Budgets (£m)								Capital Funding (£m)						
	2015/6	Q1	Q2	Q3	Q4	2016/7	2017/8	Total	G	SB	RCCO	SC	S106	LPP	Total
Condition & Improvement (Appx C & D)	2.167	0.000	0.140	0.875	1.152	2.070	0.000	4.237	4.044			0.193			4.237
Primary School Expansion (Appx G)	12.018	1.219	1.355	1.540	7.904	26.949	8.000	46.967	42.545			0.248	4.174		46.967
Primary Capital Programme (Appx E)	0.210			0.100	0.110	0.000	0.000	0.210	0.210						0.210
Early Education Provision (Appx E)	1.700	0.060	0.193	0.070	1.377	2.081	0.000	3.781	1.038		2.743				3.781
Adult's Services Programme (Appx F)	0.401	0.000	0.000	0.040	0.361	0.000	0.000	0.401	0.401						0.401
Public Health (Appx F)	0.000					5.046	0.750	5.796	0.000				5.796		5.796
Other Commitments (*Appx A)	0.063				0.063	0.575	0.0000	0.638			0.038			0.600	0.638
Uncommitted Balance	0.014				0.014	10.386	16.754	27.154	26.304				0.850		27.154
Total Allocations	16.573	1.279	1.688	2.625	10.981	47.107	25.504	89.184	74.542	0.000	2.781	0.441	10.820	0.600	89.184
Funded By:															
Carry Forward (see Appendix A:)	31.299					0.000	0.000	31.299	29.628		0.221		0.850	0.600	31.299
Supplement Disabled Facilities Grant	-0.250					0.000	0.000	-0.250	-0.250						-0.250
2015/8 DfE Basic Need	10.404					10.924	14.162	35.490	35.490						35.490
2015/8 DfE Capital Maintenance	3.274					3.200	3.200	9.674	9.674						9.674
Early Education Capital	2.560					0.000	0.000	2.560			2.560				2.560
Public Health	0.000					5.046	0.750	5.796					5.796		5.796
School Contributions	0.281					0.080	0.080	0.441				0.441			0.441
Developers' Contribution	2.174					2.000	0.000	4.174					4.174		4.174
Funding by Year															
Grant (G)	12.393	1.219	1.495	2.555	7.356	36.725	25.424	74.542							
Supported Borrowing (SB)	0.000					0.000	0.000	0.000							
Developers Contribution (S106)	2.174				2.174	8.646	0.000	10.820							
Local Priorities Programme (LPP)	0.025				0.025	0.575	0.000	0.600							
School Contribution (SC)	0.281				0.281	0.080	0.080	0.441							
RCCO	1.700	0.060	0.193	0.070	1.145	1.081	0.000	2.781							
Total Funding	16.573	1.279	1.688	2.625	10.981	47.107	25.504	89.184	74.542	0.000	2.781	0.441	10.820	0.600	89.184

G Grant; SB Supported Borrowing; RCCO Revenue Contribution to Capital; SC School Contributions; S106 Developers' Contributions; LPP Local Programme Priorities

Condition & Improvement Projects

Works	Total Allocation £m	2014/ 2015	2015/ 2016	Q1	Q2	Q3	Q4	2016/ 17
Accessibility works	0.052	0.002	0.050	0.000	0.000	0.030	0.020	0.000
Accessibility Improvements	0.133		0.133	0.000	0.000	0.080	0.053	0.000
Replace boundary wall	0.015		0.015	0.000	0.000	0.010	0.005	0.000
Structural Works - Phase 2	0.190		0.190	0.000	0.000	0.100	0.090	0.000
Create fire escape staircase	0.073	0.002	0.071	0.000	0.000	0.035	0.036	0.000
Security works -phase 2	0.100		0.100	0.000	0.000	0.050	0.050	0.000
Replace Main Water Pipework	0.015		0.015	0.000	0.000	0.015	0.000	0.000
Replace hot and cold water system	0.020		0.020	0.000	0.000	0.000	0.020	0.090
Replace heating boiler and plant	0.010		0.010	0.000	0.000	0.000	0.010	0.040
Structural repairs	0.150		0.150	0.000	0.000	0.075	0.075	0.000
Replace heating boiler and plant	0.145		0.145	0.000	0.000	0.110	0.035	0.000
Upgrade Lightning Protection	0.015		0.000	0.000	0.000	0.000	0.000	0.000
Replace heating boiler and plant	0.214		0.214	0.000	0.050	0.050	0.114	0.000
Additional dining facility	0.447		0.350	0.000	0.050	0.150	0.150	0.097
Contribution to re-roofing work	0.010		0.010	0.000	0.000	0.000	0.010	0.000
Upgrade kitchen ventilation	0.200		0.200	0.000	0.000	0.100	0.100	0.000
Upgrade Lightning Protection	0.015		0.015	0.000	0.000	0.010	0.005	0.000
Replace heating boiler and plant	0.120		0.120	0.000	0.040	0.060	0.020	0.000
Completed but awaiting financial closure	0.299		0.299	0.000	0.000	0.000	0.299	0.000
Fire Protection Works	0.500	0.002	0.010	0.000	0.000	0.000	0.010	0.488
To support schools in providing physical access for staff and pupils, urgent health and safety works and improving fire protection	0.200		0.050	0.000	0.000	0.000	0.050	0.000
Total 2014/16	2.923	0.006	2.167	0.000	0.140	0.875	1.152	0.715

Premises	Works	2016/17	Q1	Q2	Q3	Q4
Condition & Improvements						
2016/17						
Arnhem Wharf Primary	Heating upgrade	0.050	0.000	0.000	0.020	0.030
Bangabandhu Primary	Re-roofing Phase 1	0.150	0.000	0.000	0.050	0.100
Elizabeth Selby Infants	Replace hot and cold water systems	0.150	0.000	0.000	0.075	0.075
Hague Primary	Upgrade Hot and Cold Water System Ph. 2	0.060	0.000	0.000	0.040	0.020
Halley Primary	Upgrade cold water system	0.150	0.000	0.000	0.050	0.100
John Scurr Primary	Upgrade doors - fire regulations	0.080	0.000	0.000	0.040	0.040
Lawdale Junior	Re-roofing	0.075	0.000	0.000	0.025	0.050
Marner Primary	Re-roofing	0.200	0.000	0.000	0.070	0.130
Marner Primary	Window Replacement	0.080	0.000	0.000	0.030	0.050
Mayflower Primary	Replace Dormer roof covering	0.060	0.000	0.000	0.015	0.045
Old Palace Primary	Concrete repairs	0.100	0.000	0.000	0.050	0.050
Statutory Requirements	To support schools in providing physical access for staff and pupils, urgent health and safety works and improving fire protection	0.200	0.000	0.000	0.100	0.100
	Total 2016/17	1.355	0.000	0.000	0.565	0.790

Appendix E

Premises	Works	Allocation £m	Previous Spend £m	2015/ 2016	Q1	Q2	Q3	Q4	2016/ 17	Total
Primary Capital Programme										
Malmesbury Primary	Remodel and planned maintenance	1.331	1.301	0.090	0.000	0.000	0.000	0.090	0.000	
Stebon Primary	Refurbishment, extension and planned maintenance	1.236	1.116	0.120	0.000	0.000	0.110	0.010	0.000	
Primary Capital Programme Total:		2.567	2.417	0.210	0.000	0.000	0.110	0.100	0.000	
Early Education Provision										
Winterton House Nursery	Adaptations to provide 140 funded two year olds places.	0.154	0.126	0.028	0.000	0.000	0.000	0.028	0.000	0.028
Lincoln Hall	Adaptations to provide 55 funded two year olds places.	0.170	0.000	0.170	0.000	0.100	0.070	0.000	0.000	0.170
Whitehorse One O'clock Club	Adaptations to provide 40 funded two year olds places.	0.470	0.000	0.470	0.000	0.009	0.000	0.461	0.000	0.470
Bethnal Green Rangers	Provide new nursery facility	0.285	0.000	0.135	0.000	0.000	0.000	0.135	0.150	0.285
Birkbeck Street	Increase size of the childcare space within the provider's current building	0.062	0.000	0.062	0.000	0.000	0.000	0.062	0.000	0.062
Mile End Road	Create new childcare space in the provider's building.	0.039	0.000	0.039	0.000	0.000	0.000	0.039	0.000	0.039
Limehouse Site	Alter childcare provider's building so more suitable for childcare provision	0.015	0.000	0.015	0.000	0.000	0.000	0.015	0.000	0.015
Calvary Pre-School	Create new childcare space in the provider's building.	0.103	0.000	0.103	0.000	0.000	0.000	0.103	0.000	0.103
Weavers Fields Pre-School	Convert unused community building for sessional childcare facility	0.151	0.000	0.151	0.000	0.000	0.000	0.151	0.000	0.151
Chicksand Playgroup	Convert community centre into a new sessional childcare facility	0.115	0.000	0.115	0.000	0.000	0.000	0.115	0.000	0.115
Limehouse Project	Create additional childcare spaces.	0.148	0.000	0.148	0.000	0.000	0.000	0.148	0.000	0.148
City Gateway	Create additional childcare spaces.	0.019	0.000	0.019	0.000	0.000	0.000	0.019	0.000	0.019
St Matthias Comm. Play Centre	Create additional childcare spaces.	0.065	0.000	0.065	0.000	0.000	0.000	0.065	0.000	0.065
Overland Children Centre	Extension	0.183	0.000	0.180	0.060	0.084	0.000	0.036	0.003	0.183
	Projects to be developed	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.928	1.928
Early Education Provision Total:		1.979	0.126	1.700	0.060	0.193	0.070	1.377	2.081	3.781

Premises	Works	Allocation £m	Previous Spend £m	2015/ 2016	Q1	Q2	Q3	Q4	2016/ 2017	2017/ 2018	Total £m
Adult Services											
Equipment	Equipment and assisted technology	0.196		0.196	0.000	0.000	0.000	0.196	0.000	0.000	0.196
Aids and Adaptations	Supplement Disabled Facilities Grant	0.250		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Ronald Street	Electrical upgrade and associated works	0.050		0.050	0.000	0.000	0.040	0.010	0.000	0.000	0.050
Bethnal Green	OT Demonstration Suite	0.140		0.140	0.000	0.000	0.000	0.140	0.000	0.000	0.140
Previously Approved	Projects awaiting financial close	0.015		0.015	0.000	0.000	0.000	0.015	0.000	0.000	0.015
	Project to be developed	0.601		0.000	0.000	0.000	0.000	0.000	0.601	0.000	0.601
Adult Services Programme Total:		1.252		0.401	0.000	0.000	0.040	0.361	0.601	0.000	1.002
Public Health											
William Cotton Place	Fit out.	3.193		0.000	0.000	0.000	0.000	0.000	3.193	0.000	3.193
Health Infrastructure	Improvements to various sites	2.603		0.000	0.000	0.000	0.000	0.000	1.853	0.750	2.603
Public Health Total:		5.796	0.000	0.000	0.000	0.000	0.000	0.000	5.046	0.750	5.796

School Expansion Programme

Premises	Initial Allocation £m	Previous Spend £m	2015/2016 £m	Q1	Q2	Q3	Q4	2016/17 £m	2017/18 £m	Revised Allocation £m
Arnhem Wharf	4.900	4.869	0.031	0.005	0.005	0.010	0.011	0.000	0.000	4.900
Bethnal Green Centre Refurbishment	2.530	2.482	0.073	0.000	0.000	0.000	0.073	0.000	0.000	2.555
Bow	11.000	0.000	0.500	0.000	0.000	0.000	0.500	5.500	5.000	11.000
Bromley Hall	9.000	0.110	0.500	0.000	0.000	0.000	0.500	5.390	3.000	9.000
Cayley	5.800	5.446	0.128	0.050	0.050	0.028	0.000	0.000	0.000	5.574
Phoenix - Satellite classrms	0.290	0.126	0.164	0.064	0.100	0.000	0.000	0.000	0.000	0.290
Olga	11.800	0.523	3.000	0.700	0.700	0.600	1.000	8.277	0.000	11.800
Secondary School (London Dock)	1.000	0.000	0.200	0.000	0.000	0.000	0.200	0.800	0.000	1.000
St Paul's Way Trust	9.730	1.414	3.500	0.100	0.100	0.300	3.000	4.816	0.000	9.730
Stebon	5.500	5.154	0.046	0.000	0.000	0.000	0.046	0.000	0.000	5.200
Stepney 6th Form	4.666	0.326	2.174	0.000	0.000	0.000	2.174	2.166	0.000	4.666
Woolmore	10.500	9.968	0.852	0.200	0.200	0.302	0.150	0.000	0.000	10.820
Sub Total:	76.716	30.418	11.168	1.119	1.155	1.240	7.654	26.949	8.000	76.535
Provision of Bulge Classes	0.300	0.000	0.100	0.000	0.000	0.000	0.100			0.100
Scheme Development	0.750	0.000	0.750	0.100	0.200	0.300	0.150			0.750
Sub Total:	1.050	0.000	0.850	0.100	0.200	0.300	0.250	0.000	0.000	0.850
School Expansion Total:	77.766	30.418	12.018	1.219	1.355	1.540	7.904	26.949	8.000	77.385

APPENDIX H

**Table 1: Explanation of Movement in Children's Services Out-turn Balance for 2014/15
since 13th May 2015 Cabinet Report**

Programme	Component		£m
Overall	Children's Services Out-turn capital budget as per Cabinet 13 th May 2015		24.987
Capital Maintenance	Revised Out-turn balance	0.941	
Basic Need	Revised Out-turn balance	4.773	
Short Breaks	Revised Out-turn balance	0.001	
Universal Free School Meals	Revised Out-turn balance	0.067	
Early Education Provision (2 Year Olds)	Revised Out-turn balance	0.198	
Overland Children's Centre	Revised balance brought forward	0.040	
Unapplied Children's Services Grant	Revised Out-turn balance	0.038	
Adult PSS Capital Grant	Revised Out-turn balance	0.374	
Non-School Condition & Statutory	Revised Out-turn balance	-0.120	
	Less balance of components		6.312
Children's Services capital Out-turn for 2014/15 per this report (Appendix A)			31.299

**Table 2: Explanation of Movement in Children's Services Budget for 2015/16 to 2017/18
since 13th May 2015 Cabinet Report**

Programme	Component		£m
Overall	Children's Services capital budget as per Cabinet 13 th May 2015		74.543
Basic Need	Revised balance brought forward	4.773	
Capital Maintenance	Revised balance brought forward	1.015	
Short Breaks	Revised balance brought forward	0.001	
Universal Free School Meals	Revised balance brought forward	0.067	
Early Education Provision	Revised balance brought forward	0.198	

(2 Year Olds)			
Early Education Provision	Capitalising Revenue Grant	2.500	
Unapplied Children's Services Grant	Revised balance brought forward	0.038	
Overland Children's Centre	Revised balance brought forward	0.040	
Adult PSS Capital Grant	Revised Out-turn balance	0.374	
Non-School Condition & Statutory	Revised Out-turn balance	-0.120	
Whitehorse One O'Clock Club	Revenue funding	0.060	
School Contributions	Increase in school contributions	0.341	
Public Health	Capital Funding	5.796	
Aids & Adaptations Grant	Allocation to D&R	-0.250	
Developer's Contribution	Revised allocation	-0.192	
	Add: balance of components		14.640
Children's Services capital budget 2015/16-2017/18 as per this report (Appendix B)			89.184

Table 3: Explanation of Movement in grant funding of ESCW Capital budget 2015/16-2017/18 since 13th May 2015 Cabinet Report

Funding		£m	
Children's Services capital funding as per Cabinet 13 th May 2015		49.630	
	Add: Carry forward of resources based on 2014/15 outturn	31.299	
	Less : Develop Contributions	-0.192	
	Add: School Contributions	0.341	
	Add: Early Education Provision Capital	2.500	
	Add: Whitehorse O'Clock Club Revenue	0.060	
	Add: Public Health Capital Funding	5.796	
	Less: Aids & Adaptation Grant allocation to D&R	-0.250	
	Balance of New Funding		8.255
Children's Services capital budget 2015/16-2017/18 as per this report (Appendix B)			89.184

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<p>Cabinet</p> <p>5 January 2016</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Aman Dalvi, Corporate Director, Development & Renewal</p>	<p>Classification: Unrestricted</p>
<p>Extending Payment Support Options to Leaseholders for Repayment of Major Works Recharges up to 10 years</p>	

Lead Member	Councillor Sirajul Islam, Deputy Mayor and Cabinet Member for Housing Management and Performance
Originating Officer(s)	Jackie Odunoye: Service Head – Strategy Regeneration & Sustainability
Author	John Kiwanuka: Housing Partnerships Manager (LBTH)
Wards affected	All
Key Decision?	Yes
Community Plan Theme	Great Place to Live

Executive Summary

In January 2013 Cabinet agreed a suite of payment options (appendix 1) which, subject to qualification, allowed leaseholders to spread repayments for major works over a period of up to five years. The report to Cabinet was informed by relatively unknown cost of works albeit at an anticipated cost of around £20,000 per property. Decent Homes works to leasehold properties commenced in 2013/14, and some of these works have been extensive because the original Decent Homes (DH) bid was based on stock condition data that was not fully comprehensive. Consequently, surveys are conducted to inform the annual DHs programmes with the latest stock information, which occasionally leads to additional work and translates into higher levels of recharges to leaseholders than was envisaged.

However, leasehold DH works comprising windows, roofs, structural and concrete normally have long useful lives in excess of 15-20 years. Therefore, it is sensible and beneficial to leaseholders, to increase the maximum repayment period to 10 years where the leasehold works have been extensive and costly, deeming the current five year maximum repayment period unrealistic.

It is the council’s responsibility to recover major works costs incurred on leasehold properties by recharging respective leaseholders. This report attempts to balance the overall council financial requirements, including cash flow issues, whilst allowing fair and transparent repayment terms for leaseholders.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Adopt the revised Leasehold Repayment Support Options 1-6 detailed at **Appendix A**, and agree that this will supersede the previous Leasehold Support Options adopted by Cabinet on 9th January 2013 – Appendix **B**
2. Note that the Council has received additional Decent Homes Backlog Grant funding of £13.27 million for the 2015-16 financial year. This will result in additional net Housing Revenue Account capital resources estimated at £12.21 million after applying the statutory leasehold cap (see paragraph 3.7).
3. Authorise the Corporate Director - Development and Renewal following consultation with Corporate Director Law, Probity and Governance and Monitoring Officer (or their nominee), to enter into all necessary documents to implement the decisions made.

1. REASONS FOR THE DECISIONS

- 1.1 The council recognises that recharges of major works costs represent a significant financial burden to leaseholders and that paying the charges, particularly in a lump-sum may cause difficulties.
- 1.2 It is the council's responsibility to recover costs incurred on major works undertaken on leasehold properties by recharging the leaseholders concerned. However, as the council is committed to maintaining the standard of its asset portfolio, an increasing number of leaseholders are likely to be presented with charges for their share of the costs. It makes sense, therefore to offer assistance to leaseholders in meeting their major works bills.
- 1.3 Offering extended payment periods is still common practice with local authorities (LAs). LBTH's leasehold payment support arrangements are flexible and overall offer longer repayment periods.
- 1.4 The council intends to charge leaseholders fairly, but at the same time needs to maintain the fabric of its housing stock, and the financial integrity of its HRA capital programme, including the Decent Homes programme.

2. ALTERNATIVE OPTIONS

- 2.1 The council could decide not to offer additional options to leaseholders to repay the cost of major works, and the Decent Homes Programme. However,

this would conflict with the council's aim of supporting its tenants/leaseholders during these challenging financial times. This course of action could cause financial difficulties for some leaseholders.

- 2.2 The increase in the variety and flexibility of repayment options should reduce the risk to the council of non-payment and lessen the costs of both debt recovery, and leaseholder queries regarding major works invoices, re-charges and other enquiries.
- 2.3 The enhanced repayment terms options in this report are comprehensive and attempt to balance the impact on leaseholders with the HRA's overall financial requirements, including cash flow issues.

3. DETAILS OF REPORT

- 3.1 Tenants who exercise their "Right to Buy" on flats do so under a leasehold agreement (or 'lease') with the council. The lease sets out, amongst other things, those costs incurred by the council which can be recovered from the leaseholder, in respect of service charges, repairs, major works and improvements.
- 3.2 Leaseholders, being home-owners, are encouraged to be aware of their financial responsibilities in respect of covering the costs of major works. Failure to pay such charges is a breach of the lease, but the council also recognises that large bills for major works can cause financial hardship for some leaseholders.
- 3.3 Accordingly, where the leaseholders find it difficult to meet the charges for major works, the council through Tower Hamlets Homes (THH) will provide guidance on the options available and work with them to make sure they can pay the charges in the shortest possible period that is appropriate to their financial circumstances.
- 3.4 The Government in 2014 introduced a service charge cap under the '**Florrie's Law**' via *The Social Landlords Mandatory Reduction of Service Charges (England) Directions 2014* and *The Social Landlords Discretionary Reduction of Service Charges (England) Directions 2014*. These affect all funding, including decent homes funding, allocated from Government on or after 12 August 2014. This entails:
 - Capping leaseholder service charges at £15,000 (in London) over 5 years on works partly or wholly funded by Government;
 - Extending proposals to allow councils discretion to reduce charges below the cap if deemed appropriate.
- 3.5 Capping charges only applies to leaseholders whose principal home is the property facing repairs. Checks are undertaken by Tower Hamlets Homes to ensure that charges are not capped for leaseholders that are renting out their property.

- 3.6 The council was successful in securing additional Decent Homes backlog funding grant of £13.27 million towards the 2015-16 programme. This was in addition to the £94.5 million that was previously received for the 2011-12 to 2014-15 financial years. The contract with the GLA to formally accept the additional grant and its conditions was entered into following the approval of an Individual Mayoral Decision on 24 September 2015.
- 3.7 As part of the grant funding conditions, leasehold works which are partly or wholly funded by the £13.27 million grant will be subject to the leaseholder charge cap of £15,000 (see paragraph 3.4). The latest projections from Tower Hamlets Homes are that this will result in approximately £1,060,000 of works being unrecoverable. The funding for these costs will be 'top sliced' from the grant, meaning that net resources of £12.21 million will be available to the council. This additional income reduces the reliance on other HRA capital resources, and increases the grant funding for the overall Decent Homes programme.

3.8 Leasehold Payment Support Options

- 3.8.1 Cabinet on 9th January 2013 agreed to offer leaseholders various options to spread the cost of large major works payments or service charges over a number of years. These are measures to help leaseholders pay large major works bills by giving them extra time to pay over and above the one year allowed in the lease.
- 3.8.2 Offering deferred payments to every leaseholder means that much of the income from leaseholder re-charges is delayed for up to five years under the current regime. Proposals in this report include an 'up to ten year' extended repayment arrangement.
- 3.8.3 The council is committed to maintaining the standard of its housing stock; as such an increasing number of leaseholders are likely to be presented with charges for their share of the costs. Therefore, it is reasonable to offer assistance to leaseholders for their major works bills whilst ensuring the fabric of the council's housing stock is maintained, including the integrity of the HRA, the capital programme, and the Decent Homes programme.
- 3.8.4 The DH programme commenced in 2011/12 but it wasn't until 2013/14 when leasehold properties received works. 2015/16 marks the fifth and last year of the DH backlog GLA funded programme. DH refurbishment works to some leasehold properties have been extensive. The analysis in table 1 below provides the extent of the costs of works and resultant invoices in various repayment bands for the original proposed 2013/14, 2014/15 and 2015/16 programmes. A total of 3,418 leaseholders, of which 35% are non-residents, have had DH works costing circa £39.8 million resulting in average recharges to leaseholders of £11,626 as exemplified in table 1 below.

Table 1: Leasehold Decent Homes cost and average recharges

Bands of Debt Outstanding	Estimated Number of Leaseholders Nos	Estimated Non Resident Leaseholders Nos	Total Leaseholder Recharges £	Average Leaseholder Charge £	Percentage Non Resident %
Up to £1,000	269	98	208,422	775	36.4%
£1,001 to £2,000	209	72	298,954	1,430	34.4%
£2,001 to £6,000	304	129	1,349,869	4,440	42.4%
£6,001 to £10,000	482	159	3,816,464	7,918	33.0%
£10,001 to £15,000	1241	350	16,163,627	13,025	28.2%
Over £15,001	913	389	17,900,115	19,606	42.6%
Total	3418	1197	39,737,451	11,626	35.0%

3.8.5 From Table 1 above it can be seen that there are a significant number of leaseholders with invoices over £10,000. (The number of leaseholders within each band is based on the full Decent Homes Programme, including the current year 5. Therefore the analysis has been undertaken using the latest available cost estimates). Under the current payment options which Cabinet agreed in January 2013, leaseholders could have had to pay bills in excess of £10,000 within five years, which entails making significant monthly repayments. The DH works to some leasehold properties have resulted in costly recharges to leaseholders, therefore the Council is reviewing its leasehold support repayment options. The revised offer is shown in table 2 below.

3.9 Revised Extended Payment Options to Leaseholders

Table 2

OPTIONS	ELIGIBILITY CRITERIA	APPLICATION
1 5% discount	<ul style="list-style-type: none"> ▪ Resident leaseholders ▪ Non-resident leaseholders ▪ Invoices over £1,000 	Full payment is made within (90) days from the date of the invoice.
2 Two Year Interest Free	<ul style="list-style-type: none"> ▪ Resident Leaseholders ▪ Non-resident leaseholders ▪ Invoices over £1,000 	<ul style="list-style-type: none"> ▪ Up to 24 monthly instalments ▪ Minimum payment £100 ▪ Direct debit apply
3 Up to 5 year Payment Period: Partially Interest Bearing	<ul style="list-style-type: none"> ▪ Resident Leaseholders ▪ Invoices over £2,000 	<ul style="list-style-type: none"> ▪ Interest Free: 2 years ▪ Interest bearing: 3 years ▪ Direct Debit apply ▪ Up to 60 instalments

			<ul style="list-style-type: none"> ▪ Minimum payment £100 ▪ Legal Charge created on the property which will be removed on full settlement <p>*Interest free for the first Two years with the remaining Three years attracting interest at the Council's borrowing rate at the time.</p>
4	Up to 10 year Payment Period: Partially Interest Bearing	<ul style="list-style-type: none"> ▪ Resident Leaseholders ▪ Invoices over £10,000 	<ul style="list-style-type: none"> ▪ Interest Free: 2 years ▪ Interest bearing: 8 years. ▪ Direct Debit apply ▪ Up to 120 instalments ▪ Minimum payment £100 ▪ Legal Charge created on the property which will be removed on full settlement <p>*First 2 years interest free, with the remaining 8 years attracting interest at the Council's borrowing rate at the time.</p>
5	Voluntary Legal Charge on Property	<ul style="list-style-type: none"> ▪ Leaseholder over 60 or receiving full benefit 	<ul style="list-style-type: none"> ▪ Compounded interest will apply – i.e. a charge at 0.5% above Council borrowing (currently at 5.34%) until redemption.
6	Statutory Council Loans	Currently, the take up for these loans and their exposure to the Council is negligible	Statutory loans can be accessed by all leaseholders whose flats were purchased (by themselves or their predecessors) under right to buy, and are within the first ten years of their lease

3.9.1 Resident and non-resident leaseholders will be eligible for options 1 and 2 above. However, only resident leaseholders will have access to options 3 to 6. The council should not be subsidising leaseholders' business interests - this is particularly relevant because there are a number of leaseholders who are not residents but instead sub-let their property, some of whom have several properties in the borough.

- 3.9.2 It is in the council's financial interest for leaseholders to pay promptly after estimates are issued. Therefore, under the revised repayment option 1 the threshold for the 5% discount has been reduced from invoices above £2,000 to those above £1,000, and the time within which leaseholders can obtain the discount has been increased from 28 days to 90 days from the date of the invoice. The extended period will allow applicants more time to secure alternative sources of funding, potentially including re-mortgaging or other loans.
- 3.9.3 Similarly, access to option 2 has been streamlined for both resident and non-resident leaseholders. The requirement for means testing included in the current policy has been removed. To allow wider access whilst remaining objective, non-resident leaseholders will no longer be required to show exceptional circumstances to access option 2.
- 3.9.4 A new repayment offer - option 4 - of up to a 10 year extended payment period is proposed in this report. The primary aim of this offer is to help leaseholders spread their repayments for a longer duration, which should help to alleviate any financial and cashflow difficulties. The offer is available to resident leaseholders only, for invoices in excess of £10,000. Like option 3, the offer will be interest free for 2 years, but will bear interest for the remaining term.
- 3.9.5 A minimum payment of £100 per month and a direct debit regime are recommended. Assuming that sufficient equity is available in the asset, a legal charge will be applied on leasehold properties under option 4.
- 3.9.6 Option 5 – a voluntary legal charge will only be offered to resident leaseholders where sufficient equity exists to allow a legal charge against the property for the value of the works bill. THH must establish that 'hardship' applies before an application is issued for this option. Leaseholders will be required to complete a financial information form and supply any relevant documentary evidence which include details of income and identity. Under this option the amount of debt is secured with the leaseholder's agreement by way of a legal charge on the property. An arrangement fee will be applied on application. The leaseholder does not have to make any repayments but compound interest will accrue at the prevalent council borrowing rate plus 0.5% until the debt is paid.
- 3.9.7 Option 6 – the take up of statutory loans has been negligible. Statutory regulations require that the loan is secured on the property by way of a mortgage which means failure to keep up with repayments may put the leaseholder's ownership of the property be at risk.
- 3.9.8 The revised offers ensure that leaseholders can meet their financial responsibilities while recognising the difficulties they face in repaying major works costs.
- 3.9.9 The revised offer results in an estimated cost to the HRA as shown in table 3 below.

Table 3: Comparison of Existing with Proposed Options

Policy	Total Discount Awarded	Total Interest Charged	Total Income Received	Net Present Value
	£	£	£	£
Proposed	39,529	4,104,860	43,802,782	35,423,203
Existing	39,230	879,312	40,577,533	35,522,757
Net Difference	299	3,225,549	3,225,250	- 99,555

3.9.10 Table 3 shows that the Net Present Value (NPV) of the recommended offer, discounted at a rate of 6.5%, is £35,423,203 which, despite the 10 year extended repayment period, only marginally falls short of the current offer by £99,555. The table goes further to demonstrate that under the recommended offer, over a ten year period, the discount awarded is projected to total circa £40,000; interest received circa £4.1 million and cash received £43.8 million. The discount rate of 6.5% that has been applied to the income stream is consistent with the rate that was used by the DCLG when determining the HRA self-financing settlement.

3.9.11 The cost analyses above for the current and the recommended offers is premised on the following assumptions:

- All the calculations for both existing and proposed are based on the assumption that 2% of all leaseholders will pay early in order to take advantage of the 5% discount.
- In the proposed extended payment options, early payment discounts will apply to all invoices exceeding £1,000 as opposed to £2,000 in the existing extended payment options.
- Under the proposed extended payment options early payment discounts can be claimed if the invoice is paid within 90 days as opposed to the 28 days under the current extended payment options.
- Apart from the changes to the early payment discounts, the arrangements for non-resident leaseholders have not changed. The existing arrangements are that non-residents can pay by monthly instalments over a period of two years interest free. Based on the information received there is a high proportion of non-resident leaseholders (35%).
- Under the proposed extended payment options the interest free period is restricted to two years, unlike the existing extended payment options which has a three year interest free period for all invoices over £6,000.
- Under the proposed extended payment options resident leaseholders can pay by monthly instalments over a period of 5 years (60 instalments) for all invoices from £2,001 up to £10,000. There is no

longer any distinction for invoices over £6,000. The resident leaseholder will receive two years' interest free and pay interest on the balance outstanding for the remaining 3 years (36 instalments)

- Under the proposed extended payment options resident leaseholders can pay by monthly instalments over a period of 10 years (120 instalments) for all invoices that exceed £10,000. There is no longer any distinction for invoices over £6,000. The resident leaseholder will receive two years' interest free and will then pay interest on the balance outstanding for the remaining 8 years (96 instalments)

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 Due to the high number of properties within the council that have been sold under Right to Buy legislation, a significant element of the Housing Revenue Account capital programme is rechargeable to leaseholders. Charges are currently mainly levied in respect of additional external or communal area works that are being undertaken to blocks as part of the Decent Homes programme, but other charges recover the costs of necessary works within the non-Decent Homes element of the programme. The recovery of major works costs from leaseholders is a key assumption within the thirty year HRA financial model, with this report outlining that charges of approximately £39.7 million should be recoverable in respect of the Decent Homes programme (Table 1).
- 4.2 All major works costs should be recharged in accordance with the terms of the lease to ensure that the council meets its legal duty to fully recover costs incurred, and to avoid the eventuality that tenants are subsidising leaseholders. Failure to achieve this will present a significant risk to the ultimate resourcing of the capital programme.
- 4.3 In order to ease the repayment burden on leaseholders, but also to improve recovery rates, this report recommends that the Mayor in Cabinet adopts the revised Leasehold Repayment Support Options outlined in Appendix A. These will replace the current payment options that were agreed by the Mayor in Cabinet on January 9th 2013. The changes from the previous policy can be summarised as follows:
- i. The 5% early payment discount period has been increased and will now apply to invoices paid within 90 days (rather than the previous 28 days)
 - ii. The 5% early payment discount will apply to all invoices over £1,000 (rather than the previous threshold of £2,000)
 - iii. Apart from the changes to the early payment discount arrangements the options for non-resident leaseholders remain unchanged, in that they can pay by instalments interest-free over two years
 - iv. Resident leaseholders will no longer receive an interest-free period for three years for debts that exceed £6,000. The maximum interest free period is two years for all debts

- v. Resident leaseholders who take advantage of the extended payment options will be required to pay a minimum monthly payment of £100, by direct debit.
 - vi. Resident leaseholders with debts between £2,001 and £10,000 can continue to pay over a 5 year period (60 instalments)
 - vii. Resident leaseholders with charges exceeding £10,000 can now pay over a period of 10 years (120 instalments)
- 4.4 Analysis has been undertaken comparing the revised payment options with the existing terms for Years 3, 4 and 5 of the Decent Homes programme. The analysis (Table 3) takes into account the effects of the discount offered and the additional interest which is projected to be received under both options, together with the net effect on future cash flows.
- 4.5 The assessment indicates that the projected impact on the Housing Revenue Account (HRA) over a ten year period is projected to be marginal on a Net Present Value basis, i.e. a possible reduction in income in the region of £100,000 (0.3%) on a projected major works cash income of in excess of £35 million.
- 4.6 It should be emphasised that the analysis is based on the initial Decent Homes programme profile and therefore is for comparative purposes. It does not reflect the actual expenditure being incurred by the programme which is still on-going.
- 4.7 The council adopts a prudent approach to the financing of its capital programme, and generally only allocates resources to schemes once they have been received. This also applies to the recycling of Leaseholder Major Works charges back into the HRA capital programme, with income only being applied to fund schemes when contributions are received.
- 4.8 It is essential that the Authority continues to implement all policies to ensure that both service charges and major works costs are appropriately recovered from leaseholders.
- 4.9 While the Authority will be offering a reduction in charges if full payment is received within 90 days, this loss must be balanced against the benefit of receiving income earlier than would otherwise be the case. The costs of any discounts offered will be met from within the HRA capital programme. The offering of these discounts is affordable within the modelling that has been undertaken on the council's thirty year HRA business plan.
- 4.10 Some of the options outlined above require a charge to be secured on the leasehold property to ensure that the council's interest is protected in the event of a default on the loan agreement. It is essential that all appropriate charges are secured to enable the council to ultimately recover all charges due to it.
- 4.11 Certain options include an interest charge based on the prevalent rate set by the council. The proposed interest rate is the council's Consolidated Rate of

Interest plus ½%. This equates to a current rate of 5.34% per annum. . The rate charged for each individual loan will be fixed over its lifetime, based on the rate that is in effect at the time that the loan is agreed. The interest rate charged for new loans will be reviewed regularly.

- 4.12 The amendments to the available Major Works repayment options are likely to result in additional costs being incurred in the administration of the various alternative payment methods. There may also be other costs involved in the provision of the systems to maintain loan and repayment schedules over a ten year period. These costs will be met from within the Housing Revenue Account and recovered as appropriate.
- 4.13 This report also requests that the Mayor in Cabinet notes that the grant conditions for the £13.270 million of additional Decent Homes funding received by the Authority in 2015/16 state that resident leaseholders whose works are wholly or partly funded by the grant must have their contribution capped at £15,000. The level of unrecoverable income as a result is projected to be in the region of £1.06 million, however this must be seen in the light of the substantial additional grant that the Authority has been awarded, and the fact that the council was effectively already funding these works as part of the Decent Homes Programme. The net additional HRA capital resources that have therefore been secured are estimated at £12.21 million.

5. LEGAL COMMENTS

- 5.1 The report recommends the adoption of revised payment support options in order to provide financial assistance to certain leaseholders in the borough against whom service charges for works carried out have been levied by the Council.
- 5.2 The Council has a duty to recover the cost expended in carrying out works on leasehold properties. Council Officers need to ensure that such recovery is compliant with the Social Landlords Mandatory Reduction of Service Charges (England) Directions 2014 and the Social Landlords Discretionary Reduction of Service Charges (England) Directions 2014. The Decent Homes Backlog grant agreement entered into with the GLA is also likely to impose conditions on the terms of the funding and any expenditure/recovery will need to be consistent with its terms.
- 5.3 The Council has the general power of competence under section 1(1) of the Localism Act 2011, which permits it to do “anything that individuals generally may do”, save that there must be no statutory prohibition against the proposed action. Given that there is no such legislative prohibition, the power can be used to offer the assistance to leaseholders as set out in the body of the report.
- 5.4 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, efficient and effectiveness. Offering the flexible payment support

options, including the discount for early payment of sums due, could reasonably be regarded as an efficient measure given that the Council will not need to expend resources in chasing late payments. Further, giving eligible leaseholders the option for the Council to secure a legal charge over their properties guarantees cost recovery, which may otherwise have to be recovered by the Council as a debt through legal proceedings.

- 5.5 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). Some form of equality analysis may be required in order to ensure that the scheme or the effect of the scheme does not serve to disadvantage those who share a protected characteristic.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 This report sets out the case for changing leasehold payment options to (i) encourage leaseholders to settle charges quickly by offering early payment discounts,(ii) reducing the interest rates for those leaseholders unable to make full settlement quickly to reduce the financial burden and (iii) to limit access to those leaseholders not in need of such assistance. The extent to which this can be achieved and DH programme targets reached will have a direct bearing on helping to achieve the Council's objectives in regard to tackling some of the inequalities and poverty effects in the borough.
- 6.2 The objective is that not only will the relevant leasehold properties have the much needed capital works carried on their homes, but also leaseholders will be supported with a raft of measures to lessen the burden of the resultant costs. The raft of support options in this report predominantly has leaseholders who are resident occupiers in mind, but non-resident leaseholders will also have access to two of the recommended options.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The proposals contained in this report are made to ensure the council can maximise its resources, minimise costs on recovery action and offer leaseholders suffering financial hardship reasonable opportunity to fulfil their obligations under the terms of their lease.
- 7.2 The figures shown in the report do not take into account recovery rates or the proportion of bad and doubtful debts. Payments against the Major Works invoices that are raised for the Decent Homes programme are being monitored, with income only being applied as a resource to finance the capital programme when contributions are received. Ultimately, the proposals in this report should ensure that legal charges against the property are put in place to enable the council to recover its major works expenditure in the long term as appropriate.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 The DH Programme contains specific provision to improve the energy efficiency of the council's own stock. For example, a significant proportion of the DH programme consists of renewing outdated, less efficient boilers with modern equivalents. In addition, all schemes, especially those involving new roofs, windows, heating and insulation are developed to maximise energy efficiency benefits. Work is also being undertaken to further develop this aspect of investment as part of the improvement plan arising from the Best Value review of the council's major works function.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The Decent Homes Backlog funding programme is in its last stages, and a significant amount of council resources have been invested in the housing stock. Therefore it is imperative that DH costs to leaseholders are recharged, invoiced and collected on a timely basis. To achieve optimal recovery of leasehold DH improvement costs, it is vital that S20 consultations are conducted in line with the prescribed procedure, ensuring that stages 1-3 are duly concluded. Inappropriate S20 consultations severely limit the amount a landlord can re/charge for major works.
- 9.2 There is a risk arising from the council being required to forward fund leaseholders' DH capital works. The options recommended to Cabinet for approval offer the best opportunity to ensure that income is received quickly and with the minimum effort in terms of debt recovery action. Leasehold payment support options are designed to alleviate excessive burden to leaseholders. Although it comes at a cost, as seen in 3.9.11 above, the arrangement should help leaseholders to make the relevant repayments for their major works in a smoother manner.
- 9.3 The current billing at practical completion places a risk to the council. Billing at later stages means the council is deprived of cashflow at the time when the HRA is under pressure. Constrained cashflows as a result of the deferred billing practices adversely, impact on the council's capability to recycle capital investment into leasehold properties for other stock improvement works. Moreover, the increased term for the support adds more administrative costs to manage the "loans" accorded to leaseholders which further exacerbate HRA exposure.
- 9.4 Tenants and local tax payers may challenge the council for extending favourable paying terms to non- resident leaseholders especially those who sublet their properties in a business arrangement. However, the restriction of some of the support to resident leaseholders may act as mitigation to this risk.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 Crime and Disorder reduction implications on the DH Backlog Investment Programme is limited; however working closely with the ASB teams and local residents, schemes for e.g. door entry systems and environmental improvements, like additional lighting, contribute to a reduction of crime and disorder.

11. SAFEGUARDING IMPLICATIONS

- 11.1 There are no adverse Equalities implications relating to this proposal the recommendations offer support to both resident and non-resident leaseholders.
-

Linked Report: **None**

Appendices: **Appendix A and Appendix B**

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

- **NONE**

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**Appendix A (REVISED SUPPORT PAYMENT OPTIONS TO
LEASEHOLDERS FOR COSTS OF MAJOR WORKS AND DECENT
HOMES WORKS)**

	OPTIONS	ELIGIBILITY CRITERIA	APPLICATION
1	5% discount	<ul style="list-style-type: none"> ▪ Resident leaseholders ▪ Non-resident leaseholders ▪ Invoices over £1000 	Full payment is made within (90) days from the date of the invoice.
2	Two Year Interest Free	<ul style="list-style-type: none"> ▪ Resident Leaseholders ▪ Non-resident leaseholders ▪ Invoices over £1000 	<ul style="list-style-type: none"> ▪ Up to 24 monthly instalments ▪ Minimum payment £100 ▪ Direct debit apply
3	Up to 5 year Payment Period: Partially Interest Bearing	<ul style="list-style-type: none"> ▪ Resident Leaseholders ▪ Invoices over £2000 	<ul style="list-style-type: none"> ▪ Interest Free: 2 years ▪ Interest bearing: 3 Years. ▪ Direct Debit Apply ▪ Up to 60 instalments ▪ Minimum payment £100 <p>*Interest free for the first Two years with the remaining Three years attracting interest at the Council's borrowing rate at the time.</p>
4	Up to 10 year Payment Period: Partially Interest Bearing	<ul style="list-style-type: none"> ▪ Resident Leaseholders ▪ Invoices over £10000 	<ul style="list-style-type: none"> ▪ Interest Free: 2 years ▪ Interest bearing: 8 Years. ▪ Direct Debit Apply ▪ Up to 120 instalments ▪ Minimum payment £100 ▪ Charge created on the property which will be removed on full settlement


			*First 2 years interest free, with the remaining 8 years attracting interest at the Council's borrowing rate at the time.
5	Voluntary Charge on Property.	<ul style="list-style-type: none"> ▪ Leaseholder over 60 or receiving full benefit 	<ul style="list-style-type: none"> ▪ Leaseholder applies for voluntary charge that places a debt on his/her property equal to the invoice value. ▪ Compounded interest will apply – i.e. a charge at 0.5% above Council borrowing (currently at 5.34%) until redemption.
6	Statutory Council Loans.	Currently, the take up for these loans and their exposure to the Council is negligible	Statutory loans can be accessed by all leaseholders whose flats were purchased (by themselves or their predecessors) under right to buy, and are within the first ten years of their lease

Appendix B

Recommended payment options:

- 1. Offering both resident and non- resident leaseholders a discount of 5% for prompt payment for major works invoices over £2,000 where payment is made in full within 28 days of the date of the invoice.**
- 2. Extended interest free payments to resident and non- resident leaseholders as detailed in 2a and 2b below:**
 - 2a.** Subject to means testing Interest free payments for all resident leaseholders for up to 24 months for invoices over £1000, and 36 months is offered at discretion on invoices of over £6,000.
 - 2b.** Subject to means testing Interest free payments for all non-resident leaseholders for up to 24 months for invoices over £1000, and 36 months is offered at discretion on invoices of over £6,000 where the leaseholder can show exceptional circumstances, for example:-
 - a. Providing care to a family member and requiring them to reside with that family member.
 - b. Working away from the locality.
 - c. Relationship breakdown or fleeing domestic violence.
 - d. Financial difficulty
- 3. Extended interest charging payments:** Subject to qualifying for 2 above, both resident and non-resident leaseholders who have successfully secured the 24 or 36 interest free extended payments will be eligible for a further 3 and 2 years respectively, of interest charging extended payment at Council's rate (Current Interest rate 5.34%).
- 4. Voluntary charge on property.** In exceptional circumstances an original RTB leaseholder, over 60 or receiving full benefit can apply for a voluntary charge that places a debt on his/her property equal to the invoice value plus a charge at 0.5% above Council borrowing (currently at 5.34%) until redeemed.
- 5. Discretionary capping of invoice to £10,000.** Criteria were confirmed in the Leasehold Policy Review agreed by Cabinet in February 2011 – re: clause 6.7 of the report.
- 6. Statutory Council loans.** Statutory loans can be accessed by all leaseholders whose flats were purchased (by themselves or their predecessors) under right to buy, and are within the first ten years of their lease. Currently, the take up for these loans and their exposure to the Council is negligible – re clause 6.8 of the report.

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<p>Cabinet</p> <p>5 January 2016</p>	
<p>Report of: Director of Development and Renewal</p>	<p>Classification: Unrestricted</p>
<p>The Implementation of a New Infrastructure Delivery Framework</p>	

Lead Member	Councillor Rachel Blake, Cabinet Member for Strategic Development
Originating Officer(s)	Owen Whalley
Wards affected	All
Key Decision?	Yes
Community Plan Theme	A great place to live

1. EXECUTIVE SUMMARY

- 1.1 This document has been prepared in order to seek approval from the Mayor in Cabinet in respect of the implementation of a new Infrastructure Delivery Framework (IDF). The IDF is a decision-making governance structure and supporting evidence base proposed to ensure that funding allocation relating to infrastructure delivery is standardised, evidence based and well informed. In addition, this proposal will assist in the delivery of the Mayor's Transparency Protocol. It will use the decision-making structure and evidence base to ensure that infrastructure projects can be appropriately prioritised.

- 1.2 The decision making structure of the IDF will subsume the Planning Contributions Overview Panel (PCOP), which is the body that currently decides how Section 106 monies are spent, and will seek to make decisions in respect of the allocation of the local Community Infrastructure Levy (CIL) and also Section 106 (S106) income.

- 1.3 Approval is sought to implement the new IDF from the beginning of financial year 2016/17. It is proposed that the decision making structure will involve the formation of a new officer-led working group (the 'Infrastructure Delivery Steering Group' (**IDSG**)) which will be chaired by the Corporate Director for Development and Renewal and will be delegated some powers to allocate funding. The officer-led group will feed into a board level group (the 'Infrastructure Delivery Board' (**IDB**)) which will be chaired by the Mayor and will be attended by the membership of Cabinet. The IDB will make recommendations to approve expenditure and decisions will be made by the Mayor in Cabinet.

2. RECOMMENDATIONS

1.4 The Mayor in Cabinet is recommended to:

1. Approve the formation of the decision-making structure as proposed in this document for adoption from the 1st April 2016. More specifically:
 - The formation of an officer level group, the Infrastructure Delivery Steering Group, chaired by the Corporate Director of Development and Renewal;
 - The formation of a board level group, the Infrastructure Delivery Board, chaired by the Mayor which will refer relevant matters to Cabinet via the Cabinet Pre-Agenda Planning Meeting. The relevant matters will not be referred to the Directorate Management Team, the Corporate Management Team or the Mayor's Advisory Board as required under the current Cabinet process.
2. Approve the formation of an evidence base to support decision-making. This evidence base will be finalised and submitted for approval by the IDB and Cabinet once the IDF is implemented;

3. REASONS FOR THE DECISIONS

3.1 There are several reasons for the implementation of a new Infrastructure Delivery Framework:

1. To ensure that decisions relating to the expenditure of the Community Infrastructure Levy (CIL) and Section 106 (S106) funding are the subject of appropriate oversight;
2. To ensure that relevant decisions are appropriately transparent and comply with the aims of the Mayor's Transparency Protocol;
3. To ensure that the delivery of infrastructure in the borough accords with the Council's Best Value objectives;
4. To ensure that the allocation of funding is undertaken on an objective basis and that decisions are as best informed as possible.

4. ALTERNATIVE OPTIONS

4.1 There are two notable alternative options in respect of how to allocate S106 and the local CIL to fund infrastructure projects:

Alternative Option 1: Delegate authority onto PCOP to allocate local CIL in addition to its existing remit to allocate S106

- 4.2 PCOP already allocates S106 funding to infrastructure projects. Its remit could be widened to include the allocation of local CIL.
- 4.3 This option is not considered appropriate as it does not ensure the same levels of transparency or oversight as the proposal set out in this report.

Alternative Option 2: Form a new officer level group which would recommend matters, including projects, for approval at a board level group, removing the need to revert to Cabinet

- 4.4 This option would be similar to the proposed option except that projects would be approved at the board level group, chaired by the Mayor and not be referred to Cabinet for approval.
- 4.5 This option is not considered appropriate as it does not ensure the same levels of transparency or oversight as the proposal set out in this report.

5. BACKGROUND

- 5.1 The following matters should be taken into account when considering the proposals and recommendations set out in this report:

CIL

- 5.2 CIL is a pounds per square metre charge on most new development and must be used to help deliver infrastructure to support the development of the area. It can be used to provide new infrastructure, increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support development.
- 5.3 It is expected that, in the medium to long term, CIL receipts are likely to be broadly consistent with the amounts historically received through S106. CIL is payable on the commencement of planning permissions that are permitted after the 1st April 2015. It generally takes many months for any development to go from permission to commencement and it can take up to three years for larger developments to commence. Therefore, the amount of funding received through CIL in year one is likely to be small and it may take up to three years before a consistent level of funding is received.
- 5.4 Subject to the restrictions set out in paragraph 5.2 above, it is the authority of the Executive to decide how to spend CIL. All expenditure decisions of the Council are the function of the Council's Executive unless regulatory functions require otherwise. There are no regulatory restrictions on CIL or S106 in terms of who decides how these funding sources are spent.

S106

- 5.5 S106 (or planning obligations) is the process by which contributions to mitigate developments are collected. It must be used to mitigate individual developments and spending restrictions usually apply, including to specific localities and to specific types of infrastructure.
- 5.6 S106 is being largely replaced by the Local CIL. However, the Council will continue to receive S106 receipts for a number of years as a result of the future implementation of schemes that were permitted prior to the implementation of the Local CIL. As receipts from CIL increase, receipts from S106 will decrease.
- 5.7 Subject to restrictions within a S106 agreement, it is the authority of the Executive to decide how to spend S106 receipts. The current process for making decisions on the spend of S106 funding is through the Planning Contributions Overview Panel (PCOP), chaired by the Director of Development and Renewal.

Funding for Infrastructure

- 5.8 CIL and S106 will only constitute a small portion of the Council's funding for infrastructure. It is advised that CIL and S106 are only used where other funding sources are not available.
- 5.9 The proposals set out in this report only deal with the allocation and expenditure of S106 and CIL funding although the availability of other sources of funding will still be taken into account in terms of decision making, so the process is well informed.

Spending in Local Areas

- 5.10 Local authorities must allocate a percentage of CIL receipts to spend in areas where development is taking place. This is known as the 'Neighbourhood Portion' and the Council must consult the local community in respect of this expenditure.
- 5.11 Where no Neighbourhood Plan is in place the Neighbourhood Portion equates to 15% of CIL receipts collected from a given area, subject to a cap of £100 per Council Tax dwelling within the given area. Where a Neighbourhood Plan is in place the Neighbourhood Portion equates to 25% of CIL receipts collected from the given area with no cap applicable in respect of Council Tax dwellings.
- 5.12 More information on the matters that the Council must consider in allocating the Neighbourhood Portion can be found in paragraphs 6.24 to 6.31 below.

Key Decisions

- 5.13 It should be noted that the Council's Constitution requires that all 'Key Decisions' are referred to Cabinet for approval, irrespective of the other

decision making the project is the subject of. The processes set out in this report account for that fact.

6. PROPOSAL

The Mechanism for Funding Infrastructure

- 6.1 The mechanism in question will allocate only CIL and S106 funding.
- 6.2 The proposed mechanism incorporates two stages of funding allocation.

Stage 1 – Ring-Fencing CIL Funds

- 6.3 Stage 1 will provide the opportunity to ring-fence a proportion of the overall CIL in to Infrastructure Funds for particular types of infrastructure (e.g. education, parks, etc.). This could be used, for example, to protect funding for a certain Mayoral priority or long term strategic need. S106 funding is already ring-fenced to specific infrastructure types in the legal agreement that secures it. Therefore Stage 1 is not necessary for this funding source.
- 6.4 Decisions to ring-fence CIL in to Infrastructure Funds can be made by the new decision-making structure (see paragraphs 6.8 to 6.23 below) on an annual basis. It is proposed that the decision as to how to split CIL into different funds would be made in the initial meetings following the implementation of the IDF and will generally take place at the beginning of each financial year. There will be an opportunity to amend Infrastructure Funds during the year through an exceptions process should priorities change. Stage 1 will apply to:
 - 1. CIL income collected but not yet allocated;
 - 2. CIL income forecast to be collected in the coming financial year.

Stage 2 – Allocating Funds to Projects

- 6.5 This involves the allocation of funding to individual projects. This process will cover all S106 and CIL funding, whether it has been ring-fenced in to an Infrastructure Fund or not. Infrastructure projects will be recommended by officers who will have used the evidence base (described in paragraphs 6.32 to 6.35 below) to objectively identify the types of project with the greatest need.
- 6.6 Further detail of the funding allocation process will be agreed with the decision-making structure once it has been approved and set-up.
- 6.7 In terms of timing for Stage 2, income will be allocated and spent as soon as possible after collection.

The Decision-Making Structure

6.8 It is proposed that three forums will be involved in the allocation of funding for infrastructure projects; a new officer level forum, a new board level forum and Cabinet (which would be referred to via the Cabinet Pre-Agenda Planning meeting). Please refer to Appendix A which provides an overview of the decision-making structure in a diagrammatical format.

6.9 Please find below some more information relating to the roles of these forums:

The Officer Level Forum: The 'Infrastructure Delivery Steering Group' (IDSG)

6.10 It is recommended that this forum be chaired by the Corporate Director for Development and Renewal.

6.11 It is proposed that this group would comprise of officers from various service areas and the members would be similar to the existing Planning Contributions Overview Panel (PCOP) (the forum that currently makes decisions in respect of the expenditure of S106 funding).

6.12 The Infrastructure Delivery Steering Group's (IDSG) principal role would be to support the new board level forum (see paragraphs 6.17 to 6.21 below). More specifically it would be responsible for:

- Forming the evidence base referred to in paragraphs 6.32 to 6.35 below and referring it to the board level forum for approval;
- Referring Initial Project Proposals and Project Initiation Documents (PIDs) in support of the funding of infrastructure projects to the board level group;
- Collating and reporting income and expenditure information to the board-level group;
- Forming proposals relating to the Neighbourhood Portion and referring them to the board level forum (see paragraphs 6.24 to 6.31 below);
- Monitoring the delivery of funded infrastructure projects and providing updates to the board level forum.

6.13 Given the range and scale of infrastructure projects it is also recommended that this forum is delegated authority to approve the funding of small scale projects by S106/CIL up to a certain value. Approval of such projects will be reported to the both the board level forum and the Mayor in Cabinet. The monetary level of delegated authority will be set by the IDB and Cabinet and can be revisited at any time by the IDB and Cabinet.

6.14 In addition, authority should be delegated to the officer level group to make decisions in respect of the expenditure of S106 contributions in exceptional circumstances where a decision is required quickly to prevent the expiry of the

contributions. Consent from the Mayor, when required, outside the processes proposed in this document, will be sought in these cases.

6.15 It is proposed that this forum would meet once every month.

6.16 All projects that are defined as a 'Key Decision' under the Council's constitution (legal advice would be sought in this regard) would have to be referred to Cabinet for formal approval.

A New Board Level Forum: The 'Infrastructure Delivery Board'

6.17 It is proposed that the Mayor would chair this board on which would sit the following parties:

- The Mayor;
- Cabinet;
- CMT.

6.18 This meeting would accommodate discussion and would also be attended by appropriate members of the IDSG to ensure effective links with this group. The IDB will advise the Mayor in Cabinet in respect of the allocation of CIL and S106 to infrastructure projects. The board would receive Initial Project Proposals and PIDs from the officer level forum to enable this. The Mayor in Cabinet would make the final decisions as to the funding of projects, excepting where the IDSG has been granted delegated authority to approve funding for projects.

6.19 This board would also refer other matters to Cabinet including:

- Annually: The adoption of an evidence base to support decision-making;
- 6 Monthly: The reporting of income and expenditure information relating to CIL and S106 (see paragraphs 6.36 to 6.39 below for more detail in this regard);
- On-going: The approval of the extent of the powers of the IDSG;
- On-going: The approval of proposals relating to the Neighbourhood Portion (see paragraphs 6.24 to 6.31 below);
- On-going: The reporting of monitoring information on the delivery of funded infrastructure.

6.20 It is proposed that this forum would meet every two or three months, although more or less frequent meetings could be arranged if necessary.

6.21 All projects that are defined as a 'Key Decision' under the Council's constitution (legal advice would be sought in this regard) would have to be referred to Cabinet for formal approval.

Cabinet

6.22 All decisions, except for those made by the IDSG under delegated powers, are proposed to be made the Mayor in Cabinet. For completeness, the types of decision will include approval for:

- The allocation of funding to infrastructure projects;
- The adoption of an evidence base to support decision-making;
- Proposals relating to consultation on and expenditure of the Neighbourhood Portion;
- The extent of the powers of the IDSG.

6.23 It is proposed that an expedited Cabinet approval process is established. Decisions to be made in Cabinet would first be referred to the Cabinet Pre-Agenda Planning Meeting (as is the current process). However these decisions would not be referred to DMT, CMT or MAB meetings as the role of these meetings will have been completed through the IDSG and IDB.

The Neighbourhood Portion

6.24 CIL legislation states that a percentage of the Council's CIL income has to be spent at a local level. This is known as the 'Neighbourhood Portion' and, where no Neighbourhood Plan is in place, equates to 15% of CIL receipts collected in an area, subject to a cap of £100 per Council Tax dwelling within that area.

6.25 Where a Neighbourhood Plan is in place the Neighbourhood Portion equates to 25% of CIL receipts collected from the given area, with no cap applicable in respect of Council Tax dwellings. The Council is required to consult the local community and spend the Neighbourhood Portion on its behalf following appropriate consultation.

6.26 In terms of how to administer the Neighbourhood Portion, it is proposed that this will form one of the functions of the decision-making structure proposed in this document. Therefore, definitive plans will be proposed for approval by the IDB and Cabinet once the IDF has been implemented. No decision or approval regarding the Neighbourhood Portion is sought through this report. For information, the following key matters will be taken into consideration when forming a proposal regarding the Neighbourhood Portion:

How to Consult on the Neighbourhood Portion

6.27 The government does not prescribe a specific consultation process for Charging Authorities; it is at the discretion of Charging Authorities to decide how to engage with the local community. The consultation process proposed will account for the Council's Statement of Community Involvement and will consider the frequency, format and range of consultation required. In order to

facilitate consultation it is highly likely that the Council will produce guidance to ensure it is clear how the community will engage in the process.

Who Should be Consulted?

- 6.28 It may be the case that relevant community and amenity groups (which might include Ward and Neighbourhood Forums) will be identified by the Council from their existing records. In addition local Councillors could be asked their view on who is appropriate to consult.

How Areas Should be Defined?

- 6.29 Neither legislation nor guidance defines what constitutes an 'area' for the purposes of grouping and spending CIL receipts. Other Charging Authorities have applied various methods in this regard, including the use of existing areas such as Wards as well as other methods including the agglomeration of existing areas and the creation of new ones. Where a Neighbourhood Plan is in place, it is proposed that the area covered by that plan is used for the purposes of the Neighbourhood Portion.

How Decisions Should be Made?

- 6.30 Funding through the Neighbourhood Portion is an Executive function as with the rest of CIL funding. It will therefore be subject to the same decision-making process as set out in this report, taking into account the results of the consultation undertaken.

- 6.31 Other matters that need to be accounted for include:

- Planning Policy Context It may be the case that projects proposed by the community do not reflect the requirements of the National Planning Policy Framework, London, Local or Community Plan.
- Resource Commitments: It is likely the case that consulting local areas will be a resource intensive exercise for Council officers. It will require skilled consultation officers with expertise in community engagement.
- Managing Expectations: Where different community groups have different priorities it may not be possible to appease all parties all the time.
- Regulatory requirements: These may define what it is appropriate to spend the Neighbourhood Portion on.
- Distribution of Development: There are some areas of the borough where there will be more development than others, generating more CIL funding for certain areas. Consideration will need to be given to where funding is spent compared to where it was collected and in accordance with need and regulatory requirements.

An Evidence Base to Support Decision Making

- 6.32 In order to ensure decision making is informed and objective, it is intended that a comprehensive evidence base be prepared and feed into all relevant decision making forums relating to the delivery of infrastructure, including those that facilitate the delivery of the Capital Programme.
- 6.33 This evidence base would be coordinated by the IDSG and principally formed and updated annually by the Infrastructure Planning Team, with assistance from other service areas. It is envisaged that this evidence base will be a consistent reference point for service providers.
- 6.34 The comprehensive evidence base would be approved for use by Cabinet, via the IDB, on an annual basis. It is proposed that the evidence base will comprise the following:
1. An Infrastructure Need Report: This report would set out information relating to the existing and future supply of and demand for infrastructure, including an in-depth analysis of certain key areas (e.g. Whitechapel, South Quay, the Poplar Riverside Housing Zone). This report would be formed using:
 - An Infrastructure Audit: This will identify and define the capacity of existing infrastructure;
 - The Tower Hamlets Growth Model: This will define the extent of existing and future demand for infrastructure by projecting development, population growth and according infrastructure need in the borough.
 2. A Projects Schedule and Prioritisation Matrix: This will involve collating a list of proposed infrastructure projects and undertaking an objective assessment of the projects to provide a formal basis to recommend infrastructure projects. This will be done by:
 - Consulting relevant service areas and using existing plans and policies, as well as the Infrastructure Need Report set out above, to form a schedule of infrastructure projects proposed to meet the requirements identified in the Infrastructure Need Report.
 - Assessing the proposals in the Projects Schedule against a series of defined criteria, to establish the level of priority given to a project. This will enable the ranking of projects by importance which will help ensure that the most needed and important projects are recommend for funding and delivery. Whilst the functioning of the Prioritisation Matrix will fall under the remit of the decision making structure set out in this report, it is likely to include criteria such as: -
 - Whether there is a statutory requirement to provide the infrastructure;
 - Whether there is a significant and evidence based need for the infrastructure;

- Whether there is an up to date strategy/policy basis for delivering the infrastructure;
- Whether there are other sources of funding available;
- Whether the infrastructure project is likely to attract match funding;
- Other criteria that can be added in due course.

6.35 The structure of the Prioritisation Matrix will be approved by the IDB and Cabinet once the IDF is implemented.

Reporting CIL and S106 Information

6.36 Planned S106 expenditure information is currently reported to Full Council as part of the Capital Programme and Budget Setting Process. It is also the case that this information is reported to Cabinet and the Overview and Scrutiny Committee as part of the Capital Programme quarterly monitoring process.

6.37 The Infrastructure Planning Team is taking steps to ensure that CIL is effectively reported as part of the Capital Programme and Budget Setting Process. It is likely that expenditure and income information (for noting) for CIL will be reported and that S106 income information will also be reported for noting.

6.38 In addition to the reporting requirements set out in paragraphs 6.36 and 6.37 above, it is proposed that further specific reporting of collated CIL and S106 income and expenditure information is reported to Cabinet and the Overview and Scrutiny Committee on a 6 monthly basis. It will be the case that S106 revenue expenditure reporting will be undertaken on an annual basis to account for the extensive process of the assignment of revenue funding to the relevant S106 account.

6.39 Prior to reporting to Cabinet and the Overview and Scrutiny Committee the CIL and S106 would be referred to the IDB for approval to report at these forums.

The Role of the Commissioners

6.40 Intervention by the Secretary of State on the 17th December 2014 required, amongst other things, that the Council's functions in respect of grants will generally need to be exercised by appointed Commissioners, acting jointly or severally.

6.41 There is no strict legal definition of 'grant' but it may be the case that the expenditure of CIL or S106 monies will in some cases constitute a grant. As this is the case, the IDF will account for the need to involve the Commissioners in decision-making as is legally necessary.

7. COMMENTS OF THE CHIEF FINANCE OFFICER

7.1 Following the introduction of the Council's Community Infrastructure Levy charging schedule in April 2015, this report sets out a proposed decision

making process for the allocation of resources generated from both Community Infrastructure Levy (CIL) and Section 106 planning agreements, to take effect from 1 April 2016.

- 7.2 The Community Infrastructure Levy system has replaced elements of the previous Section 106 planning process which still continues in a reduced capacity. The Authority has historically generated substantial resources via the Section 106 system, and this will continue under the CIL, although the first receipts are only now starting to be received based on the adopted charging schedule.
- 7.3 It is proposed that an Infrastructure Delivery Framework (IDF) will be introduced to make decisions in respect of the allocation of the local Community Infrastructure Levy (CIL) and Section 106 income. This will replace the current Planning Contributions Overview Panel format.
- 7.4 The IDF will involve an officer 'Infrastructure Delivery Steering Group' providing recommendations to an 'Infrastructure Delivery Board'. This in turn will propose funding allocations for ultimate approval by the Mayor in Cabinet. Funding recommendations will be made in accordance with Council priorities and will follow a consultation and assessment process as set out in the report. The allocations will need to be incorporated within the Council's budget setting and monitoring processes where appropriate.
- 7.5 The costs associated with the introduction of the proposed IDF mainly relate to officer time and will be met from within existing resources.
- 7.6 In addition to the Council's own CIL, the Borough will continue to be responsible for the collection of the Mayor of London's CIL which came into operation on 1 April 2012. The Mayoral CIL is independent of the Council's CIL requirement and is paid quarterly to the Greater London Authority. It is outside the scope of the proposed IDF arrangements.

8. LEGAL COMMENTS

- 8.1 There are a number of constraints that need to be considered in order for the proposed IDF to be compliant with internal and externally-imposed restrictions.
- 8.2 Restrictions on Spend: In relation to 106 agreements, money must not be allocated for a purpose other than that set out in the agreement itself. In relation to CIL, payments must be spent on infrastructure needed to support the development of the area; and consistently with the Council's adopted list of types of infrastructure spending. The Neighbourhood Allocation of the levy can be spent on a wider range of projects than the rest of the levy, provided that it accords with CIL Regulation 59C projects to "support the development of the local council's area" by funding: the provision, improvement, replacement, operation or maintenance of infrastructure; or anything else that is concerned with addressing the demands that development places on an area.

- 8.3 Decisions: The IDSG is not a decision-making body so the executive decision to make an award of funding will be taken by the Corporate Director for Development and Renewal. Amendments may need to be made to the Director's delegated powers in the Council's constitution and decisions will need to be recorded in writing. The financial limits placed on any approval should be formally recorded when they are first established and as and when they are subsequently amended. As the report acknowledges, some decisions, whether falling within the scope of the IDSG or IDB, will be key decisions because of the amount of money involved, their impact on the area or the extent of public interest generated. These will not be within the decision-making scope of the IDSG or IDB.
- 8.4 Consultation: As the report recognises, none of the processes referred to have any formal consultation requirements attached to them. However, where there is a legitimate expectation that a consultation will be carried out then it should be, and any such consultation should: 1) take place when the proposal is still at a formative stage; 2) include sufficient reasons for the proposal to facilitate informed consideration and response; 3) allow adequate time consideration and response; 4) take into account any representations made.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 This report deals with the process associated with allocating planning contributions to deliver infrastructure. This process will account for the objectives of One Tower Hamlets and those of the Community Plan and ensure that infrastructure is delivered to help achieve these objectives.
- 9.2 It is hoped that all of the infrastructure projects that will be funded through the process set out in this report will reduce inequality and foster cohesion in the borough.

10. BEST VALUE (BV) IMPLICATIONS

- 10.1 The proposals set out in this document align with the Council's Best Value Duty – the formation of a new decision-making structure represents an improvement in the way the Council's functions are exercised. The proposals have regard to economy, efficiency and effectiveness in that they add a layer of oversight to the allocation of funding collected through planning contributions to deliver infrastructure.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 11.1 The processes proposed in this document will ensure effective oversight in using planning contributions to deliver infrastructure. This will mean that matters such as achieving a sustainable environment will be appropriately accounted for when allocating funding for infrastructure.

12. RISK MANAGEMENT IMPLICATIONS

12.1 The proposals set out in this report seek to add a level of oversight to the allocation of planning contributions to infrastructure projects. This additional oversight will help mitigate against risks such as the misappropriation of funding.

12.2 The proposals in this document also seek to ensure that the allocation of planning contributions to infrastructure projects is better informed. This will help mitigate the risk of funding not being allocated to the most needed infrastructure projects.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

13.1 The proposals set out in this report will enable the effective delivery of infrastructure using planning contributions. This infrastructure might include projects that will help reduce crime and disorder and decrease anti-social behaviour.

14. SAFEGUARDING IMPLICATIONS

14.1 Not applicable.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix A: Diagram of Decision-Making Structure.

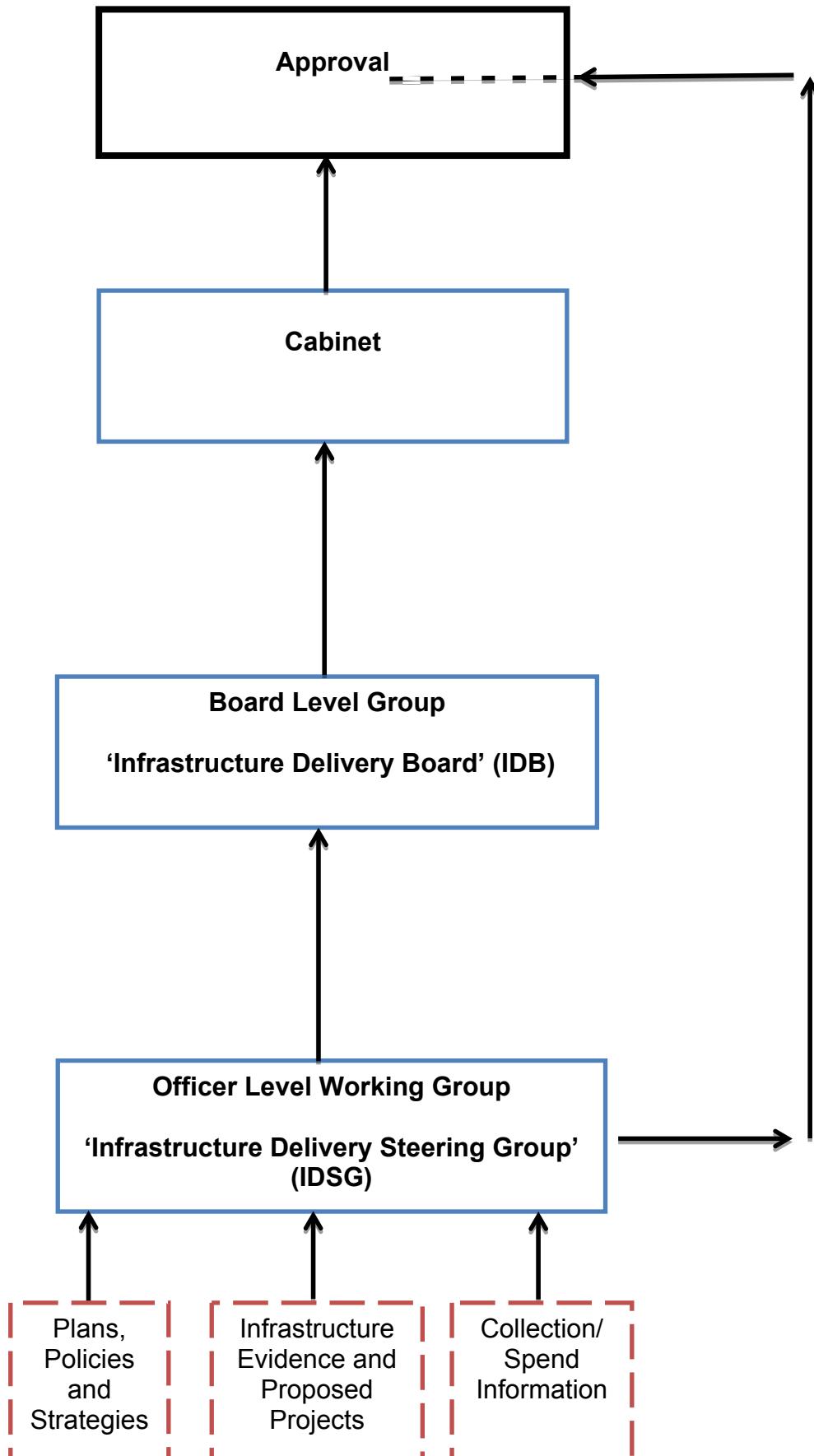
Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None


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Appendix A: The Proposed Decision-Making Structure



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<p>Cabinet</p> <p>5 January 2016</p>	
<p>Report of: Aman Dalvi - Corporate Director of Development & Renewal</p>	<p>Classification: Unrestricted</p>
<p>Carbon Offset Solutions Study</p>	

Lead Member	Councillor Rachel Blake, Cabinet Member for Strategic Development
Originating Officer(s)	Jonathan Taylor, Sustainable Development Team Leader
Wards affected	All wards
Key Decision?	No
Community Plan Theme	A Great Place to Live

Executive Summary

- i. The Carbon Offset Solutions Study (herein referred to as ‘the Study’) has been undertaken to quantify the amount of monies that may be available through planning contributions to fund carbon offset projects and to identify a portfolio of potential projects and solutions to be delivered from the contributions.
- ii. The proposals have been developed to ensure clarity on how funds secured through S106 will be allocated, and to provide transparency in the identification of projects to be delivered.
- iii. The carbon offsetting mechanism to secure funds is included within the adopted Planning Obligations Supplementary Planning Document (SPD) (2012) which identifies that where the policy requirement for carbon emission reductions cannot be met on-site, the *‘remaining carbon emissions will be offset through providing new and additional opportunities to reduce carbon emissions from existing housing in the Borough or community energy saving programmes or other initiatives’ (page 47 Section 5.60 (Energy))*.
- iv. The Study has sought to establish the guidance for delivering the types of projects identified in the planning obligations document and includes three key project areas:
 - **Fuel poverty** – The abolishment of the national WarmFront grant has had an impact on the residential sector, especially private sector housing, the grant paid for domestic energy efficiency measures. It is proposed that a proportion of the carbon fund is used to establish the WarmFront scheme for the residents of Tower Hamlets.

- **Retrofit** – the Council’s bulk energy contract is in the region of £7.3m per annum. Therefore retrofitting buildings with energy efficiency measures will enable the Council to meet its environmental targets, reduce carbon emissions and reduce energy costs.
 - **Community fund** – to empower and engage the community it is proposed that a fund would be set up and made available through applications from community groups to deliver their own carbon reduction projects. Decisions regarding the setting up and spending of grant are to be taken by the Commissioners.
- v. The approval of the Study, which includes the Borough’s proposal in managing the funds and delivering the projects, will provide the following benefits:
- We will be able to deliver the much needed energy improvement projects in the Borough and reduce Borough wide carbon emissions; this will help improve our position as one of the worst polluting boroughs in London, LBTH is currently third worst.
 - We will be able to deliver projects to alleviate fuel poverty by delivering residential energy improvements projects.
 - We will be able to deliver projects to make our buildings. including schools, more energy efficient thereby reducing energy costs.
 - We will be able to engage businesses to reduce their carbon emissions and reduce their energy costs which will provide an economic boost to the small and medium enterprise sector in our Borough.
 - We will be able to generate an income for the Sustainable Development team by managing the fund and the project delivery.

Recommendations:

The Mayor in Cabinet is recommended to:

1. approve the Carbon Offset Solutions Study for adoption
2. note the monies secured to date
3. note the council’s approach in managing the funds and delivering projects

1. REASONS FOR THE DECISIONS

- 1.1 The approval of the Study will provide an adopted approach to the council manage the carbon offsetting contributions. This is important to ensure that planning obligations are appropriately collected and that the council has in place a transparent approach to project selection and prioritisation.
- 1.2 The approval of the study will provide clarity on how funds are to be allocated and demonstrate the council's commitment to delivering carbon reduction projects.
- 1.3 The Wood Wharf outline planning permission (PA/13/02966) details the carbon offsetting contributions are to be applied in accordance with the 'carbon offsetting guidance' (Schedule 12; para 1.5 of the S106). In the absence of any adopted carbon offsetting guidance the developer would pay the contribution into an escrow account and have control of the finances. It is therefore important to have adopted guidance in place to ensure contributions and projects are administered by the council.

2. ALTERNATIVE OPTIONS

- 2.1 An alternative option would be not to have a Study, however, this would not deliver any of the stated benefits of adopting the study and the proposals for carbon offsetting could be questioned through a lack of transparency and confidence in the council to spend the contributions.

3. DETAILS OF REPORT

National Policy

- 3.1 The Study was undertaken to provide a local authority framework for meeting zero carbon new buildings requirements which were anticipated to be delivered under Building Regulations 2016, incorporating the Government's proposals for 'Allowable Solutions' (This is the principle of offsite carbon abatement measures to enable a development to achieve its carbon reduction requirements).
- 3.2 There have been recent announcements at the national level (Fixing the Foundations Statement – 10th July 2015) that are due to have implications for carbon emission reduction policies. The Chancellor's statement identifies the Government's delay in implementing the zero-carbon housing standards and associated allowable solutions carbon offsetting scheme.
- 3.3 There have not been any further updates on timeframes for implementing the zero carbon buildings agenda, although an announcement is anticipated on how the UK will be delivering the requirements of the EU Directive on energy performance of buildings (2010/31/EU).

- 3.4 Article 9 of the EU Directive (2010/31/EU) requires member states to ensure that all new buildings are nearly zero energy buildings by 2020, and that public authority new buildings are nearly zero energy after 31st December 2018. This has implications for the planning system and delivery of targets to meet the 2020 deadline. Member states are required to have intermediate targets for improving the energy performance of new buildings to meet the 2020 timeframe.

Local Policy

- 3.5 The current Development Plan (Local Plan Policies DM29 and London Plan Policy 5.2) requires carbon dioxide reduction targets to be met on-site. Where it is clearly demonstrated that the specific targets cannot be fully achieved on-site, any shortfall is to be provided off-site or through a cash-in-lieu contribution to the relevant borough to be ring fenced to secure delivery of carbon dioxide savings elsewhere.
- 3.6 Through the implementation of this policy the Borough has been collecting monies through section 106 agreements and to date there is an accumulated amount of £6.3 million. To date we have received £92,966 into the Borough s106 accounts ready to be utilised.
- 3.7 The Carbon Offset Solutions Study outlines how the Borough will manage the Carbon Fund and the type of projects it will deliver.

Current Tower Hamlets Policy

- 3.8 LBTH Managing Development Document (2013) Policy DM29 sets out carbon emission reduction requirements within the Borough as follows:

Residential development

2013-2016 50% CO2 emissions reduction

2016 Zero Carbon

Non-residential development

2013-2016 50% CO2 emissions reduction

2016-2019 As per building regulations

2019 Zero Carbon

- 3.9 The Carbon Offset Solutions Study has sought to establish a process for when specific targets cannot be fully achieved on-site, any shortfall can be provided off-site. This supports our Planning Obligations SPD (adopted January 2012) which identifies that *'the remaining carbon emissions will be offset through providing new and additional opportunities to reduce carbon*

emissions from existing housing in the Borough or community energy saving programmes or other initiatives’.

Current Carbon Offset Budget

- 3.10 Through negotiations with developers sign posted funds for carbon offsetting are approximately £6.3 million. The funds have been identified using the GLA and Central Government guidance for the cost of carbon, which currently stands at £1,800/tonne CO₂. The figure used for future carbon offsetting calculations is subject to change and will be updated in-line with GLA and Government guidance.
- 3.11 It has been identified through the Study that planning obligations contributions could provide a budget of between £0.5 million and £2 million to be available annually over the next 20 years for mitigation in Tower Hamlets.

Project Identification

- 3.12 The Study identifies over £20 million worth of energy efficiency projects that could be delivered in the Borough. These have been categorised as retrofit projects, fuel poverty projects and community projects.
- 3.13 For retrofit projects, detailed feasibility study work on 10 of our key buildings has been undertaken, which has identified £500,000 of deliverable projects. This work has been undertaken in conjunction with the Council’s adopted Carbon Management Plan which identifies projects to meet the council’s 60% carbon reduction target by 2020.
- 3.14 The Sustainable Development Team have experience in delivering fuel poverty projects throughout the Borough. From the experience of the recently completed Warm Front schemes, it is anticipated an annual budget of £250,000 will be required to deliver the Fuel Poverty projects.
- 3.15 It is also anticipated that an initial fund of £250,000 will be needed to start the Community Fund project. The idea of the community fund is to engage local people and get them to act on taking responsibility for the environment and carbon reduction. Once the first pot of funding is established for this element (i.e. the £250,000) the funding round for this allocation will be announced. It is envisaged that an upper limit will need to apply to the amount of funding available to each organisation to ensure that a variety of projects are delivered from each funding round. The maximum limit for each funding round will be at the discretion of the Carbon Fund Board that will be established.
- 3.16 It is proposed that in the initial stages of the delivery of this strategy the above projects are delivered first. Once the programme has established itself the Carbon Fund Board is set up to provide direction on future deliverable projects based on the accumulated funds released in to the Council’s s106 account.

Project Priority

- 3.17 Projects that provide the best value for money and the most benefits for the residents of Tower Hamlets will be delivered first. Projects will be grouped to ensure that they deliver a balanced reduction in CO₂ emissions. This will enable all types of projects to be delivered over time and ensure the most expensive to deliver projects are not left which become undeliverable in the end.
- 3.18 Alleviating fuel poverty is a high priority for the council. The delivery of projects to alleviate fuel poverty will directly benefit those who need it most and therefore these projects will be given the highest priority based on the agreed value for money criteria.
- 3.19 Projects to reduce energy costs and CO₂ emissions reductions in council operational buildings will be given the next priority. The council has a significant expenditure on energy costs and is also required to pay a carbon reduction commitment tax of £145,000 per annum. The cost of energy and carbon is likely to continue to increase thereby increasing the council's costs.
- 3.20 Projects to improve the energy efficiency of the council's operational buildings will be treated as invest to save projects and make a contribution to the council's savings programme.
- 3.21 Creating resilient, empowered and sustainable communities will be given priority. Projects enabling communities to control and own the generation and usage of renewable energy can bring communities together and play a part in creating self-sustaining communities.

Technology Priority

- 3.22 Energy efficiency and renewable energy technology continues to improve and advance. The list of technologies and the order of priority as identified in the Study will need to be continually revised to ensure the appropriate and best value for money and CO₂ reduction technologies are used to deliver the projects.

Community Infrastructure Levy

- 3.23 The Community Infrastructure Levy (CIL) is a planning charge introduced in England and Wales to help deliver infrastructure to support development.
- 3.24 Under the Planning Act of 2008, Local Authorities are also now allowed to introduce CIL which is levied against a wider range of developments using a specific tariff schedule based on a fee per metre square of development. CIL has to be used on infrastructure projects listed on the Local Authority CIL Regulation '123' list.

- 3.25 CIL is not considered to be an appropriate mechanism for collecting carbon offset payments, for the following reasons:
- CIL is a fixed charge per metre square and does not account for the varying performance of developments in terms of carbon emissions;
 - CIL is not charged on affordable housing or charitable premises;
 - CIL is not charged on refurbishments if there is no increase in square footage; and
 - CIL must be spent on new infrastructure, not retrofits.
- 3.26 The proposed carbon offsetting mechanism is in accordance with the 'limitation on use of planning obligations' test (CIL Regulation 122).

Infrastructure Delivery Framework

- 3.27 The Revised Supplementary Planning Document (SPD) 2015 sets out the council's policy for securing planning obligations in respect of new developments following the introduction of CIL. The SPD provides a framework for calculating S106 financial contributions where carbon reduction targets on-site are not possible and a contribution to a carbon offsetting fund is required to meet the shortfall.
- 3.28 The SPD advises contributions will be pooled and placed in the 'carbon offsetting fund' and used by the Council to fund projects to reduce carbon dioxide emissions in the borough.
- 3.29 The proposals within the Study have identified the fund management principles, based on clarity, accountability and transparency. This is covered in detail in section 11.0 of the report which sets out the proposed governance structure for the initial stages of delivery and also long-term proposal for a Carbon Offsetting Board to be set up to decide and prioritise projects. The Study includes 'carbon offsetting guidance', included a proforma, to facilitate transparency and provide the criteria to assess the potential projects in the decision making process.
- 3.30 All decisions to finally allocate resources are currently approved through the Council's Planning Contribution Overview Panel (PCOP), that has the authority, under delegated powers, to monitor the implementation and expenditure of S106 agreements and monies, and ensure delivery in accordance with the terms of the relevant agreement, with due regard to funding purpose, geographical restrictions and within the defined timescale.
- 3.31 The S.106 process is being restructured into the Infrastructure Delivery Framework and therefore the projects would be the subject to scrutiny and sign-off from the Infrastructure Delivery Steering Group and Infrastructure Delivery Board. The Infrastructure Delivery Framework does not give approval for the delivery of the projects; it simply makes a decision on whether S.106

and/or CIL funding will be provided to support the project. The approval of carbon offsetting projects, and the use of any other funding sources, will continue to be required through the Carbon Offsetting Fund Board.

- 3.32 The carbon offsetting finances are derived through S106 Obligations; they can only be spent on carbon reduction projects and therefore cannot be subject to re-allocation to other projects.

Governance

- 3.33 One of the main objectives of the study is to ensure transparency in the use of the Carbon Fund. Therefore it is proposed that a Carbon Fund Board will be set up to provide strategic direction on the use of the Fund.
- 3.34 The Board will also have the remit to decide the maximum level of funding available for each bidding round for the Community Fund.
- 3.35 The Board will be set up once the Community Fund is established. It is proposed the board meet quarterly but allowing the board to meet more frequently if required.
- 3.36 The carbon offsetting process does not remove the need for funding sign-off by the Infrastructure Delivery Steering Group (or PCOP currently). The Carbon Offsetting Fund Board will be making decisions on the allocation of funding for a specific project to be taken to the Infrastructure Delivery Steering Group (or PCOP currently) for sign-off.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 Although the Community Infrastructure Levy system took effect within Tower Hamlets from 1 April 2015, carbon offsetting is part of the reduced Section 106 planning obligations process that remains in place. Resources are secured under Section 106 arrangements in mitigation where schemes do not meet the development plan target for reducing carbon dioxide emissions. Contributions are placed in a fund and used to reduce carbon dioxide emissions in projects within the borough.
- 4.2 This report refers to the potential for significant planning contributions to be generated under these arrangements, however, it should be noted that although agreements for £6.3 million of resources have been entered into, only a minor element (£93,000) has been collected to date. Payments under Section 106 contracts are only generated at certain stages of the development process, with no payment liability if schemes do not progress. It is therefore essential that no funds are allocated or committed until the resources are received by the council.
- 4.3 The Study outlines three main potential project areas - Fuel Poverty; Retrofit and the establishment of a Community Fund. Processes for the allocation of resources to projects are being incorporated into the proposed Infrastructure

Delivery Framework. This will ensure that any funding is allocated in a transparent manner (see paragraphs 3.30 and 3.31), with any grants awarded requiring Commissioner approval under the terms of the Ministerial Direction of 17th December 2014.

- 4.4 Under the Retrofitting option, new systems will be added to older buildings to improve energy efficiency and reduce carbon emissions. A basis for utilising this funding source will be required, but if applied to council buildings it has the potential to reduce the energy costs incurred by the authority, as well as reducing the liability for levies under the Carbon Reduction Commitment. The same will apply if the funding is utilised to install new energy measures within a school.

5. LEGAL COMMENTS

- 5.1 Section 19 (1A) of the Planning and Compulsory Purchase Act 2004 requires local planning authorities to include in their Local Plans “policies designed to secure that the development and use of land in the local planning authority’s area contribute to the mitigation of, and adaptation to, climate change”
- 5.2 The Council has adopted a Planning Obligations SPD (“the Policy”) where the policy requirement for carbon emission reductions cannot be met on-site, the *‘remaining carbon emissions will be offset through providing new and additional opportunities to reduce carbon emissions from existing housing in the Borough or community energy saving programmes or other initiatives’* (page 47 Section 5.60 (Energy)).
- 5.3 The recommended projects seek to fulfil the provisions in the Policy.
- 5.4 In so far as any project concerns the setting up of or spending under a grant a decision of the Commissioners will be required.
- 5.5 In the exercise of its functions the Council is required under section 149 of the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination and advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not. The public sector equality duty is further considered in section 6 below.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Officers have taken the equality duty into account in the preparation of the Carbon Offset Solutions Study and concluded that the studies and recommendations have no immediate equality implications; in the development of the individual projects equality duties will be applied.
- 6.2 The study only has a tangential effect at this stage by the prospect of, for example, reducing fuel poverty (which may have a disproportionate effect on groups with certain protected characteristics). That is a potential side benefit of the projects envisaged but the priority of the projects to be funded as a

result of the study is reduction of energy use and carbon emissions. Issues such as mitigating fuel poverty are dealt with by other initiatives.

- 6.3 In so far as the individual carbon reduction projects are proposed the Equality Act duties will be more thoroughly considered when planning those projects.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Cost efficiency is extremely important in identifying the projects to be delivered through the carbon offset fund. The CO₂ emission reduction potential of the projects will include analysis of the cost per tonne CO₂ over the lifetime of the projects. The £/tCO₂ over the lifetime will be a key factor in the criteria for allocating funds and is represented in the carbon offset guidance.
- 7.2 The projects to be delivered will reduce energy consumption across all sectors, including consumption of domestic electricity and therefore reduce carbon emissions.
- 7.3 The proposals will have the benefit of reducing the number of households experiencing fuel poverty and ensure housing is efficient and affordable to heat. This has the potential to positively impact on health inequalities and reduce the number of heat and/or cold related deaths through ensuring buildings, and in particular housing, are comfortable temperatures all year round.
- 7.4 Through the delivery of community projects the proposals will aim to develop community skills to respond to climate change e.g. deliver renewable energy projects; energy efficiency programmes; and climate change education programmes.
- 7.5 The Study aims to deliver objectives within the Strategic Plan 2015/2016 relating to carbon emission reduction and fuel poverty. The proposals also positively contribute to the LBTH Community Plan 2015 'Priority 1: Empowering residents and building resilience', which identifies the need for a project to enable 'individuals and community organisations to apply for funding to help reduce the energy use and carbon emissions in their area'.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Tower Hamlets produces the third highest level of total carbon emissions of the 33 Local Authorities in Greater London. Carbon dioxide is the key greenhouse gas causing climate change, making up 85% of the United Kingdom's greenhouse gas emissions.
- 8.2 There are significant drivers to reduce carbon emissions, including the Mayor of London's objective of delivering a 60 per cent reduction in CO₂ by 2025, and the 80% cut required under the 2008 Climate Change Act.

8.4 Local impacts of climate change are anticipated to be:

- increase in average annual flood incidence / damage drought orders
- changes in ranges of habitats
- increase in number of heat and/or cold related deaths
- increase in number of cases of subsidence / insurance claims for subsidence
- changes to river flows and water quality

8.3 Growth in population and new development is likely to make it challenging to reduce emissions and mitigate these impacts. It is therefore vital to tackle CO₂ emissions from the existing building stock which is the key focus of the projects identified in the study.

9. RISK MANAGEMENT IMPLICATIONS

9.1 The projects to be delivered will reduce energy consumption across all sectors which therefore reduce carbon emissions. This will benefit the council through the financial savings that can be achieved through reducing the carbon footprint and Carbon Reduction Commitment (CRC) payments.

9.2 Through the retrofit proposals there is the benefit of reducing the number of households experiencing fuel poverty and ensure housing is efficient and affordable to heat. This has the potential to positively impact on health inequalities and reduce the number of and/or heat cold related deaths through ensuring buildings, and in particular housing, with comfortable temperatures all year round.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 The Study has no crime and disorder implications. Crime and disorder implications for individual projects will be risk assessed at the planning stage of each project.

11. SAFEGUARDING IMPLICATIONS

11.1 There are no safeguarding implications.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- Carbon Offset Solutions Study
- Equality Impacts Assessment

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

- None

Officer contact details for documents:

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EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Carbon Offsetting Solutions Study is a study identifying: <ul style="list-style-type: none"> • Carbon offsetting principles (incl carbon offsetting price and financial mechanism) • Carbon offsetting potential within the Borough • Deliverable carbon offsetting projects • Project selection criteria • Carbon offsetting governance structure
Directorate / Service	Development and Renewal
Lead Officer	Jonathan Taylor
Signed Off By (inc date)	Abdul Khan – 05/06/2015
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: green; margin-right: 10px;"></div> <div> <p>Proceed with implementation</p> <p>Based on the findings of the QA checklist it is clear that the proposal does give due regard, in line with the Public Sector Equality Duty (part of the Equality Act 2010).</p> </div> </div>

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Stage	Checklist Area / Question	Yes / No /	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or
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		Unsure	nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Y	
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Y	
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Y	
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Y	
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Y	
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Y	
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?		The Carbon offsetting proposals are designed for access by everyone in the Borough with 3 main project streams identified as: Community energy saving schemes Energy efficiency improvements to public buildings Energy efficiency measures to residential properties
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?		Proposals are not for any specific group as they are to reduce carbon emissions which is a benefit to everyone in the Borough in reducing air pollution and climate change impacts
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Y	
b	Have alternative options been explored	Y	

5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Y	
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	N	Not considered appropriate as the outcomes are Borough wide to deliver carbon reduction measures
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Y	

Appendix A

(Sample) Equality Assessment Criteria

Decision	Action	Risk
As a result of performing the QA checklist, it is evident that due regard is not evidenced in the proposal and / or a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the proposal be suspended until further work or analysis is performed – via a the Full Equality Analysis template	Suspend – Further Work Required	Red 
As a result of performing the QA checklist, the policy, project or	Proceed with implementation	Green:

<p>function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>		
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<p>Cabinet</p> <p>5 January 2016</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Luke Addams, Acting Director: Adults' Services</p>	<p>Classification: Unrestricted</p>
<p>Commissioning of adult social care and supported housing contracts</p>	

Lead Member	Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adult Services
Originating Officer(s)	Karen Sugars, Acting Service Head: Commissioning and Health
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	A Healthy and Supportive Community

Executive Summary

1. There are a number of adult social care and supported housing service contracts which, for a variety of reasons, have either expired or are due to expire in the near future. For these services it is necessary therefore to initiate procurement exercises as soon as possible in order to put in place new contractual arrangements that comply with the Council's Financial Regulations and offer best value. The services to which this requirement applies are listed in the body of the report.

2. In order to ensure continuity of service provision and to provide sufficient time to design and deliver new commissioning and procurement strategies for these services it is also necessary to seek authority to award, without competition, contracts to current providers for a duration sufficient only to allow these procurement activities to be completed.

3. There are also a number of contracts that were let in 2013/14 and 2014/15 for which the contract duration was set at two years with the option to extend for a further year. The initial two-year term for each of these contracts will therefore expire between now and March 2017. The Mayor in Cabinet is asked to delegate authority to the Acting Director of Adults' Services to utilise these extension periods.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Authorise the initiation of tender processes and subsequent awarding of contracts, subject to best value considerations being met by bids received,

in respect of the adult social care and supported housing services listed in paragraph 3.2 of this report;

2. Delegate authority to the Acting Director of Adults' Services following consultation with the Corporate Director of Law Probity and Governance and Monitoring Officer the power to decide to enter into all necessary agreements and undertake any other ancillary matter to give effect to the decision referred to in recommendation 1;
3. Authorise contractual terms of sixty months for each of the contracts to be let for the services listed in paragraph 3.2 of this report, that being an initial term of thirty-six months with the option to extend this initial term by two periods of twelve months each.
4. Authorise the direct award of contracts to existing providers of these services listed in paragraph 3.3 of this report for the duration identified for each service in order to ensure continuity of service provision to residents while new contracts are procured and let;
5. Delegate authority to the Acting Director of Adults' Services following consultation with the Corporate Director of Law Probity and Governance and Monitoring Officer the power to decide to enter into all necessary agreements and undertake any other ancillary matter to give effect to the decision referred to in recommendation 4;
6. Delegate authority to the Acting Director of Adults' Services following consultation with the Cabinet Member for Health and Adult Services, the Corporate Director of Law Probity and Governance and Monitoring Officer the power to exercise the contractual extension clauses contained in contracts for the social care and supported housing services listed in paragraph 3.6 of this report subject to being satisfied with performance and value for money.

1. REASONS FOR THE DECISIONS

- 1.1 To provide authority to undertake competitive procurement exercises in order to identify suitable providers to which contracts for the provision of the relevant services can be awarded.
- 1.2 To enable the direct award of contracts for the provision of the relevant services to cover the period until new competitively procured contracts are awarded with the aim of ensuring continuity of service to vulnerable residents in the interim.
- 1.3 To delegate to the Interim Director of Adults' Services the authority currently reserved to the Mayor in relation to the authorisation to extend existing contracts by the duration allowable under the terms of the contract. This authority to be exercised in consultation with the Cabinet Member for Health and Adult Services.

2. ALTERNATIVE OPTIONS

- 2.1 It is essential that the required procurement processes be undertaken in order to ensure that the Council is compliant with relevant European Union competition law as well as the Best Value duty in respect of the services to be procured. There is no identified reasonable alternative, therefore, to authorising the initiation of said procurement processes.
- 2.2 It is equally essential that the services to be procured are maintained in the interim until such time as new contracts are awarded and mobilised. This interim position will ensure continuity of services to the vulnerable residents to whom these services are provided. There is no identified reasonable alternative, therefore, to the proposed direct of award of contracts for a term sufficient to maintain continuity of service until the new contracts are awarded and mobilised.
- 2.3 Approval to let contracts for a term of sixty months is sought in respect of the services listed in paragraph 3.2 of this report. The initial term being thirty-six months with the option to extend for two further twelve month periods. This term is judged to provide the optimum combination of Best Value and service continuity. It is open to the Mayor in Cabinet, however, to vary the proposed term either for all contracts, or for specific individual contracts.
- 2.4 The report seeks the delegation of authority to the Acting Director of Adults' Services to award contracts following the conclusion of the required procurement processes. It is open to the Mayor in Cabinet to alternatively instruct that all, or specific, contract award recommendations are referred back to Cabinet for decision or be made by Individual Mayoral Decision.
- 2.5 The report also seeks the delegation of authority to the Acting Director of Adults' Services to extend existing contracts by a term allowable under the original contract. It is open to the Mayor in Cabinet to alternatively instruct that the existing authority not be delegated and that all, or specific, such extensions be referred back to the Cabinet for decision or be made by Individual Mayoral Decision.

3. DETAILS OF REPORT

- 3.1 Between 2010/11 and 2013/14 the Commissioning and Health service within the then Education, Social Care and Wellbeing Directorate undertook a wide range of commissioning and procurement activity to ensure that the adult social care and housing related support services contracted for:
- are strategically relevant;
 - provide best value; and
 - have been procured in a way that complies with relevant procurement legislation and the council's Financial Regulations and procurement rules.

- 3.2 There are, however, a number of service contracts which, for a variety of reasons, do not currently meet the above standards, and which have either expired or are due to expire in the near future. For these services it is necessary therefore to initiate procurement exercises as soon as possible in order to put in place new contractual arrangements that comply with the Council's Financial Regulations and offer best value. The services to which this requirement applies are listed in the table below.

Service	Background and action proposed
Domiciliary care block contracts and Preferred Provider Framework Agreement / spot purchased provision.	<p>A tender to replace the Framework Agreement has recently been abandoned due to significant delays in progress. A review of the procurement strategy and service specification is proposed in order to explore joint commissioning options with the CCG and to ensure that the new contracts are fit for purpose in the context of the Care Act, Children and Families Act, the Ethical Care Charter and recently published NICE guidance.</p> <p>This requirement incorporates the spot purchasing of packages of personal care and support for a small number of disabled children.</p>
Direct Payment Support Service	<p>This service was the subject of a previous procurement that was abandoned following OSC scrutiny of the original Mayoral decision to award the contract. It is now proposed that the service specification be reviewed in conjunction with the CCG and that a new service be jointly commissioned for both Direct Payments and Personal Health budgets. It is planned that this tender process be commenced in January 2016.</p>
Tower Hamlets Domestic Abuse Service	<p>This service is subject to a request to tender the service for a 3 year period effective from 1 April 2016 for which authority is awaited. In absence of this decision a request to extend the contract for a 12 month period is required to maintain stability to the service and allow sufficient time for a procurement exercise.</p>
Gateway Sheltered Housing Schemes	<p>This service is composed of 14 sheltered schemes. There is a need to provide continuity to the service whilst decisions are reached as to the future model of provision for sheltered housing. The service requires increased funding to maintain the provision which is included within the annual contract value and funded from within existing resources.</p>
Other sheltered housing schemes	<p>These contracts are composed of 5 schemes delivered across 4 contracts and community alarm provision to 2 of the services. They are subject to the same decision making process with regards to future model of care as the Gateway schemes above.</p>
Hostel Services	<p>Four hostel contracts end during the next financial year. The services are subject to review as the hostels strategy is developed. It is therefore, requested that the contracts are extended until 31/03/2017 to align contract dates if required, allow for a detailed review and procurement of the services in accordance with decisions made within the strategy.</p>
Aspen Court HC1	<p>This service is for the statutory provision of residential nursing and dementia care. The contract is subject to review</p>

	and will require a further extension to facilitate the review process, which may require an annual uplift.
Various Carers Short Breaks Services	There are a range of Carers Breaks/care in the home which have been rolled over in anticipation of the tender for domiciliary care which has now been abandoned (See above). These services will be retendered with the domiciliary care services.
Learning Disabilities Day Service provision (spot purchased)	<p>A range of Day Opportunities provision for people with a Learning Disability. The intention is to bring these contracts together into a preferred provider list with a greater emphasis on routes to employment (with the exception of the service provided at Antill Road, which is focussed on people with more complex and high needs.) The current preferred provider list was too limited to operate effectively. There is a need to coordinate the contract end dates to facilitate the design of a new service specification and go back to the market.</p> <p>A paper will be planned for Cabinet in the New Year to enable a consistent and consolidated approach which makes the most of opportunities for people with a Learning Disability and/or Autism to maximise their independence, whilst ensuring value for money for the Council</p>
Antill Road Complex and High Needs Day Service	Day service provision for people with complex learning and associated physical disabilities. Let on a block contracted basis. To be considered as part of the above Cabinet paper.
Poetry in Wood Supported Employment Service	Specialist learning disability service to be considered as part of the above Cabinet paper.
Bubble Club Supported Employment Project	Specialist learning disability service to be considered as part of the above Cabinet paper.
JET Employment Service	Specialist learning disability service to be considered as part of the above Cabinet paper.
Easy Build website project	The intention would be for the coordination of this project to be part of the service specification for the JET Employment Service, thus providing better coordination, a small saving for the Council and better value for money.
Khat Project	Specialist project for supporting individuals within the Somali community in relation to Khat usage. Further work is required to establish the future commissioning arrangements for this service.
Mental Health Wellbeing and Recovery Services	These services are currently out to tender, and the requirement to take the contract award recommendations to Cabinet for approval means that a short extension of 3 months is required for the current equivalent services, which contracts for which expire on 31 March 2016.

- 3.3 In order to ensure continuity of service provision and to provide sufficient time to design and deliver new commissioning and procurement strategies for these services it is also necessary to seek authority to award, without competition, contracts to current providers for a duration sufficient only to allow these procurement activities to be completed. The table below lists the

services to which this requirement applies, the current provider, the duration of the contract required and the value of the proposed contract.

Service	Current Provider	Contract duration sought	Value of proposed contract
Domiciliary care block contracts and Preferred Provider Framework Agreement / spot purchased provision.	Apasen Allied Healthcare group Apasenth (Consortium) Aquaflo Nursing and Care Athlone Care Carewatch Newham and Tower Hamlets Circle Support Excelcare Homecare Division Focus Care Link London Community Home Care Mantra Recruitment Mi Homecare (First Class Recruitment) Oasis Care Agency Redspot homecare Sanctuary Homecare Sevacare (UK) Soma Care (formerly Amonet) Supreme Homecare	12 months to 26 November 2016.	c£17million (an approximate figure given the spot purchased and demand led nature of the service)
Direct Payment Support Service	Real DPO	To cover the period from February 2015 (retrospective) to 30 October 2016.	£588,000
Tower Hamlets Domestic Abuse Service	Hestia	12 months. To cover the period from 1 April 2016 to 31 March 2017.	£308,671
Gateway Sheltered Housing Schemes	Gateway Housing Association	12 months. To cover the period from 1 April 2016 to 31 March 2017.	£305,000
Other sheltered housing schemes	East Thames Centra Mercers One Housing	12 months. To cover the period from 1 April 2016 to 31 March 2017.	£119,744
Hostel Services	Providence Row Look Ahead Care and Support Salvation Army	3 to 12 months. To cover the period from 1 April 2016 to 31	£1,128,293

		March 2017.	
Aspen Court HC1	HC1	9 months. To cover the period from 1 July 2016 to 31 March 2017.	£1,543,000
Various Carers Short Breaks Services	Age UK Apasen Jewish care St Hilda's	12 months. To cover the period until 30 November 2016	c£341,537 (an approximate figure given the spot purchased and demand led nature of the service)
Learning Disabilities Day Service provision (spot purchased)	Apasen BPCA Tower Project Vibrance	3 months. To cover the period from 01 July 2016 to 30 September 2016.	TBC
Antill Road Complex and High Needs Day Service	Vibrance	6 months. To cover the period 01 April 2016 to 30 September 2016.	£144,955.50
Poetry in Wood Supported Employment Service	Poetry in Wood	18 months. To cover the period from 1 st April 2015 (retrospective) to 30 th September 2016	£96,000
Bubble Club Supported Employment Project	MAP Squad	18 months. To cover the period from 1 st April 2015 (retrospective) to 30 th September 2016	£121,013
JET Employment Service	Tower Project	18 months. To cover the period from 1 st April 2015 (retrospective) to 30 th September 2016	£68,451
Easy Build website project	Rix Centre UEL	8 months. To cover the period from 1 st February to 30 th September 2016	£3,000
Khat Project	Mind	9 months. To cover the period from 1 st April to	£48,750

		31 st December 2016	
Beside	Beside	3 months. To cover the period from 1 st April to 30 th June 2016	£14,664
Voluntary sector network	Community Options	3 months. To cover the period from 1 st April to 30 th June 2016	£2,080
Service involvement project	Community Options	3 months. To cover the period from 1 st April to 30 th June 2016	£11,399
Evening Service	Mind in Tower Hamlets	3 months. To cover the period from 1 st April to 30 th June 2016	£3,022
Mind in Tower Hamlets Inclusive Mental Health Service	Mind in Tower Hamlets	3 months. To cover the period from 1 st April to 30 th June 2016	£58,607
Welfare Rights Service	Mind in Tower Hamlets	3 months. To cover the period from 1 st April to 30 th June 2016	£17,491
Complementary Therapies	Mind in Tower Hamlets	3 months. To cover the period from 1 st April to 30 th June 2016	£7,204
Support Project	Praxis	3 months. To cover the period from 1 st April to 30 th June 2016	£10,506
Bondhon Project	St Hilda's	3 months. To cover the period from 1 st April to 30 th June 2016	£10,705
African Caribbean Support Group	Mellow	3 months. To cover the period from 1 st April to 30 th June 2016	£3,498
Vietnamese Support Group	Vietnamese Mental Health Organisation	3 months. To cover the period from 1 st April to 30 th June 2016	£10,406

3.4 The primary reasons why this situation has arisen are as follows:

- Significant delays in some tender processes leading to a situation where it has become necessary to abandon those processes in order to redesign

the service specifications and procurement approach so that they can provide fit for purpose outcomes;

- Difficulties in progressing specific projects through an extended period of political and organisational uncertainty;
- Loss of expertise and capacity within the Commissioning and Health service arising from post deletions and a number of experienced staff seeking secondment opportunities elsewhere in the Council;
- In some cases developing national policy has also had an impact. In relation to domiciliary care, for example, the Ethical Care Charter, recent NICE guidance and the impact of the Care Act have all contributed to a need to review the service specification and procurement strategy.

- 3.5 Prior to the above procurement exercises being undertaken the necessary work to design a suitable commissioning approach and to develop service models and specifications will be undertaken. Agreement will be reached with the Lead Member for Health and Adult Services as to how elected Members have the opportunity to appropriately contribute to the design and specification work. Cabinet is reminded that once tender processes have been formally commenced elected Members will not be involved in the process of evaluating bids and formulating contract award recommendations.
- 3.6 There are also a number of contracts that were let in 2013/14 and 2014/15 for which the contract duration was set at two years with the option to extend for a further year. The initial two-year term for each of these contracts will therefore expire between now and March 2017. In some cases officers are able to exercise the authority to extend the contract for the third year without a further executive decision. In other cases, however, the previous Mayor stipulated that he wished to be formally consulted with regard to extending the contract.
- 3.7 In the interests of efficiency, the Mayor is requested to delegate the authority to extend the contract, for a term up to that allowed by the original contractual terms and conditions, to the Acting Director of Adults' Services. Any such decision to extend a contract in this way will only be made subject to the Acting Director being sufficiently assured that the performance, quality and value for money expectations set out in the original contract and associated specification are being met or exceeded, or that where these are not being met there are sustainable plans to correct this for the additional term. Decisions to extend will also be made following consultation with the Cabinet Member for Health and Adult Services, the Corporate Director for Law, Probity and Governance and Monitoring Officer.
- 3.8 The contracts for which the authorisation described in 3.6 above is being sought are set out and described in appendix one to this report.
- 3.9 The Commissioning and Health Service Management Team are now re-implementing programme management arrangements previously in place

over the period 2012 to 2014 in order to ensure that all future commissioning and procurement activity is managed proactively and that the current circumstances are not repeated in the future. The scope of these programme management arrangements will extend to all procurement activity planned for the period 2016 to 2019 (subject to an annual review of scope, effectiveness and proportionality) and include the active engagement of Legal Services and the Corporate Procurement service.

- 3.10 A specific set of programme management arrangements have been drafted for this purpose and are in place with effect from December 2015. Delivery of the various procurement projects will be overseen by a Procurement Programme Board chaired by the Acting Service Head: Commissioning and Health. The Board will formally report via the Competition Planning Forum and Strategic Competition Board. The first meeting of the Procurement Programme Board is scheduled for January 2016 and it will meet monthly thereafter. Terms of Reference for the previous equivalent Board have been updated to ensure they are fit for purpose. Minutes from each meeting of the Board will be circulated to the Lead Member for Health and Adult Services as a means of ensuring that the administration maintains oversight of progress.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report proposes to initiate procurement exercises for a number of contracts within the Adults Services directorate. While these new procurement and commissioning activities are undertaken it is proposed that a number of contracts are extended without competition and also options to extend for a year are utilised for other contracts which currently exist.
- 4.2 The contracts in general cover a fairly significant part of the Adult Social Care budget, the values of the contracts to be continued or extended are broken down in section 3.3 and Appendix 1 of this report. These contracts are currently budgeted for within 2015/16 and if extended would be met from existing commissioning budgets for the duration of their extensions.
- 4.3 The design and implementation of the new procurement exercises mentioned in this report need to ensure maximum value for money.

5. LEGAL COMMENTS

- 5.1 The report proposes necessary procurement exercises to be restarted in relation to a number of key adult social care services for residents within the borough. In order for these procurement exercises to be completed, the current contractual arrangements need to be extended by way of new contracts awards without competition. This is to ensure that there is no break in the service provision to individuals who benefit from these services and to whom the Council is exercising a duty or power towards.

- 5.2 The Care Act 2014 (the 2014 Act) has been in effect since April 2015 and places a number of general duties on the Council when it is exercising functions under the 2014 Act. They include –
- i. To promote an individual’s well-being. Well-being is defined in the 2014 Act and includes control by the individual over day-to-day life. In exercising this general duty the Council must have regard to the importance of preventing or delaying the development of needs for care and support as well as and the importance of the individual participating as fully as possible.
 - ii. To promote integration of care and support. The statutory guidance supporting the Act includes guidance for Council departments working more closely together and in a joined up manner.
 - iii. To establish and maintain a service for providing people in its area with information and advice relating to care and support. This service should include information about the choices and types of care and support available, choices of providers available and how to access the care and support.
 - iv. To promote diversity and quality in the provision of services within the locality. Under this section the Council must ensure that commissioning and procurement practices deliver the services that meet the requirements of the Act.
- 5.3 The 2014 Act replaces the notion of FACS (Fair Access to Care Services) eligibility and replaces this with a national eligibility threshold. That threshold is set out in the Care and Support (Eligibility Criteria) Regulations 2014, which came into effect at the same time as the 2014 Act. This threshold will need to be taken into account through the proposed procurement exercises to ensure that services are available which assist in meeting the legal duty of the Council under the 2014 Act.
- 5.4 Section 5 of the 2014 Act places a general duty on the Council to promote the efficient and effective operation of a market in services for meeting care and support needs in its area. This is commonly known as ‘market shaping’ and ‘commissioning’. The Council must facilitate a local market that offers a diverse range of high quality and appropriate services. The proposals in this paper align with the Council’s general duty.
- 5.5 The Council has a duty to continue to meet the needs of an adult and support for any carers in the event of provider failure in accordance with section 48 of the 2014 Act and the Care and Support (Business Failure) Regulations 2015 (SI-2015/301). The proposals in this paper shall assist in avoiding any temporary duty arising upon the Council.
- 5.6 Since 2007 there has been a duty on the Council, through its Health and Wellbeing Board, to undertake a Joint Strategic Needs Assessment (JSNA) to address needs, understand community assets and inform commissioning of local services. The current LSNA is under review with a view to being

refreshed through 2016. It is advised that any procurement exercise is cross referenced to the JSNA.

- 5.7 The Council should note that all the contracts listed at paragraph 3.3 of this report requiring the award of new contracts for interim periods fall within the remit of “social and other specific services” in accordance with regulation 74 and Schedule 3 of the Public Contracts Regulations 2015 (the Regulations). Contracts exceeding £625,000.00, namely Domiciliary Care, Hostel Services and Aspen Court require compliance with the Regulations and the Council would be required to place an advert in the Official Journal of the European Union (OJEU) together with a further notice in the OJEU when a contract is awarded, amongst other things. Whilst the remainder of the contracts are below the threshold, the Council must however subject the services to a level of competition to ensure compliance with the principles of transparency, equal treatment and non-discrimination. With regards the intended procurement exercises for the various services listed at paragraph 3.2, the Council will be required to comply with the same rules described above in respect of the formalities and processes to be undertaken for them.
- 5.8 However, it is noted that in order to comply with the regulations, the relevant procurements will take a significant period of time to complete. There is, therefore, a contradiction in legal obligations with which the Council must comply as the Council is also legally obliged to ensure that services continue to be provided and in particular that under no circumstances are service users left at risk. Therefore, the intention is to award interim contracts but only for a period long enough to allow the Council to undertake the appropriate procurements. It is therefore, clear that the intention of the Council is to protect service users rather than distort the market place.
- 5.9 It should also be noted that it is unlikely that any of the services attract crossborder interest for the purposes of the European Law.
- 5.10 In respect of the short term contracts only and for the purposes of the constitution it is permissible to take the decision to not follow the Council’s Procurement Procedures where the Council is satisfied that one of the grounds for waiving them under section 12 of the Procedures is applicable. The ground which could be relied upon is 12.1(a) of the Procedures which states that a waiver is permissible where “the nature of the market for the works to be carried out or the supplies or services to be provided has been investigated and has demonstrated that only a single source of supply is available, or it is otherwise clearly in the Council's interest to do so”. Due to the short term nature of the services and the need to ensure continuity of service it is clear that in the specified circumstances only the existing providers would be able to offer the services on an interim basis by continuing the current provision.
- 5.11 Reasons are provided in the report as to why it may be considered appropriate to deviate from the Council's Procedures, which may be summarised as follows:

- the Council has conducted preparatory work and intends to conduct public procurement as quickly as possible from the date of any Cabinet approval;
- the Council is obligated to continue to provide services in accordance with its statutory functions and it would be undesirable for no services to be provided until the new procurements have been completed and may in certain circumstances lead to the Council breaching other statutory obligations; and
- it is arguably in the Council's best interests to extend the contracts and align them with the award of a contract under the intended procurement exercise.

- 5.11 There is a risk of challenge to the proposed contract awards for alleged non-compliance with the duties outlined in 5.8 and 5.10 above. The risk is lessened as the Council has, arguably, a pragmatic reason for requiring these short term contracts and has some basis, by reason of the preparatory steps taken, that it is not the Council's long term intention to avoid competition. The Council should note that new short term contracts are issued to the organisations under advice from Legal Services
- 5.12 The Council should note that in respect of the contracts listed at paragraph 3.3, robust monitoring will be required to evaluate performance and impacts. In addition, the Council should prepare detailed implementation strategies to align it with the award of contracts under the intended procurement exercises listed at paragraph 3.2 for the various services in order to ensure that mobilisation is operationally proficient and to minimise disruption to the service users and prevent the need for contractual changes post contract award(s) which could be inconsistent with the Regulations and the Council's Procedures.
- 5.13 The Council has a duty under 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. This is referred to as the Council's best value duty. One of the ways in which the Council achieves best value is by subjecting its purchases to competition and procuring the services listed at paragraph 3.2 of this report will likely assist the Council in complying with this duty and with its Procedures. The Council should note that each of the services should be tendered as one procurement procedure wherever possible, with each of the different packages comprising a different "lot" under the procurement(s). This would be a methodology consistent with the new emphasis under the Regulations and would be compliant with the Council's Procedures.
- 5.14 The Council should note that it is required by the Public Services (Social Value) Act 2012 to consider how its procurement activities might secure the improvement of the economic, social and environmental well-being of Tower Hamlets. The Council should be satisfied that due regard will be given to these duties for the intended procurement exercises.

- 5.15 Any change in provision or services should be considered in accordance with the public sector equalities duty under the Equalities Act 2010, which requires the Council when exercising its functions to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. The Council should perform a proportionate equality analysis before determining its preferred procurement option and prior to any changes being made. It is likely that consultation with service users, service users' families and other stakeholders will need to take place in order to understand potential impacts.
- 5.16 Any consultation carried out for the purposes of assessing the impact of service changes should comply with the following criteria: (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.

5.12

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Individual procurement projects will be subject to Equalities Assessments as necessary, and service specifications for each service to be procured will address all relevant equalities requirements relevant to the service being procured.
- 6.2 The Council's existing methodology for deriving community benefits from procurement exercises will be fully utilised in order to ensure that successful bidders commit to activities that add value to and enhance local communities. These added value benefits will be geographic in nature, such as hosting social events in specific communities and / or specifically targeted towards local residents by for example offering apprenticeships and other employment and training related opportunities. The extent to which additional community benefits are derived will vary depending on the size, value and nature of the contract being procured.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The current prices for all of the contracts listed in paragraph 3.2 above were all secured through a competitive procurement process undertaken within the last four years. While, therefore, those prices may not reflect the relevant markets today, they did represent the most economically advantageous prices available at the time of tender. These contracts were let on a fixed price basis so pricing remains as was at the time the contracts were originally awarded. The domiciliary care contracts are an exception to this, as prices for these

services have been updated on an annual basis to match LLW increases. There will not be a further increase in LLW during the term for which the directly awarded contracts being sought however.

- 7.2 The awarding of direct contracts for an interim period is specifically intended to provide time to undertake robust procurement processes for each of the services listed in paragraph 3.2. Contracts will be awarded to bidders submitting the most economically advantageous tenders and in full compliance with the Council's Procurement Procedures in order to ensure that Best Value is achieved.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no specific environmental impact issues arising as a result of this report.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 There is a risk of challenge to the Council from the market in circumstances where the Council continues to contract with a provider beyond the advertised term of a contract. The proposals set out in this paper are designed to mitigate this risk as far as possible by initiating new competitive procurement processes in order to secure new contracts for all of the services subject to this risk. This risk also needs to be set against the Council's duties in respect of the provision of community care services as well as the impact on vulnerable service users were any of the services that are the subject of this report not maintained in the interim.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no specific crime and disorder reduction implications arising as a result of this report.

11. SAFEGUARDING IMPLICATIONS

- 11.1 The services which are the subject of this report are all provided to individuals who are either vulnerable or at risk of vulnerability related to their community care needs and / or as a result of actual or potentially insecure housing situations. The cessation of any of these services until such time as new contracts could be procured and let would therefore have direct safeguarding implications for the individuals concerned and would inevitably increase the risk to those individuals. The proposal to maintain the necessary services, by direct award of contract, until the point when new contracts are let is specifically intended to remove this risk.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1: Contracts for which extensions can be exercised but for which authority is required to extend.

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

- Adults' Services Procurement Programme Board Terms of Reference
- Commissioning and Health Procurement Programme Management Arrangements

Officer contact details for documents:

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**APPENDIX 1:
CONTRACTS FOR WHICH EXTENSIONS CAN BE EXERCISED BUT FOR WHICH AUTHORITY IS REQUIRED TO EXTEND**

Contract name and current provider	Brief description of service	Value of contract (per annum)	Original term of contract and expiry date	Extension period allowed by contract
Providence Row Housing Association	PRHA Linkworker Service meets the needs of offenders over the age of 18, who live/lived in Tower Hamlets, have come into contact with the criminal justice system and have a mental health need and are expected to come back to Tower Hamlets at the end of their sentence.	£79,815	01/03/2015 – 28/02/2016	1 year to 28/02/2017
Look Ahead Care and Support	Generic Floating support service assist vulnerable people living in the community who required housing related support to maintain their accommodation and so prevent their homelessness.	£696,083	1/4/2014 – 31/3/2016	1 year to 31/3/2017
Look Ahead Care and Support	ILCS delivers recovery orientated floating support to individuals in their own accommodation, the majority of whom are currently subject to Care Programme Approach	£468,589	16/6/14 – 15/6/2016	1 year to 16/6/2017

**APPENDIX 1:
CONTRACTS FOR WHICH EXTENSIONS CAN BE EXERCISED BUT FOR WHICH AUTHORITY IS REQUIRED TO EXTEND**

Contract name and current provider	Brief description of service	Value of contract (per annum)	Original term of contract and expiry date	Extension period allowed by contract
	arrangement s by providing crisis intervention and support to service users who require this short term support.			
Outward	Fenton Street / Buckfast Street learning disability services providing supported living accommodation	£194,012	01/07/2014 – 30/06/2016	1 year to 30/06/2017
Look Ahead Care and Support	Mary Jones Court learning disability services providing supported living accommodation	£289,672	01/07/2014 – 30/06/2016	1 year to 30/06/2017
Outward	Selwyn Road / Buxton Street learning disability services providing supported living accommodation	£295,211	01/08/2014 – 31/07/2016	1 year to 31/07/2017
Look Ahead Care and Support	Vulcan Square / Old Ford Road learning disability services providing supported living accommodation	£314,985	1/10/2014 – 30/09/2016	1 year to 30/09/2017
Visual Impairment Peer Support Group	The service provides peer led social support for people with a visual impairment	£2,000 (£8,000 per annum)	1 st January 2014 to 31 st December 2015	Three months to 31 st March 2016
East London Vision				
Handyperson service	The service offers support	£78,757	1 st January 2015 to 31 st	One year to 31 st December

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CONTRACTS FOR WHICH EXTENSIONS CAN BE EXERCISED BUT FOR WHICH AUTHORITY IS REQUIRED TO EXTEND**

Contract name and current provider	Brief description of service	Value of contract (per annum)	Original term of contract and expiry date	Extension period allowed by contract
AgeUK	to install, for instance, grabrails around a door or bath, or minor repairs to minimise the risk of falls in older people		December 2015	2016
Older People's Reference Group AgeUK	This contract is jointly funded with Tower Hamlets CCG. The service supports older people as experts by experience which enables them to contribute to and advise on consultation exercises, procurement and other areas where older people's views are invaluable.	£56,000 (£28,000 to LBTH)	1 st January 2015 to 31 st December 2015	One year to 31 st December 2016
Ethnic Minorities Older Peoples Support Service Community of Refugees from Vietnam	The service supports Vietnamese and Chinese older people to maintain friendships and access service provision	£32,000 per annum	1 st January 2015 to 31 st December 2015	One year to 31 st December 2016
Dementia Carers Support Service Alzheimer's Society	The service supports, primarily elderly carers, in supporting people with dementia and maximising their ability to continue caring.	£70,178	1 st April 2014 to 31 st March 2016	One Year to 31 st March 2017
Somali Carers Support Service Black Women's Health and	This service provides support for Somali carers, enabling them to take a break from carers and gain	£49,500	1 st April 2014 to 31 st March 2016	One Year to 31 st March 2017

**APPENDIX 1:
CONTRACTS FOR WHICH EXTENSIONS CAN BE EXERCISED BUT FOR WHICH AUTHORITY IS REQUIRED TO EXTEND**


Contract name and current provider	Brief description of service	Value of contract (per annum)	Original term of contract and expiry date	Extension period allowed by contract
Family Support	support for their peers.			
Carers Retreat Service London Buddhist Centre	The Carers Retreat takes a small group of carers away for a weekend to focus on themselves and their own wellbeing. It also offers space in the Buddhist Centre for carers to take a short time out of their caring role.	£12,000	1 st April 2014 to 31 st March 2016	One Year to 31 st March 2017
Carers Hub Carers Centre Tower Hamlets	The Carers Hub provides a wide range of services for carers in the borough, to include relaxation, advice and information about the range of services available for carers in the borough, benefits advice, advocacy and supporting a "self-directed assessment" to access social care services.	£720,000 (£360,000 per annum)	1 st July 2013 to 1 st July 2016	Two Years to 1 st July 2018
Information, Advice and Advocacy REAL (consortium lead for nine local organisations)	This is a consortia arrangement where REAL is the consortia lead for a group of nine small local organisations with particular expertise in particular service areas, enabling specialist advice, information and advocacy.	£485,000	1 st August 2013 to 31 st July 2016	One year to 31 st July 2017
Independent Mental	This is a statutory service to	£55,000 per annum +	1 st January 2014 to 31 st	One year to 31 st January

**APPENDIX 1:
CONTRACTS FOR WHICH EXTENSIONS CAN BE EXERCISED BUT FOR WHICH AUTHORITY IS REQUIRED TO EXTEND**

Contract name and current provider	Brief description of service	Value of contract (per annum)	Original term of contract and expiry date	Extension period allowed by contract
Capacity Advocacy PoHwER	ensure the voice of service users who find it difficult to take decision around their health and wellbeing.	additional capacity of £22,000 in order to meet increased requirements since implementation of Care Act.	December 2016	2017
Advocacy and IMHA Service PoHwER	Provides an advocacy service to people with mental health problems. Includes the statutory service provided to individuals subject to various assessment and treatment orders under the Mental Health Act.	£285,000	01/04/2014 – 31/03/2016	1 year to 31/03/2017
BME Dementia Support Alzheimers Society	Provides targeted community outreach activities to identify and support people with dementia from the Bangladeshi and other BME groups.	£55,000	01/04/2014 – 31/03/2016	1 year to 31/03/2017
Dementia Café Alzheimers Society	Provides 4 cafes per month for people with dementia and their carers (2 targeted at the Bangladeshi community). The cafes provide appropriate activities, support and information.	£25,000	01/04/2014 – 31/03/2016	1 year to 31/03/2017
Mental Health Carers Support Service	Provides support for carers of adults with mental health	£138,000	01/04/2014 – 31/03/2016	1 year to 31/03/2017

**APPENDIX 1:
CONTRACTS FOR WHICH EXTENSIONS CAN BE EXERCISED BUT FOR WHICH AUTHORITY IS REQUIRED TO EXTEND**

Contract name and current provider	Brief description of service	Value of contract (per annum)	Original term of contract and expiry date	Extension period allowed by contract
Rethink Mental Illness	problems, carers support groups, training for carers, activities, and information, signposting and support to access other services. It also supports carers' input into strategic planning to inform commissioners and providers about mental health carers' needs, and to promote the development of carer services in the borough.			
Mental Health Family Support Service Family Action	Provides support to families where a parent has a severe mental illness and has sufficiently complex needs to require a care coordinator. This includes support for family visits in the family visiting room at Tower Hamlets Centre for Mental Health when a parent is an inpatient.	£110,500	01/04/2014 – 31/03/2016	1 year to 31/03/2017

<p>Cabinet</p> <p>5 January 2016</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Luke Addams, Acting Director: Adult's Services</p>	<p>Classification: Unrestricted</p>
<p>Future commissioning arrangements for domiciliary care services previously commissioned from Majlish Homecare Services</p>	

Lead Member	Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adult Services
Originating Officer(s)	Karen Sugars, Acting Service Head: Commissioning and Health, Adults' Services
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	A Healthy and Supportive Community

Executive Summary

The council assumed, in March 2014, direct responsibility for the provision of domiciliary care services previously provided under contract by Majlish Homecare Services (MHS). This report sets out the recommended option for the future delivery of these services.

A previous report, considered by Cabinet on 1 December 2015, set out six options for securing the future delivery of services previously provided by MHS. Following consideration of this report Cabinet set aside four of those options presented and asked that further work on the risks and benefits of the remaining two options be undertaken and a recommended option reported back to Cabinet in January 2016.

The further work undertaken in respect of the benefits and risks attached to each of the two remaining options, as well as the firming up of the timing and nature of a wider re-commissioning exercise for domiciliary care services, has resulted in a different preferred option being recommended to Cabinet for approval than was recommended in December 2015.

The recommended option has been identified as offering the optimum combination of continuity for service users, clarity for workers in the service and assurance for the Council in respect of compliance with Competition Law and the achievement of Best Value. If approved, no additional procurement process will be required to be undertaken over and above that already planned in respect of domiciliary care services as a whole.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree that the domiciliary care services previously provided by Majlish Homecare Services, and currently directly provided by the Council, be included in the scope of the domiciliary care services tender to be advertised in January 2016;
2. Authorise the Acting Director of Adults' Services following consultation with the Corporate Director of Law, Probity and Governance and Monitoring Officer to enter into any necessary negotiations and other processes required by the Transfer of Undertakings (Protection of Employment) Regulations regarding the transfer of any persons deemed to be employees employed by the Council for the provision of the service as at the date of transfer, to those providers from whom services are subsequently commissioned.
3. Authorise the Acting Director of Adults' Services following consultation with the Corporate Director of Resources, Corporate Director of Law Probity and Governance and Monitoring Officer to enter into all necessary negotiations with a view to reach agreement with workers in the service in respect of any continuous period of employment proposed to be offered to them by the Council until such time as the tender process is complete and any employees are transferred to new employers.
4. Note the intention that the tender process referred to in recommendation 1 above is the means by which a range of contractual requirements will be introduced with the express aim of improving the terms and conditions of individuals who will be employed to deliver the service by the successful bidders in line with the Mayoral commitment to explore how to introduce the Ethical Care Charter into domiciliary care services in the borough.

1. REASONS FOR THE DECISIONS

- 1.1 To ensure that the domiciliary care services previously provided by MHS continue to be commissioned in a way that provides Best Value to the Council and is fully compliant with relevant EU Competition law.

2. ALTERNATIVE OPTIONS

- 2.1 The options appraisal undertaken to support identification of the Best Value option is attached to this report as Appendix 1. The two options considered are listed along with the relative strengths and weaknesses of each option. The analysis of strengths and weaknesses was based on a range of factors including impact on service users and staff, impact on the council and deliverability.

- 2.2 The Mayor in Cabinet considered, on 1 December 2015, a range of six options for the future delivery of the services previously provided by MHS. Following that consideration four options were set aside, leaving two in respect of which further detailed analysis was requested to be undertaken. The option recommended in this report is informed by that further detailed analysis.
- 2.3 The Mayor in Cabinet could, however, choose to seek additional analysis of any of the previously considered options and/or require further consideration of additional options proposed by the Mayor or Cabinet. While this option is open to the Mayor it is not recommended in the interests of providing clarity and certainty for service users and for workers in the service.

3. DETAILS OF REPORT

- 3.1 Majlish Homecare Services (MHS) were successful in winning a contract for inclusion on the Council's Domiciliary Care Preferred Provider Framework Agreement in 2012. MHS's existing contractual relationship with the Council meant that they transferred onto the new Framework with a significant volume of existing business, and accordingly were one of the largest providers of domiciliary care to the Council by volume and cost.
- 3.2 During 2013 increasingly significant concerns were raised, both through the Council's contract monitoring processes and via the regulatory activities of the Care Quality Commission, regarding the way in which MHS was being managed. These concerns were also informed and increased by whistleblowing activity from workers/employees within MHS. The extent of these concerns was such that the Council came to the view that there was a very significant risk to MHS's ability to continue to trade as a going concern without changes to the way in which MHS was managed and run.
- 3.3 The Council therefore sought to engage with the Board of Trustees of MHS, as well as with the existing senior managers in the organisation to effect change. Ultimately, however, this engagement did not produce a satisfactory outcome and the Council took the decision, toward the end of 2013, to terminate the contract with MHS with effect from 28 February 2014.
- 3.4 It is important to highlight that the concerns identified both by the Council and by the Care Quality Commission were primarily related to the way in which MHS was managed and run. The quality of care provided on a day to day basis by the care workers/employees was not, and had not been previously, of particular concern.
- 3.5 Once the decision to terminate the contract had been taken various options for maintaining service delivery from 1 March 2014 onwards were considered. The safest option identified at the time was to bring the service under the direct management of the council for a period of time in order to allow for a more considered exploration of the Best Value option for the service. In

pursuance of this, the Council employed the workforce from MHS who were directly involved in providing care. The administrative staff as well as first line supervisors, who were on existing contracts of employment, were offered the opportunity to transfer, under the terms of the Transfer of Undertakings (Protection of Employment) Regulations (“TUPE”), to the Council’s employment on their existing terms and conditions with effect from 1 March 2014. The Council also took on those workers who were previously under contract with MHS but not employees at the date of transfer and therefore not subject to the TUPE requirements. This process involved a total of approximately 120 individuals the majority of whom worked part-time hours and had been engaged on zero-hours contracts. New management arrangements were put in place by the Council to ensure that the service would be effectively managed and run on a day to day basis.

- 3.6 The transfer to the Council took place on schedule, with the Council assuming direct responsibility for the provision of the service with effect from 1 March 2014. Since that date the focus has been on maintaining and improving the quality of care provided; ensuring that all staff are properly trained; ensuring that any existing terms and conditions of employment or contractual arrangements are appropriate and are equitably applied; and seeking to ensure that documentation relating to all workers/employees is up to date and complete. This documentation includes proof of right to work as well as up to date Disclosure and Barring Service checks.
- 3.7 The transfer in of the service was always intended to be a temporary measure until such time as the service had been stabilised and put back on a sound footing. Various options for the future delivery of the service have been analysed and six such options were set out in the options appraisal included in a report to Cabinet in December 2015. The preferred option identified in that previous report and recommended for approval by the Mayor in Cabinet, was that the volume of business currently provided by the service be re-commissioned via the existing Preferred Provider Framework Agreement. Under that option, it was proposed that employees transfer, on existing terms and conditions, to the receiving provider or providers.
- 3.8 In summary, the six options considered by the Mayor in Cabinet in December 2015 were:
 - A. Allocate to providers on the existing Preferred Provider Framework by the same method as would be used for new packages of care commissioned via the framework. This option will ensure that the activity is then incorporated into the planned re-tender of the Preferred Provider Framework;
 - B. Retain in-house until such time as the planned Preferred Provider Framework re-tender is completed (October 2016), and allocate to successful bidders as part of the contract mobilisation process;
 - C. Retain in-house for an initial period and initiate the process of setting up a new entity, using the Public Sector Mutual model. Once the new

entity is set up, the Council to retain a majority stake for an incubation period of between two and three years to allow the service to become commercially viable prior to being exposed to competition law requirements to competitively tender for business;

- D. Tender for the necessary volume of activity as a single (reducing) block contract;
- E. Tender for the necessary volume of activity via a new Preferred Provider Framework (separate to the currently planned process);
- F. Retain in-house on the same basis as the previous Longer Term Homecare service i.e. reducing over time as packages cease.

3.9 Following consideration of the six options by the Mayor and his Cabinet, and taking into account exempt legal advice on the risks associated with a number of the options, the Mayor determined the following course of action:

- 1. To confirm the rejection of options C to F as set out in Paragraph 3.8 above.
- 2. To defer a decision on whether to agree either Option A or Option B, as set out in Paragraph 3.8 above, subject to further discussion and with the intention of co-ordinating a final decision with the proposal to retender all commissioned domiciliary care activity to be presented at the next Cabinet meeting.

3.10 The further work undertaken in the period between Cabinet on 1 December 2015 and this subsequent paper being drafted has included a detailed review of the balance of risks and benefits associated with the two remaining options. This review of the risks has incorporated extensive legal advice on a range of contractual and procurement related issues as well as further consideration of employment matters in respect of the existing workforce.

3.11 This detailed review has also taken into account the planned timetable (subject to approval to commence the tender process) for re-tendering the wider domiciliary care services commissioned by the Council. This timetable was not as fully developed at the time of the original option appraisal and has been added to the overall analysis as a material factor.

3.12 The result of this detailed review is the revised options analysis appended to this report as Appendix 1. The effect of this revised option appraisal is that officers now recommend Option B as the preferred option. This is a change from the previously recommended option, which was option A.

3.13 Senior Managers have undertaken two consultation meetings with workers in the service, on the 11th and 19th of November 2015 in order to seek their views on the different options. Across the two sessions approximately 70 of the workforce of 120 attended, and a Trade Union representative was also present in each session. It is clear from the outcome of these sessions that

there are significant divisions within the staff group about the preferred way forward and arguably the most consistent message to come from the sessions is that what matters most is security of employment. While all of the options under original consideration mean that employees would transfer to new employers with terms and conditions protected by the TUPE regulations, the views expressed with regard to security of employment have been given weight in the review of the two remaining options.

- 3.14 As part of the process of preparing to retender the wider domiciliary care services during 2016, the Council intends to introduce compliance with the Ethical Care Charter as a contractual requirement in respect of all commissioned domiciliary care services in the borough. The introduction of the Charter will help to drive improved quality of service to vulnerable residents and also introduces important improvements to the security of employment and conditions for the whole domiciliary care workforce.
- 3.15 The total current volume of activity provided by the service is 129,311 hours per annum, delivered to 143 individual service users, and the forecast cost of providing the service in 2015/16 is £1.73m¹. If the recommendations set out in this report are approved then this volume of activity will be included in the overall volume of domiciliary care activity to be tendered during 2016.
- 3.16 If the recommended option is agreed, officers will engage with the workforce and their representatives to negotiate and agree a contractual basis for the remaining period of direct employment by the Council. This negotiation will need to be concluded by the end of March 2016 in order to ensure that full and accurate TUPE information can be made available to bidders as part of the tender documentation.
- 3.17 The base costs of continuing to directly provide the service until October 2016 are accounted for in the Council's existing Medium Term Financial Plan. Should the negotiation regarding contractual terms referred to in paragraph 3.13 above result in additional costs to the Council that are greater than officers have delegated authority to approve a separate authority to approve the additional resources required will be sought from the Mayor in Cabinet.
- 3.18 MHS did also provide services on behalf of NHS Tower Hamlets CCG and a small number of other London Boroughs on a spot purchased basis and these services have continued to be provided since the council assumed direct control of the service. Those purchasing authorities will therefore need to make alternative arrangements to have these services provided if the recommended option is pursued. Officers will work closely with those purchasing authorities to ensure that is achieved in the least disruptive manner possible for service users.

¹ Based on a unit cost of £14.64 ph

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The predicted cost of providing the service previously managed by MHS is £1.73m for this financial year. The unit cost of providing the current service is £14.64 per hour which is outside the average rate charged by our external providers of between £13.92 and £14.50 per hour. The rate has increased recently as the unit cost in April 2015 for MHS was £13.94 per hour. By redistributing the clients to the existing preferred provider framework the Council will avoid the risk of subsidising a potentially costly in-house service
- 4.2 There are ongoing financial implications for the council which may arise post transfer regardless of the option pursued. This is in respect to costs which relate to staff having opted-in to the Local Government Pension Scheme (LGPS) and the need for staff to be offered an equivalent scheme once transferred to the independent sector, there may be an expectation that the Council would cover this cost. The likely financial impact is dependent on the number of staff who are opted-in to the scheme prior to transfer and the turnover rate that applies directly to those staff for the duration of the contract.
- 4.3 The cost to the Council per annum if 100% of workers were to opt-in to the LGPS is estimated to be £200k per annum, this amount reduces by £50k per 25% of staff who choose to opt-out of the scheme. As stated in paragraph 4.2, these values would be applicable only to those staff who transferred. If the relevant staff left the new supplier during the contract period their additional costs would no longer be payable.

5. LEGAL COMMENTS

- 5.1 Detailed legal advice on the risks relating to each of the options was provided in **restricted** Appendix 2 to the previous Cabinet Report. That advice covered legal and risk issues relating to all the available options including the preferred options. It remains valid though not necessary to be reproduced into this report.
- 5.2 The Council has a duty to ensure that all its services provide for Best Value in accordance with Section 3 of the Local Government Act 1999. In order to comply with this duty it is accepted practice that local authorities should tender services and award a contract based on the bid that provides the most economically advantageous tender judged on a blend of quality and price.
- 5.3 The Council had previously tendered for these services when Majlish won a bid and it was at that point the frameworks for the placement of further new packages of care were formed. However, Majlish's service provision failed but the Council still owes a legal duty to the service users to provide these services under the Care Act 2014. The Council fulfilled its duties in this regard by transferring Majlish employees to the Council (and retaining existing workers) and providing the services in-house which in turn did not present any procurement law issues.

- 5.4 Tendering for the Majlish services together with the domiciliary care framework on the whole would appear to be lawful in all respects provided that the Public Contracts Regulations 2015 are followed when the tendering takes place.
- 5.5 It should be noted that throughout the transition the Council should also comply with its consultative duties with the Service Users in line with the Care Act 2014.
- 5.6 It is highly likely that the Transfer of Undertakings (Protection of Employment) Regulations will apply to any onward transfer of the Majlish service in respect of any staff who are deemed to be employees at the date of transfer. Where they do apply the Council should be aware of the duty to provide employee information to incoming providers and inform and consult with the outgoing employees in respect of any measures envisaged by the new provider(s) and should take part in the process as well as making the framework providers and other bidders involved in the intended tendering process aware of the potential staff transfer. The work that is currently being done in respect of regularising terms and conditions for the workforce will undoubtedly increase the number of employees in the service who will be covered by the TUPE provisions.
- 5.7 Under section 149 of the Equality Act 2010, the Council must when carrying out its functions, including making any alterations to the services, 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.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The receiving provider or providers will be subject to the contractual terms and conditions against which the services are tendered. These terms and conditions cover a range of factors including compliance with the Public Sector Equality Duty as well as a range of protections for employees.
- 6.2 The significant majority of the individuals to whom domiciliary care is provided by the service are from the Bangladeshi community. Ensuring that receiving providers are capable of providing a service that is culturally appropriate and that the first language preferences of individuals can be respected will be a critical component of the mobilisation plan.

7. BEST VALUE (BV) IMPLICATIONS

7.1 The options analysis that informs the recommendation to Cabinet was undertaken in order to identify the Best Value option for the future delivery of the service. Best Value has been determined by considering the following factors in the options appraisal:

- Speed of delivery (achievability);
- Resources required to deliver (achievability and impact);
- Impact on service users and carers (impact);
- Impact on front line employees of the service (impact);
- Impact on wider domiciliary care market locally (impact);
- Impact on LBTH, including reputational (impact);
- Cost (achievability and impact)
- Legal considerations about competition, contractual and employment matters.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no sustainability implications arising from the subject of this report.

9. RISK MANAGEMENT IMPLICATIONS

9.1 A detailed mobilisation plan will be developed prior to the new domiciliary care contracts being awarded. This mobilisation plan will address all of the risks associated with the transfer of services from existing providers to new providers and will incorporate lessons learned from previous equivalent exercises.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no crime and disorder implications arising directly from the subject of this report.

11. SAFEGUARDING IMPLICATIONS

11.1 The service provides care to vulnerable individuals who have been identified as being eligible for provision of services in accordance with the council's duties under the Care Act 2014. A critical component of the process put in place to effect the contract mobilisation will, therefore, relate to ensuring that those individuals are fully safeguarded during the transfer process itself and subsequently once care is being delivered by the receiving provider or providers.

Linked Reports, Appendices and Background Documents

Linked Report

- Report presented to Cabinet in December 2015: Future commissioning arrangements for domiciliary care services previously commissioned from Majlish Homecare Services

Appendices

- Appendix 1: Option Appraisal

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

- NONE

Officer contact details for documents:

N/A

Future commissioning arrangements for Domiciliary Care services previously provided by Majlish Homecare Services: Option Appraisal

Prepared: 09 December 2015

Version: 06

1. The two potential options for regularising the commissioning arrangements for the domiciliary care activity previously provided by Majlish Homecare Services are outlined below.
2. The options are presented in ranked order. This ranked order has been determined by considering the following criteria:
 - Speed of delivery (achievability);
 - Resources required to deliver (achievability and impact);
 - Impact on service users and carers (impact);
 - Impact on front line employees of the service (impact);
 - Impact on wider domiciliary care market locally (impact);
 - Impact on LBTH, including reputational (impact);
 - Cost (achievability and impact);
 - Legal considerations about competition, contractual and employment matters.
3. For each of the options a strengths and weaknesses appraisal, based on the above criteria, has been undertaken in order to evidence and substantiate the ranked order in which they are presented.
4. Earlier iterations of the option appraisal identified and appraised six options. Those six options were described as follows:
 - a) Allocate to providers on the existing Preferred Provider Framework by the same method as would be used for new packages of care commissioned via the framework. This option will ensure that the activity is then incorporated into the planned re-tender of the Preferred Provider Framework;
 - b) Retain in-house until such time as the planned Preferred Provider Framework re-tender is completed (October 2016), and allocate to successful bidders as part of the contract mobilisation process;
 - c) Tender for the necessary volume of activity as a single (reducing) block contract;
 - d) Retain in-house for an initial period and initiate the process of setting up a new entity, using the Public Sector Mutual model. Once the new entity is set up, the Council to retain a majority stake for an incubation period of between two and three years to allow

the service to become commercially viable prior to being exposed to competition law requirements to competitively tender for business;

- e) Tender for the necessary volume of activity via a new Preferred Provider Framework (separate to the wider re-commissioning exercise that is being planned currently);
- f) Retain in-house on the same basis as the Longer Term Homecare service was i.e. reducing over time as packages cease.

5. This range of options was considered by the Mayor in Cabinet on 1 December 2015. Following this consideration it was resolved that options C, D, E and F be set aside, and that further appraisal of options A and B be undertaken in the context of additional restricted Legal advice, new information about the likely timing of the planned retender of all commissioned domiciliary care services and feedback from the workforce at the two consultation meetings held.
6. The option appraisal set out below is the product of that additional analysis, and now identifies option B as the preferred option.

7. Option appraisal


Option and brief description	Appraisal of strengths and weaknesses
<p>B Retain in-house until such time as the planned re-tender of the Preferred Provider Framework tender is completed (October 2016), and allocate to successful bidders as part of the contract mobilisation process.</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Would utilise the planned tender process so less likely to create wider market turbulence than option A below; • The high likelihood that this wider tender process will now start in January 2016 and be concluded as rapidly as possible reduces any potential impacts of the service being retained in house for a longer period; • Mobilisation issues would be contained within the wider mobilisation process for the new contracts, rather than the Council having to manage two separate mobilisation processes, thus saving significant effort; • Service users and the workforce would therefore only be subject to one transfer of provider / employer rather than two as would potentially be the case with option A below;

	<ul style="list-style-type: none">• If the Council determines that it wishes to implement all, or part of the Ethical Care Charter through the re-commissioning process this will ensure that the workforce transfer directly to Charter compliant providers. This reduces the risk of provider resistance to the transfer and improves security of employment and conditions for the workforce;• On a similar theme, as the intention to include this service in the tender will be included in the tender advert, and as detailed TUPE information will need to be provided to bidders, this again will reduce the risk of resistance to workforce transfer as bidders will be able to price for any liabilities that are considered to be additional to those that may accrue in relation to transfer of employees from other providers;• The additional time available would allow the Council and workforce representatives to negotiate an agreed position on current terms and conditions and ancillary matters. This in turn will give greater stability and security to the workforce in the short term;• Provides for an increased likelihood that the Council will be able to ensure that the workforce has a higher level of employment security than currently and that this security can be maintained post transfer. Security of employment was the most clearly expressed area of agreement across the workforce at recent consultation meetings.• There is a very low risk of challenge from the market with regards to the means by which the service is returned to the independent sector as this will be achieved via a fully compliant tender process.
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	<p>Weaknesses</p> <ul style="list-style-type: none"> • An extended period of uncertainty for service users, families and the workforce (insofar as there will be uncertainty about which provider will provide a service / be the new employer beyond the end of October 2016); • Increased risk to the Council of a challenge relating to the differing terms and conditions of the workforce (including zero hours contracts) as compared with LBTH employees in what may be deemed to be equivalent roles; • May mean existing staff group is more widely dispersed across multiple providers; • Depending on the outcome of negotiations in respect of employment contracts a cost pressure may be generated that would be of a materially greater quantum than would be the case if the service was transferred back to the independent sector by the quicker route that option A allows. The quantum of this impact is not possible to determine precisely in advance of any agreement on contracts of employment, but will only exist for the period during which the workforce remains directly employed by the Council.
<p>A Allocate to providers on the existing Preferred Provider Framework by the same method as would be used for new packages of care commissioned via the framework. This option will ensure that the activity is then incorporated into the planned re-tender of the Preferred Provider Framework</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Significantly quicker than other procurement based options; • Consistent with the way that care commissioned from other failing providers has been reallocated in the past; • Likely to deliver savings in the short term as unit costs of top ranked provider are lower. This benefit would only exist from point of transfer until October 2016 however;

<p>The 16 providers on the current framework are ranked, and the 'rules' which govern the operation of the Framework mean that unless an individual expresses a preference for a particular provider on the list then new packages must be offered to the top ranked provider in the first instance. If the top ranked provider is not able to take on the package it is then offered to the second ranked and so on until allocated.</p>	<ul style="list-style-type: none"> • Minimises LBTH exposure to single status issues and associated risks relating to the workforce of the service; • Likely (subject to TUPE consultations) that the existing workforce would transfer to one, or a small number of, providers.
	<p>Weaknesses</p> <ul style="list-style-type: none"> • The Framework was not explicitly set up to manage large scale transfers such as this, so there is a risk of challenge from the market, the impact of which is judged to be significant. The hours commissioned from MHS were, however, all included in the original volumes advertised when the Framework was tendered, or have been commissioned via the Framework since it was established, so there is a defence to any such challenge; • Following further detailed legal analysis and advice, the risk to the Council of pursuing this option is deemed to be very significant in terms of the likelihood of such an approach being found to be non-compliant with EU Competition Law; • Timing is now a significant issue, given that the existing Framework will be subject to a competitive procurement process over the next 10 months. This creates the possibility that individual service users will experience two transfers to new providers in a short space of time; • Following on from the above bullet point, the workforce would face the possibility of two TUPE transfers in a short space of time; • Very limited time would be available to conclude negotiations with workforce representatives regarding employment contracts, making the transfer process

	<p>riskier and almost certainly leaving the workforce feeling unfairly treated by the Council;</p> <ul style="list-style-type: none">• There is a high risk of reputational damage to the Council arising from likely dissatisfaction from both service users and the workforce. Any legal challenge to the transfer process would also risk reputational damage irrespective of whether any such challenge was successfully defended.
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<p>Cabinet</p> <p>5 January 2016</p>	
<p>Report of: Luke Addams: Director Adult Social Services</p>	<p>Classification: Unrestricted</p>
<p>Collaborative agreement on sexual health</p>	

Lead Member	Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Well Being
Originating Officer(s)	Chris Lovitt, Associate Director of Public Health
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	Health and Well Being

Executive Summary

The London Borough of Tower Hamlets is requested to consider entering into a collaborative agreement with other London councils to commission sexual health services for the period 2015/16, 2016/17 and for the development of new services to operate from April 2017.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree that the London Borough of Tower Hamlets can join the London Sexual Health Transformation Project and the supporting east London commissioning with delegations that will enable the work to be taken forward.
2. Delegate authority to the Director of Public Health to approve the Council's participation in the pan-London agreements on cross charging, lead commissioning and integrated sexual health tariff.
3. Approve the Council's participation in a pan London procurement for a web-based system to include a 'front-end' portal, joined up partner notification and home/self-sampling. This will include the council being named in a Prior Indicative Notice (PIN) and Official Journal of European Union Notice (OJEU).
4. Approve the Council's participation in sub-regional arrangements for commissioning and procurement of Genitourinary Medicine (GUM) and Contraception and Sexual Health Service (CaSH) Services.

5. Delegate authority to award contracts, as set out in the recommendations 2. to 4. above, to the Director of Public Health following consultation with the Head of the Legal Services, Chief Financial Officer and the Portfolio Holders for Finance and Health and Well Being.

1. REASONS FOR THE DECISIONS

- 1.1. As part of the transfer of public health responsibilities the council is mandated to provide for the testing and treatment of sexually transmitted infections and provision of contraceptive services.
- 1.2. To discharge this mandate and address the high levels of sexual health needs the council commissions three tiers of sexual health services across primary care, community services (CaSH) and specialist Genitourinary Medicine (GUM) services.
- 1.3. Since 2013 London councils have been working together to improve the sexual health of local residents through aligning approaches to the commissioning of Genitourinary Medicine (GUM) services. Although the number of attendances has continued to increase, up by 14% since 2013, a collaborative approach to commissioning has averted costs of £2.5m through securing improved financial terms compared to the national tariff.
- 1.4. HIV and sexual health are key issues of public health importance both in Tower Hamlets and across the capital. The need for sexual health services in Tower Hamlets and London is significantly higher than the England average, and has risen significantly in recent years.
- 1.5. There are significant variations in access and activity across London boroughs, with high numbers of residents from across London accessing services in central London.
- 1.6. Given London's complex pattern of open access services, there are important advantages for London boroughs to transform and commission services together and implement an integrated sexual health tariff.
- 1.7. The need to respond to current and future financial challenges and ensure best use of resources available. If recent trends in activity levels continue, the financial sustainability of the current format of GUM services will come under substantial pressure.

2. ALTERNATIVE OPTIONS

- 2.1 Not to enter into a collaborative agreement with other London councils and to commission services separately from other councils.

3. DETAILS OF REPORT

- 3.1 As part of the transfer of public health responsibilities the council is mandated to provide for the testing and treatment of sexually transmitted infections and provision of contraceptive services.
- 3.2 To discharge this mandate and address the high levels of sexual health needs the council commissions three tiers of sexual health services across primary care, community services (CaSH) and specialist Genitourinary Medicine (GUM) services.
- 3.3 Community and GUM services are legally required to be free at the point of delivery and open access- no referral is needed and residents are able to walk into any NHS service in England without referral.
- 3.4 Community sexual health services have historically been commissioned on a block contract and were recommissioned in Tower Hamlets in 2014. GUM services have been provided under a national tariff (PBR) which until 2013 was mandatory, reviewed annually and set by Monitor.
- 3.5 Tower Hamlets has increasing levels of need for sexual health services, especially GUM services, due to a combination of demographic change, population increase and specific high need populations such as gay men migrating into the borough in increasing numbers.
- 3.6 The expected spend on sexual health services, funded by LBTH through the Public Health Grant for 2015/16 is £437k on prevention services, £751k on primary care services, £1.99m on community sexual health services (CaSH), £2.8m on in borough GUM services and £2.6m on out of borough GUM services.
- 3.7 Similar increases in need and activity at GUM services have occurred in Waltham Forest, Newham, The City and Hackney (WELC). There has been no commensurate increase in the public health grant.
- 3.8 Monitor has continued to publish nationally recommended, but no longer mandatory, payment by result (PBR) tariffs for GUM. These have increased each year.
- 3.9 In 2013 and 2014 Tower Hamlets worked in co-operation with the other WELC boroughs to negotiate a discounted PBR tariff with the main GUM providers. These terms were achieved by individual negotiations with our 8 main providers of GUM services and secured some of the lowest rates in London saving LBTH £1.52million.
- 3.10 This approach of co-operating was extended in 2014/15 to include approximately twenty London councils and although the number of attendances by Tower Hamlets residents has continued to increase, up by 14% since 2013, this collaborative approach to commissioning has averted a

total £2.5m of costs through securing improved financial terms compared to the national tariff.

- 3.11 In addition to securing discounted PBR rates the WELC co-operating boroughs also jointly commissioned NE and NC Commissioning Support Unit (CSU) to put in place a robust monitoring, invoice validation and performance monitoring system.
- 3.12 The council is not able to receive patient level sexual health data due to legal protections on confidentiality. The WELC boroughs worked with CSU to set up a safe haven so that patient level data can be received. This enables CSU to act on our behalf to ensure that all activity claimed for is a) from LBTH residents b) reflects only services mandated for the council to provide c) is appropriately billed using our locally negotiated rates. Once an invoice has been validated by CSU it is then processed through the councils standard financial systems.
- 3.13 The WELC boroughs public health leads for sexual health meet monthly with CSU to review performance reports on each provider and wherever possible seek to align approaches to control expenditure and improve sexual health of local residents.
- 3.14 A review of the commissioning arrangements of GUM services was undertaken by the Directors of Public Health across London in 2014. This identified that by building on the approach adopted by the WELC and Tri Borough even better terms might be secured if councils collaborated to align our approach to negotiations with providers for 2015/16 and 2016/17.
- 3.15 Although a collaborative approach to commissioning has enabled LBTH to benefit from a reduction in the average cost per patient episode (£142 in 2014/15, estimated £132 for 2015/16) the overall spend on GUM services has increased by between 4-8% for each of the last three years due greater patient activity.
- 3.16 To address the medium term challenges of increasing rates of STIs and increasing expenditure The London Sexual Health Services Transformation Programme (LSHTP) was developed. The initial stages of this work involved 22 London boroughs (Barnet, Brent, Camden, City of London, Ealing, Enfield, Hammersmith & Fulham, Hackney, Haringey, Harrow, Islington, Kensington & Chelsea, Lambeth, Lewisham, Merton, Newham, Southwark, Redbridge, Tower Hamlets, Waltham Forest, Wandsworth and Westminster).
- 3.17 The LSHTP programme has sought to establish improved service models, through the use of technology and contract specifications to better address current and future service demands and reduce the incidence of sexually transmitted infections (STIs) including the human immunodeficiency virus (HIV), teenage pregnancies and improve access to contraception.
- 3.18 There are five key strategic reasons why this project is necessary:

- a) HIV and sexual health are key issues of public health importance across the capital. The need for sexual health services in London is significantly higher than the England average, and has risen significantly in recent years.
- b) There are significant variations in access and activity across London boroughs, with high numbers of residents from across London accessing services in central London.
- c) Given London's complex pattern of open access services, there are important advantages for London boroughs to transform and commission services together and implement an integrated sexual health tariff.
- d) Ensure strong clinical governance, safeguarding and quality assurance arrangements are in place for commissioning open access services
- e) The need to respond to current and future financial challenges and ensure best use of resources available. If recent trends in activity levels continue, the financial sustainability of the current format of GUM services will come under substantial pressure.

FUTURE VISION FOR SERVICES

- 3.19 The Business Case for the LSHTP is now being finalised and sets out a vision for how services could be delivered in the new model.
- 3.20 The front door into services will be web based, a single platform providing patients with information about sexual health, on line triage, signposting to the most appropriate service for their needs and the ability to order self-sampling tests.
- 3.21 There will be fewer major consultant led services, but the services that are commissioned will be open longer hours and will be properly linked with a network of integrated one stop shops at local level. They will also work closely with primary care. Transport links will be a critical element of determining locations for clinics. A single database will be developed with the highest levels of confidentiality and security enabling greater understanding of the patient flows, and enabling us to focus prevention and specialist services on those who need it most.
- 3.22 All major clinics will offer patients the opportunity to triage and self-sample on site and all services will be required to ensure that routine STI screen results are available electronically to patients within 72 hours. Patients who are diagnosed with an STI will be offered an appointment within 24 hours or will be fast tracked if they present to a walk in service. Improved systems for identifying and notifying contacts of patients with an STI will ensure that resources are targeted at the highest need groups.
- 3.23 The whole system will be designed to ensure that evidence about best practice drives changes, and resources will be focused on groups with the highest risk.

- 3.24 In addition to the LSHTP local sub-regional collaborative commissioning is also recommended to enable local services to be commissioned using a single London wide service specification. Collaborative commissioning in east London would enable integrated services to be commissioned in 2016/17 that better meet the needs of our local populations from a reduced number of specialist sites but with enhanced local access for uncomplex sexual health services.

THE IMPORTANCE OF COLLABORATION

- 3.25 The collaborative approach has been very successful in ensuring that councils take a consistent line with NHS providers and has ensured stability in the system and mitigated significant cost pressures over the last 3 years.
- 3.26 This project has demonstrated that by working together on sexual health London councils can work together effectively and deliver shared outcomes. Maintaining a collaborative approach is considered essential as there is a high level of interdependency between the councils in this area. Very few boroughs have sufficient leverage with their local provider to be able to commission the service without reference to their neighbouring boroughs. Most of the central London services have flows of attendees from all over the city and from outside London. For example, Westminster residents only account for 10% of the activity in their local service in Dean Street.
- 3.27 To transform the system as set out in the vision above, it is felt to be essential that councils act together as changes in one part of the system may not be effective if other parts of the system continue to operate on the current service model. It should be noted that the system in its current form is not sustainable and an approach where councils continue to reduce the funding without active engagement in the redesign risks significant disruption as some providers are likely to close clinics or even withdraw from the market in an unmanaged way.
- 3.28 In addition, a system whereby individual councils are all engaging individually with multiple providers creates significant transaction costs for both councils and sexual health service providers.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The procurement of GUM services is funded from the Public Health Grant. The 2015/16 budget relating to the provision of sexual health services is £7.393m and is broken down below:

	£'m
GUM - In borough	2.800
GUM - Out of borough	2.600
Total GUM	5.400
Community Sexual Health Services	1.993
Overall SH Budget	7.393

- 4.2 The proposed collaborative agreement covers GUM in and out of borough provisions and Community Sexual Health Services. Negotiations with individual providers have secured a reduction in unit prices for patient episodes through the application of an agreed marginal rate for activity above the 2014/15 level. As a result any savings generated by the lower unit costs have helped to reduce the financial impact of increased activity/demand.
- 4.3 Central government has recently announced that the level of 2015/16 Public Health grant allocated to Tower Hamlets will be cut by 6.2% (£2.235m), this represents Tower Hamlets share of a £200m reduction nationally. The collaborative agreement would need to be met from within the reduced Public Health grant, the reduced grant overall in 2015/16 inclusive of 0-5 year old funding (which transferred to the Council in October 2015) is £33.881m.
- 4.4 The proposed collaborative agreement will help to reduce the attendance costs via economies of scale, diverting costs to lower cost providers and more effective treatment of STIs. The approach could help to generate greater savings to mitigate the increased activity demand and the reduction in the amount of Public Health Grant in this and future financial years. The costs of operating the collaborative have already been funded and there are no proposals for additional programme costs.

5. LEGAL COMMENTS

- 5.1 This report provides an update on the Council's collaborative agreement with 22 local authorities within London (Collaboration Agreement) relating to genito-urinary medicine services and community sexual health services (the Services) of which the annual budget for 2015/16 is £7,393,000. In addition, this report seeks delegated authority in respect of certain future actions the Council may be required to undertake under the London Sexual Health Transformation Project (LSHTP) with the other 22 local authorities in order to mitigate the risk of delays when decisions are made under it.
- 5.2 The Council has statutory duties pursuant to section 2B(1) National Health Service Act 2006 'to take steps as it considers appropriate for improving the health of the people in its area' and section 6 of The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2012 to provide or 'make arrangements to secure the provision of, open access sexual health services in its area'.
- 5.3 The Council seeks to enter into the LSHTP agreement but it has not yet been finalised. Legal advice from Legal Services should be sought concerning the terms of the LSHTP agreement in order for the Council to protect its position under it. The Council should note that any spend under the LSHTP will not be additional to the £7,393,000.00 authorised through the Collaboration Agreement.
- 5.4 It is envisaged that the Council will participate in pan-London and sub-regional procurements as part of the initial transformation of the Services (Procurements). The Council's role under the Procurements is not currently

known. In light of this and at the point decisions are made on the Procurements, legal advice should be sought from Legal Services to enable the Council to satisfy relevant tendering and constitutional rules relative to its role under them.

- 5.5 The Council has an obligation as a best value authority 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 Council must be satisfied that by potentially entering into the LSHTP agreement and authorising decisions under it on the basis that a collective approach with other local authorities is more conducive and effective in managing spend and significantly reviewing the Services’ delivery mechanisms, represents best value.
- 5.6 With regards to the Council’s proposed involvement in a review of the Services under the LSHTP agreement and if they or the Procurements were to become subject to the Public Procurement Regulations 2015 further to any remodelling or realignment, the Council is required by the Public Services (Social Value) Act 2012 to consider how its procurement activities might secure the improvement of the economic, social and environmental well-being of Tower Hamlets. The Council should be satisfied that due regard will be given to these duties during a review of the Services under the LSHTP agreement.
- 5.7 Before deciding to proceed with the LSHTP agreement, formal review of the Services under it and the Procurements, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010 (e.g. discrimination), 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). The level of equality analysis required is that which is proportionate to the function in question and its potential impacts.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 There are significant inequalities in sexual health with higher rates of STIs, unwanted pregnancies and poorer access to contraception over represented in some groups including gay and bisexual men, young people and people from specific ethnic groups including people from black ethnic origins.
- 6.2 Maintaining open access service to sexual health services, monitoring uptake and utilisation of services by the nine protected characteristics alongside specific targeted prevention and health improvement programmes will reduce health inequalities and promote the objectives of One Tower Hamlets.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The council has a best value duty 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.
- 7.2 The proposal to enter into a collaborative agreement will improve both the efficiency and effectiveness of services to treat STIs, reduce teenage pregnancies and improve access to contraception.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Improving the prevention, detection and treatment of STIs can help reduce the use of pharmaceuticals the production of which has been identified as a contributor to greenhouse gas emissions.
- 8.2 Improving access to online services and remote self-sampling of STIs can help reduce unnecessary attendance and travel to services.
- 8.3 All new services that will be commissioned will include requirements to reduce their environmental impact and carbon footprint by promoting the efficient use of resources and encouraging walking, cycling and use of public transport.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Implementing the LSHTP within an 18 month period does present significant challenges with risks including a) delays in councils confirming participation in the programme b) further reductions in central government funding c) undertaking procurement within a relatively short time period.
- 9.2 The LSHTP has evolved from current collaborative arrangements operating across London councils for the last year. There is a pre-existing board supported by a project management team which oversees and steers the work chaired by CEO of Camden with work streams covering procurement, clinical governance and stakeholder engagement. An active approach is taken to managing risks through regular consideration of risk logs.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 This report does not have any implications for crime or disorder.

11. SAFEGUARDING IMPLICATIONS

- 11.1 All sexual health services have robust policies and procedures for safeguarding of both children and adults. The focus on maintaining best practice and use of local reporting procedures will be central to all procurement and service transformation.

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>Cabinet</p> <p>5 January 2016</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Melanie Clay, Corporate Director Law, Probity & Governance & Luke Addams, Interim Director of Adult Services</p>	<p>Classification: Unrestricted</p>
<p>Health Scrutiny Challenge Session – Unpaid carers report and action plan</p>	

Lead Member	Councillor Amy Whitelock Gibbs, Cabinet Member for Health & Adult Services
Originating Officer(s)	Afazul Hoque, Senior Strategy, Policy & Performance Officer
Wards affected	All wards
Key Decision?	No
Community Plan Theme	A healthy & supportive community

Executive Summary

This paper submits the report and recommendations of the Health Scrutiny Panel Challenge Session on unpaid carers. It also provides an action plan responding to the recommendations on how the council and NHS can better support unpaid carers in Tower Hamlets.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the scrutiny challenge session report as agreed by the Health Scrutiny Panel on 9th September 2015 (**Appendix 1**) and agree the action plan in response to the review recommendations. (**Appendix 2**).

1. REASONS FOR THE DECISIONS

- 1.1 Unpaid carers provide crucial support to vulnerable residents in Tower Hamlets. The Care Act 2014 made it a legal requirement for the council to assess unpaid carers who may be impacted by their caring role.
- 1.2 The Health Scrutiny Panel undertook a challenge session in May 2015 looking at how the council was implementing this legislation. This report presents the report and action plan responding to the recommendations which Cabinet is required to consider.

2. ALTERNATIVE OPTIONS

- 2.1 To take no action. This is not recommended as the recommendations from the scrutiny challenge session aim to allow carers continue with their caring role. The development of a new Carers Plan allows the council to develop a new strategy to support carers.
- 2.2 To agree some, but not all recommendations. All of the recommendations are achievable within existing resources as outlined in the action plan.

3. DETAILS OF REPORT

- 3.1 The Health Scrutiny Panel as part of its work programme for the municipal year 2014-15 was keen to see how the Care Act 2014 was been implemented locally and specifically the duty in relation to unpaid carers. A scrutiny challenge session was held on Wednesday 13th May 2015 at the Tower Hamlets Carers Centre. The challenge session focused on a number of key questions:

- What are the council's proposals for supporting carers in light of the new Care Act 2014?
- How has the council supported service users previously, and is there going to be any reduction or access to services, and what new measures is the council proposing to put in place?
- Is the carer's plan being refreshed or reviewed and how will it change in conjunction to the new regulations?
- Which partners are providing carers services currently and will there be a new commissioning strategy for carers services in light of changes?
- What feedback do we have from carers to understand how support services enable them to continue with their caring role, this should include details of things that work and areas for improvement?
- How are carers engaged and involved in the design, delivery and scrutiny of services to carers?
- What will the council and its partners do to raise the voice of the carers and ensure their involvement in the decision making process?

- 3.2 The Care Act 2014 consolidated all previous legislations around carers, support services and social care into one overarching statute. The Act for the first time has made it a statutory duty requiring local authorities to assess all carers who appear to have a need for support. It has been described as the biggest change to the law in 60 years and has brought new responsibilities for local authorities, and has major implications for adult social care and support providers, the people who use services and their carers. The Act came into force in April 2015.
- 3.3 The challenge session was attended by a range of stakeholders which included councillors, officers from social services, providers of carers support services and local carers. The discussions focused on how we can improve services for carers which enables them to continue with their caring role and improve their health and wellbeing.
- 3.4 The report with recommendations is attached at **Appendix 1**. Nine recommendations have been made:

Recommendation 1:

That the Carers Plan be developed in partnership with local carer service providers, carers' forum and in consultation with local carers.

Recommendation 2:

That carers assessments are completed in a timely manner to ensure carers are supported to continue in their caring role.

Recommendation 3:

That the council's social care staff are trained to support carers effectively by being aware of various services available in the borough to support carers including information, advice and guidance. This should also include managing expectations of carers.

Recommendation 4:

That carers are provided clear and substantive feedback when they are not eligible for services and appropriately signposted to universal and preventative services they can access.

Recommendation 5:

The range of carers services available are publicised on the internet. We will review our investment in those services in response to feedback from carers through the assessment process and ensure that any new provision is appropriately publicised and that carers and relevant organisations are made aware of such changes.

Recommendation 6:

That the council in partnership with Tower Hamlets CCG develop a manual handling training course for local carers to prevent long term harm and injuries to carers.

Recommendation 7:

That consultation and engagement be undertaken with carers to better understand need for respite services and ensure these are designed to meet local needs.

Recommendation 8:

That work is undertaken by primary health care service and the council to help carers that do not recognise their role as carer to better support them to enable them to continue with their caring role.

Recommendation 9:

That welfare benefit support to carers is strengthened to ensure carers are accessing all available benefits that they are entitled to and do not have additional financial stress.

3.5 The Challenge Session report concludes that the council has refreshed the Carers Plan to take account of the implication of the Care Act and services have been reviewed to enable the council to meet its duty. The views from carers support organisations and more importantly local carers that were able to attend the meeting highlighted areas where further improvements are needed.

3.6 The Action Plan attached in **Appendix 2** outlines the response from the Council and Tower Hamlets CCG. The Council will be developing a new Carers Plan and will work with partner organisations, local voluntary and community organisations and carers support services. A key component of this will involve engagement with carers in Tower Hamlets. This will enable further consideration to be given to the issues raised by the scrutiny challenge report and develop a longer term strategy to address these and ensure carers receive the support to continue with their caring role.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The National Census 2011 indicated there are around 19,356 unpaid carers in Tower Hamlets. The Care Act 2014 introduces new duties on Local Authorities to treat carers the same as the clients they care for in terms of assessment and care package support.

4.2 Within the Better Care Fund there are two funding streams to cover costs linked to new carers' duties:

- Implementation fund £733k
- Carers Support Fund £697k

4.3 Current information indicates that demand for carers assessments and care package costs will increase as a result of the new duties, however the increase in demand is likely to be gradual with rising demand expected during the second half of 2015/16 and in 2016/17.

5. LEGAL COMMENTS

- 5.1 This report correctly describes the changes brought about by the Care Act 2014 (the Act) with regards to the changes in the legal duty towards carers. S.10 of the Act places a duty upon the Council to undertake an assessment where it appears that a carer 'may have needs for support'.
- 5.2 A carer is defined in the Act as 'an adult who provides or intends to provide care for another adult', s.10(3) of the Act. An adult is not to be considered as a carer if that adult provides or intends to provide care by virtue of a contract or as voluntary work but the Council has a power to disregard this if it considers it appropriate to do so.
- 5.3 S.63(6) of the Act defines a young carers as 'a person who is under 18 who provides or intends to provide care for an adult'.
- 5.4 A carers eligible need is defined by s.13 of the Act and further set out in regulation 3 of the Care and Support (Eligibility Criteria) Regulations 2014. This criterion reflects the approach applied to the eligibility of individual's with care and support needs. The focus of the eligibility is on the impact of a carer's need for support on their own wellbeing. Where a need has been assessed as eligible there is a duty to meet that need under s.20. Where a need is not eligible there remains a power to meet that need.
- 5.5 The recommendations and action plan may contribute to the Council meeting its general duties under the Care Act 2014 (the Act), which include –
- To promote an individual's well-being. Well-being is defined in the 2014 Act and includes control by the individual over day-to-day life. In exercising this general duty the Council must have regard to the importance of preventing or delaying the development of needs for care and support as well as and the importance of the individual participating as fully as possible.
 - To promote integration of care and support. The statutory guidance supporting the Act includes guidance for Council departments working more closely together and in a joined up manner.
 - To establish and maintain a service for providing people in its area with information and advice relating to care and support. This service should include information about the choices and types of care and support available, choices of providers available and how to access the care and support.
 - To promote diversity and quality in the provision of services within the locality. Under this section the Council must ensure that commissioning and procurement practices deliver the services that meet the requirements of the Act.
- 5.6 The Care and Support Statutory Guidance 2014 recommends that local strategies are developed through engagement with local people, carers and

their families. A co-produced approach stresses the value of meaningful engagement with people at all stages of the process rather than simply as feedback. The Health Scrutiny Panel work is evidence of the Councils commitment to this approach and in accordance with the statutory framework.

- 5.7 In developing any strategy and plan the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010 (e.g. discrimination), 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). The level of equality analysis required is that which is proportionate to the function in question and its potential impacts.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The scrutiny report makes a number of recommendations to improve support services to unpaid carers. A key focus is the engagement and involvement of carers in the design and delivery of services. The report also makes a recommendation to enable hard to reach carers to identify themselves and access support services.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 There are no direct best value implications arising from this report or recommendations. However, ensuring carers are supported to continue with their caring role will ensure in the long term a reduction in demand on health and social care services.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no direct environmental implications arising from the report or recommendations.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 There are no direct risk management implications arising from the report or recommendations.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no direct crime and disorder implications arising from the report or recommendations.

11. SAFEGUARDING IMPLICATIONS

- 11.1 The report makes a number of recommendations to support unpaid carers who are supporting vulnerable residents. There are no direct safeguarding implications from this report or recommendations although ensuring carers are supported adequately will ensure better outcomes for vulnerable residents and their carers.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix One – Challenge Session Report
- Appendix Two – Challenge Session Action Plan

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

- None

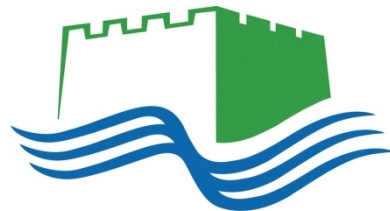
Officer contact details for documents:

N/A

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Health Scrutiny Panel

**Unpaid Carers Scrutiny Challenge
Session**



TOWER HAMLETS

**London Borough of Tower Hamlets
May 2015**

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1. Chair's Foreword

Carers play a key role in our community, as they do across every community and society. However, many carers, whether young or old, are sometimes left without adequate support in their caring role. Carers left unsupported may miss out on the opportunities life has to offer, therefore affecting an individual's capacity to engage in education, social life and personal relationships.

The council and services for carers in the borough have been developing innovative ways of working with carers in a challenging landscape, to enable carers to lead fulfilling lives and provide the right level of support they need in order to do so.

To support this work we have made nine recommendations in this report, which we feel needs consideration to support carers in their caring roles, especially in light of changes to the Care Act 2014, and the development of a new local Carers Plan.

We hope these recommendations will help to enhance our current Carers Plan, and address issues that are common to carers across the spectrum.

Councillor Asma Begum
Chair, Health Scrutiny Panel, 2014-15

2. Recommendations

Recommendation 1:

That the Carers Plan be developed in partnership with local carer service providers, carers' forum and in consultation with local carers.

Recommendation 2:

That carers assessments are completed in a timely manner to ensure carers are supported to continue in their caring role.

Recommendation 3:

That the council's social care staff are trained to support carers effectively by being aware of various services available in the borough to support carers including information, advice and guidance. This should also include managing expectations of carers.

Recommendation 4:

That carers are provided clear and substantive feedback when they are not eligible for services and appropriately signposted to universal and preventative services they can access.

Recommendation 5:

The range of carers services available are publicised on the internet. We will review our investment in those services in response to feedback from carers through the assessment process and ensure that any new provision is appropriately publicised and that carers and relevant organisations are made aware of such changes.

Recommendation 6:

That the council in partnership with Tower Hamlets CCG develop a manual handling training course for local carers to prevent long term harm and injuries to carers.

Recommendation 7:

That consultation and engagement be undertaken with carers to better understand need for respite services and ensure these are designed to meet local needs.

Recommendation 8:

That work is undertaken by primary health care service and the council to help carers that do not recognise their role as carer to better support them to enable them to continue with their caring role.

Recommendation 9:

That welfare benefit support to carers is strengthened to ensure carers are accessing all available benefits that they are entitled to and do not have additional financial stress.

3. Introduction

- 3.1. Carers are one of the main resources supporting the health and social care economy in Great Britain. There are six million carers nationally with over a fifth of these carers providing more than 50 hours of care per week. Providing effective and relevant support to carers is a key mechanism to ensure carers are able to continue in their caring role. This includes improving the quality of life of carers by allowing them to have a life outside of their caring role, enable them to achieve their education and employment ambitions and support carers to remain mentally and physically healthy.
- 3.2. The Care Act 2014 consolidated all previous legislations around carers, support services and social care into one overarching statute. The Act for the first time has made it a statutory duty requiring the council to assess all carers who request it. It has been described as the biggest change to the law in 60 years¹ and has brought new responsibilities for local authorities, and has major implications for adult social care and support providers, the people who use services and their carers.
- 3.3. Most of these new changes came into force in April 2015, amongst these the most important changes are the way in which local authorities should carry out carers assessments and needs assessments, and how local authorities should determine who is eligible for support.
- 3.4. The Health Scrutiny Panel as part of its work programme was keen to see how the Care Act had been implemented locally and specifically the duty in relation to unpaid carers. A scrutiny challenge session was held on Wednesday 13th May 2015 at the Tower Hamlets Carers Centre. The challenge session focused on a number of key questions:
- What are the council's proposals for supporting carers in light of the new Care Act 2014?
 - How has the council supported service users previously, and is there going to be any reduction or access to services, and what new measures is the council proposing to put in place?
 - Is the carer's plan being refreshed or reviewed and how will it change in conjunction to the new regulations?
 - Which partners are providing carers services currently and will there be a new commissioning strategy for carers services in light of changes?
 - What feedback do we have from carers to understand how support services enable them to continue with their caring role, this should include details of things that work and areas for improvement?
 - How are carers engaged and involved in the design, delivery and scrutiny of services to carers?
 - What will the council and its partners do to raise the voice of the carers and ensure their involvement in the decision making process?
- 3.5. The Session was attended by the following stakeholders:

Cllr Asma Begum	Chair, Health Scrutiny Panel
Cllr David Edgar	Member of Health Scrutiny Panel

¹ <https://www.gov.uk/government/speeches/care-bill-becomes-care-act-2014>

Lyn Middleton	Chief Executive, Tower Hamlets Carers Centre
Sharon Currie	Carers Forum Chair
Bill Gibbons	Services Manager, Alzheimer's Society Tower Hamlets
Frances McConville	Carer Support Worker, Alzheimer's Society Tower Hamlets
Luke Addams	Interim Director, Adult Services, LBTH
Dorne Kanareck	Interim Service Head, Commissioning and Health, LBTH
Tahir Alam	Strategy, Policy and Performance Officer, LBTH
Leo Nicholas	Senior Strategy, Policy and Performance Officer LBTH

4. Caring in Tower Hamlets

- 4.1. According to the 2011 census data there are 19,356 unpaid carers in Tower Hamlets which is 7.6% of Tower Hamlets resident population. Tower Hamlets has a higher proportion of younger residents than London and England who are providing care. Almost 39% of those providing care are aged 16 -34 compared to 21.4% in London and 14.1% in England. Approximately 29.4% of all carers are aged 35 – 49.
- 4.3. The highest proportion of hours of unpaid care provided is 1 – 19 (56.6%) hours, followed by 50 + hours (25.4%) and lastly 20 - 49 hours (18.1%). 42.9% of carers are Bangladeshi and 32.8 per cent are White British.
- 4.4. Around 56% of those providing care are female and 44% are male. This is slightly lower than the national and regional average. In London and England almost 58% of carers are women.
- 4.5. However, strikingly there is a higher proportion of the population providing 50 or more hours of unpaid care per week than any other place in England. Tower Hamlets also has a higher proportion of carers with bad or very bad health, almost 9% compared to 6.4% in London and 6.6% in England. Many carers provide care in difficult circumstances and they rely on the support that the council and local health and third sector providers offer to continue in their role caring role.

5. Carers Challenge Session

5.1. *The New Local Carers Plan*

Luke Addams, Interim Director for Adult Services and Dorne Kanareck, Service Head for Commissioning and Health reported that the council has refreshed the Carers Plan to meet the requirements of the changes brought in by the Care Act 2014. This is an initial one year plan which will change as the council better understands the implication of the Care Act locally and to meet the needs of carers more effectively.

5.2. The Carers Plan includes a focus on the following:

- Early Intervention and support
- Information and advice
- Prevention
- Urgent response

- Carer assessment
- Cared-for assessment
- Support planning and personal budgets

- 5.3. In developing the Plan the council engaged service users, service providers and other local organisations. The council also utilised information from the adult social care Pan Provider Forum, where a range of service providers meet to discuss issues around social care.
- 5.4. Lyn Middleton, Chief Executive of the Carers Centre highlighted that not all organisations that provide care services, including the Carers Centre, attend these meetings, as they have not found them useful in the past. She said that there has not been enough engagement from council services with organisations to learn from their experience delivering care services.
- 5.5. It was suggested that the council engage with organisations like the Carers Centre and Alzheimer’s Society, as well as other organisations that provide services to carers, who have years of experience working intimately with carers and the cared for, in order to inform the new Plan. This should also include engagement of the Carers Forum and carers.
- 5.6. Bill Gibbons articulated that Alzheimer’s Society have developed substantial expertise in the caring economy having delivered numerous contracts over the years. The council should look at the work that services such as the Alzheimer’s Society have undertaken and to build upon good practice.
- 5.7. He cited an example where the Alzheimer’s Society delivered training in schools to young people, as young people are both informal carers and also one of the first to recognise when someone in their household may need caring support. This is an example of a type of service that has not been considered at a broader level, especially one that could assist in identifying numbers of new and unaccounted for carers in the borough.
- 5.8. Additionally Lyn Middleton added that in thirty years of providing care services, many of the same issues are still prevalent, and she is uncertain whether the council has considered these prevailing issues. Therefore it would be useful for the council to spend time listening to organisations and their users, and the real lived experiences, stories and difficulties carers go through in their caring role to support the development of the new Carers Plan.

**Recommendation 1:
That the Carers Plan be developed in partnership with local carer service providers, carers’ forum and in consultation with local carers.**

6. Assessing Carers

- 6.1. The council has designed a new approach to carers assessment that is similar to the way cared for people are assessed. The council has been working with organisations, primarily the Carers Centre, in order deliver this new assessment approach, which also means working jointly on combined, family or individual assessments.

- 6.2. Previously eligibility for social care services was determined by a banding structure known as the Fair Access to Care Services (FACS). This provided local authorities with a common framework for determining individuals' eligibility, which included assessment for carers and cared for. According to these guidelines, the needs of assessed individuals were split into one of four categories; *critical*, *severe*, *moderate* or *low*, according to the level of risk, or an individual's potential loss of independence. Eligibility varied across local authorities in terms of which of these groups are entitled to public support.
- 6.3. Tower Hamlets Council used the critical and severe needs thresholds to determine an individual's needs for services. However, this FACS method of assessment is now redundant, and new guidance now entitles carers and the people they care for to a right to an assessment irrespective their level of need.
- 6.4. As the new assessment approach only came into effect in April 2015, its efficacy is yet to be determined nationally. However, Tower Hamlets have developed strong processes of referrals, self-assessments and carers assessments along with their partners.
- 6.5. Tower Hamlets Carers Centre however have expressed that support must be timely, and said that self-assessments which have been referred to the council, have been taking too long to be addressed, and carers are left waiting for long periods of time without knowing what their status is, or whether they are eligible to receive services. This has an effect on their caring role, and whether they are able to continue to provide care, or whether they should look for support elsewhere. Some cares have been waiting for more than three months.
- 6.6. Luke Addams said that this was not acceptable and delays of such lengthy periods should be reported to him, however he will look into the current systems.

Recommendation 2:

That carers assessments are completed in a timely manner to ensure carers are supported to continue in their caring role.

7. Assessments and Quality of Assessments

- 7.1. Self-Directed Assessments aim to allow carers to undertake their own assessment focusing on the outcomes, which will improve their quality of life. This could range from amenities and adjustment in their homes to make life easier as a carer, or it could be personal time to socialise, go on a course or do other things.
- 7.2. The new approach to assessment is now focused on outcomes rather than just service provision. Therefore, individuals, as the core decision maker, will be asked specifically on what outcomes they would like to achieve. Examples of outcomes could be around the carer's ability to take up training or education. In such a case, support might include giving time off through respite, or paying for and supporting cares to enrol on training courses, or signposting to the types of educational programmes carers are interested in.
- 7.3. It was highlighted that some people have been caring for so long, or caring has taken up the majority of their lives, that it is difficult for them to see what life there is outside of their caring responsibilities. Individuals therefore may find it difficult to decide on

what they could do with their spare time. It is therefore suggested that when completing self-directed assessment; assessors need to consider offering options and ideas to carers on self-development, or self-fulfilment.

- 7.4. However, this offer should not exceed realistic expectations and raise hopes of amenities that cannot be granted. In the past carers, after being assessed by council staff, have been promised services that were later declined, as they fell out of the scope of what was on offer, or they were not eligible. Some were even directed to the wrong services.
- 7.5. This then requires that the council to train staff to carry out carers assessments effectively, and to be well informed of the range of services that are on offer, but also not to over promise, and raise false hopes and expectations of carers.

Recommendation 3:

That the council's social care staff are trained to support carers effectively by being aware of various services available in the borough to support carers including information, advice and guidance. This should also include managing expectations of carers.

- 7.6. Another area of concern, in relation to assessments, was that council staff were not giving enough detailed feedback to carers, whether verbally or in writing, as to why they were not eligible for services. Carers were therefore not able to understand why their assessments had been declined for services, and insufficient and unclear feedback left carers confused. Also carers found it difficult to appeal or provide further information or evidence to substantiate their claims, due to the lack of sufficient and clear information they had been given.
- 7.7. It was suggested that when giving feedback to carers, council staff should make a concerted effort to make sure they provide substantive and clear feedback, explaining to carers why they are not eligible for services. Additionally staff should have an awareness of any other universal and preventative services that are available locally, and sign post carers to these services where appropriate.

Recommendation 4:

That carers are provided clear and substantive feedback when they are not eligible for services and appropriately signposted to universal and preventative services they can access.

8. Publications, Literature and Printed Information

- 8.1. Many carers felt that leaflets, guides and other published information about services for carers were hard to understand, and the information about services was not integrated. Carers would prefer access to centralised published information about services including booklets.
- 8.2. Many carers could not distinguish the difference between social services and health services, and so were at risk of falling through the system. Publications should have a description of the various services, and what they offer.
- 8.3. Additionally there was insufficient information on the range of services that were offered both by the council and organisations across the borough, which carers could

choose from. Information about specific services would help carers to make an informed decision on what services they could access and should apply for.

- 8.4. It is recommended that the council review the current material they have on the range of council and partner services, and ensure publications are easily accessible, easy to read, and provide succinct information to the range of services that are available, both from the council and local providers of carers services.

Recommendation 5:

The range of carers services available are publicised on the internet. We will review our investment in those services in response to feedback from carers through the assessment process and ensure that any new provision is appropriately publicised and that carers and relevant organisations are made aware of such changes.

9. Manual Handling

- 9.1. One of the most significant issues that affects the health and wellbeing of carers is supporting the cared for to move around on a regular basis.
- 9.2. Many carers are not aware of safe techniques and ways of moving people around and therefore gradually start to suffer from physical pain. A Carers Centre service user survey found that half of their carers have physical health problems such as bad backs, bad knees and joint pains. The majority of these issues have been found to be linked to their caring roles where they are regularly required to move around people they care for.
- 9.3. It was suggested that the council provide a manual-handling course for carers which could be rolled out through organisations that provide care services. Staff in provider organisations could be given a 'train the trainer' course. Organisations can then deliver the manual handling courses directly to their carers.
- 9.4. Dorne Kanareck said that this could be something that could be commissioned jointly through the CCG, and could also have the potential for saving the council and CCG money. People may be presenting themselves at GP services with health issues resulting from improper heavy lifting and bad manual handling. Through appropriate training and support for carers they will be able to continue with their caring roles which will save the Council and NHS money in the long run.

Recommendation 6:

That the council in partnership with Tower Hamlets CCG develop a manual handling training course for local carers to prevent long term harm and injuries to carers.

10. Respite Care

- 10.1. Another area of concern for organisations that provide carers services is the way the council has commissioned respite care. They feel that the council processes on granting respite care services have not taken into consideration the complex needs of carers.

- 10.2. The Carer Centre cited an example where many carers are having to take time off from employment for emergency care of people they care for. Respite services have not been working as well they should be.
- 10.3. In response the council has identified bed availability within respite care provision as one of the major problems; there are insufficient places within the borough and the council do not have their own.
- 10.4. The council however have been looking at respite care services being delivered in people homes, where staff will be deployed to go into homes and look after the cared for in their own environment.
- 10.5. Dorne Kanareck said that this is an area that the council are giving consideration to and it may be that respite services might need to be considered on a more individual basis in order to understand the complexities of needs. The council recognises this area needs further developing.

Recommendation 7:
That consultation and engagement be undertaken with carers to better understand need for respite services and ensure these are designed to meet local needs.

11. Health Scrutiny Panel – 9th September 2015

- 11.1 The Health Scrutiny Panel at its meeting welcomed the challenge session report but thought there were two key areas missing from this. Firstly, there are many carers who do not recognise themselves as a carer because they see it as a duty or are supporting their family or friend. This lack of recognition means they do not access appropriate support services which would enable them to continue with their caring role, maintain their health and wellbeing and allow them to pursue their social and leisure interests. It was also noted many of these carers are accessing primary health care services mainly for the cared for person and sometimes themselves. This is an opportunity for GPs and other health professionals to help identify and signpost carers to relevant support services. The Director of Public Health commented that at present GPs data set on recording of carers in Tower Hamlets was very low. It was also agreed that the council can do more work to help unidentified carers access relevant support services.
- 11.2 Sandra Moore (Tower Hamlets CCG) agreed that the CCG can look into this and see how they can increase recording of carers within GPs. She requested this report be sent to the CCG for consideration by their management board. It was therefore recommended that the Tower Hamlets CCG work with local GP practices to improve carer recognition and recording. Also the Council work with local social care providers to increase carers accessing support services.

Recommendation 8

That work is undertaken by primary health care service and the council to help carers that do not recognise their role as carer to better support them to enable them to continue with their caring role.

- 11.3 The Panel discussed in detail examples of how many carers were not aware of benefits they can access. The additional financial stress of caring role was also having

a detrimental impact on many carers and more work was needed to support carers access appropriate benefits. It was agreed that the Council works with local services to strengthen support available to carers to access benefits advice services.

Recommendation 9

That welfare benefit support to carers is strengthened to ensure carers are accessing all available benefits that they are entitled to and do not have additional financial stress.

12. Conclusion

- 12.1. The Care Act 2014 came into force in April 2015 and brings in a range of changes for social care services. Further reform that will be brought in gradually and it is therefore still too early to assess how the implementation of the Act at a local level is working.
- 12.2. The refreshed Carers Plan is a live document and will take into consideration the complex changing needs of the local landscape, and commissioning will also be contracted according to these needs. The Carers Plan will be reviewed on a 6 monthly basis to consider any further changes and how it can be improved.
- 12.3. By engaging carers and organisations that provide care services, this report sets out a number of recommendations to assist the development of carers services in the borough.
- 12.4. The recommendations promote further partnership and collaborative working between the council and external stakeholders to inform the council's Carers Plan. It also recommends that the council roll out assessment training to its staff, which equips staff with a detailed understanding of information, advice and guidance around carers and the services that are available to carers.
- 12.5. This report also stresses the importance of having publication materials that offer easy to read clear guidance and information on services that are available to carers across the borough. It also recommends that the council carefully reassess its respite care services to consider the complex needs of carers, possibly on an individual basis.
- 12.6. The Health Scrutiny Panel at its meeting on 9th September 2015 added 2 additional recommendations which improve identifying hidden carers and strengthen access to appropriate benefits for carers and thereby reducing financial stress for carers.

Comment	Action	Responsibility	Date
Recommendation 1: That the Carers Plan be developed in partnership with local carer service providers, carers' forum and in consultation with local carers.			
An update carer plan was produced to consolidate our approach to carers, however there needs to be a review of carers offer in context of their new status in Care Act law and how we are investing across partners to support carers better.	Pilot a 1-year Carer Strategy role to give Carers agenda additional focus.	Karen Sugars, Acting Service Head Commissioning & Health	Jan 2016
	Co-produce, by working with the Care Centre, carers groups and carers in developing a new Carer strategy.	Karen Sugars, Acting Service Head Commissioning & Health	Summer 2016
	Map existing offer and needs via an updated JSNA.		
	Create 5 'user statements' to underpin the way we work to support Carers.		
	Develop strategy action plans and commissioning plans		Autumn 2016
Recommendation 2: That carers assessments are completed in a timely manner to ensure carers are supported to continue in their caring role.			
Since the Care Act came into force on 1 st Apr 2015 there has been a new practice framework in place to ensure equal rights and quality of assessment for carers	Embed carer needs into Service User assessment to ensure continuity of care and carer supported.	Cath Scholefield, Service Head Adult Social Care	1 April 2015
	Regular training between council and carer organisations staff on self-assessments.		
	To explore and develop feedback standards and timescales as part of recommendation 1 above.		Summer 2016

Comment	Action	Responsibility	Date
	Monitor timeliness of assessments.	Cath Scholefield, Service Head Adult Social Care	1 April 2015
	The needs of Carers to be highlighted in practice learning, in order to improve approach in supporting carers.		
Recommendation 3: That the council's social care staff are trained to support carers effectively by being aware of various services available in the borough to support carers including information, advice and guidance. This should also include managing expectations of carers.			
Information and advice consolidated and improved since 1 st April 2015 including use of the idea store website platform and council E-market Place(Community Catalogue)	To recruit a permanent Information Strategy Officer who will oversee the quality and effectiveness of information and advice	Barbara Disney Service Manager Strategic Commissioning	Jan 2016
	Set up an alert ICS System for staff to receive notifications on new services going onto e-marketplace	Barbara Disney Service Manager Strategic Commissioning	1 April 2016
	Practice framework reinforces resilience and family networking maximises informal resources to better support main carers	Cath Scholefield Service Head Adult Social Care	1 April 2015
	Information and advice and e-market place regularly promoted at induction and relevant training.	Sue Hanna, Children and Adults Professional Development Manager	1 April 2015


Comment	Action	Responsibility	Date
	Quarterly visits by the operational Service Head for social care to the Carer Centre	Cath Scholefield Service Head Adult Social Care	Dec 2015
Recommendation 4: That carers are provided clear and substantive feedback when they are not eligible for services and appropriately signposted to universal and preventative services they can access.			
This is a key aspect of the new Care Act and is reinforced through the practice framework	Audit process to evidence that this feedback is happening and is legally compliant for both eligible and non-eligible Carers	Cath Scholefield Service Head Adult Social Care	November 2015
Recommendation 5: The range of carers services available are publicised on the internet. We will review our investment in those services in response to feedback from carers through the assessment process and ensure that any new provision is appropriately publicised and that carers and relevant organisations are made aware of such changes. This will link to recommendation 1.			
We continue to add services to our Community Catalogue. Some services are commissioned and others who may wish to advertise through the Community Catalogue will go through the ELS Ensuring Quality process.	Updating services to the Community Catalogue continues, and will be ongoing as more providers recognise the value.	Barbara Disney, Service Manager Strategic Commissioning	Ongoing
	Ensuring Quality process will assure a vibrant range of options are available to meet the needs of our residents	Barbara Disney Service Manager Strategic Commissioning	Ongoing

Comment	Action	Responsibility	Date
	The Community Catalogue and Ensuring Quality process are to be promoted at a range of for a, including the Pan Provider Forum, internal team meetings with social workers, with brokers and through Partnership Boards and Carers Groups.	Barbara Disney Service Manager Strategic Commissioning	Ongoing
Recommendation 6: That the council in partnership with Tower Hamlets CCG develop a manual handling training course for local carers to prevent long term harm and injuries to carers.			
The proposed Carers Strategy Officer will take forward the current Carers Plan at the same time as leading development of the new strategy with Carers. One such action is delivery of a Carers College	Deliver the carers college to include manual handling and other training relevant to supporting Carers in their caring role.	Karen Sugars, Acting Service Head Commissioning & Health	
	TH CCG will share manual handling policies from our main providers	Sandra Moore, Senior Manager, Quality, Performance and Planning, TH CCG	Dec 2015
	TH CCG will support the council in finding/identifying an accredited providers of manual handling training	Sue Hanna	
	TH CCG will circulate information to our commissioned providers on manual handling training for carers	Sandra Moore	
Recommendation 7: That consultation and engagement be undertaken with carers to better understand need for respite services and ensure these are designed to meet local needs.			

Comment	Action	Responsibility	Date
This will be looked at as part of recommendation 1.	Specific analysis and research into respite from caring by working with carers as part of recommendation 1 and pilot alternative approaches to respite including specific groups such as Transitions.	Karen Sugars, Acting Service Head Commissioning & Health	1 April 2016
	Flexibility of home care to meet Carers needs for respite designed into the new Tender process to take place early 2016	Karen Sugars, Acting Service Head Commissioning & Health	Early 2016
Recommendation 8: That work is undertaken by primary health care service and the council to help carers that do not recognise their role as carer to better support them to enable them to continue with their caring role.			
	Identification of carers through assessment of person with support needs	Cath Scholefield Service Head Adult Social Care	1 April 2015
	Working with CCG to develop joint approaches to upskill staff in working with carers in GP practices		1 April 2016
	TH CCG will work with public health colleagues to look at how we encourage the identification of carers through new patient checks as part of our NIS contracts.	Chima Olugh, TH CCG	On-going
Recommendation 9: That welfare benefit support to carers is strengthened to ensure carers are accessing all available benefits that they are entitled to and do not have additional financial stress.			
Information and advice services and financial assessment process in place to support people.	Ensure Carers Hubs are aware of carers rights to welfare benefits and are supporting them to make claims.	Barbara Disney Service Manager Strategic Commissioning	1 April 2015

SCRUTINY CHALLENGE SESSION ACTION PLAN: Unpaid Carers | **Appendix Two**

Comment	Action	Responsibility	Date
	Ensure Carers needs for welfare benefits are picked up as part of financial assessments for care contributions.	Cath Scholefield Service Head Adult Social Care	1 April 2015
	Ensure that welfare reform changes are specifically understood in relation to impact on Carers and vulnerable adults, and that they are prominent in any analysis.	Cllr Amy Whitelock Gibbs Cllr Asma K Begum	Ongoing

<p>Cabinet</p> <p>5 January 2016</p>	
<p>Report of: Stephen Halsey, Corporate Direct, Communities, Localities and Culture</p>	<p>Classification: Unrestricted</p>
<p>Tower Hamlets Cycle Strategy</p>	

Lead Member	Councillor Ayas Miah, Cabinet Member for Environment
Originating Officer(s)	Margaret Cooper, Head of Engineering
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	Great Place to Live

Executive Summary

This report sets out a comprehensive framework for prioritising action to improve cycling in the borough which will involve key stakeholders in its production. A four week public consultation took place in November 2015, on the draft strategy and comments raised are summarised for consideration by Cabinet in considering the final strategy for adoption.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the attached document as the Council’s Cycle Strategy 2015-2025.

1. REASONS FOR THE DECISIONS

1.1 The Council’s Cycle Strategy, “Cycling Connections” (http://www.towerhamlets.gov.uk/lgnl/transport_and_streets/cycling/cycling_connections_strategy.aspx) was produced in 2009, to cover a 10 year period and although it was a forward thinking plan for its time, it now requires a refresh to take account of the major step changes in investment in Cycling in London and which have been created by the Mayor for London’s Cycling Vision for which we have been a leading borough in respect of early adoption and implementation.

1.2 In the 2014 national election campaign the London Cycling Campaign (LCC)

ran a very successful campaign called “Space for Cycling” which made a specific request for one particular improvement in cycling for each ward in London. As a result a motion was put to Full Council in 2014, listing these local Ward Asks and Council resolved, amongst other things to :

- Call on the Mayor and relevant Cabinet Member, following consultation with Ward Councillors, to bring a plan to the September Council meeting detailing the budget feasibility and impact of each of the specific ward based “asks” as set out above and that this plan should include potential options for implementation.
- Following the aforementioned report from the Mayor, that Councillors should consult with residents and cycling campaigners in their wards to prioritise and agree a course of action to best deliver the strategic aims of each pledge.

- 1.3 In regular meetings between Council officers and Tower Hamlets Wheelers, the local branch of the LCC, it was agreed that this motion was best served by the development of a Cycle Strategy offering an opportunity for stakeholder engagement and wider public consultation on the understanding that this would deliver higher levels of commitment and potential outcomes albeit it would take longer to develop.
- 1.4 Subsequently, Overview & Scrutiny Committee held a challenge session in January 2015 looking into the issue of cycle safety and made several recommendations for future action. The final report agreed by Cabinet on 3rd November 2015 specifically recommended that “the council produces an enhanced plan for cycling in Tower Hamlets to ensure that the borough is at the forefront of this agenda.”
- 1.5 This report outlines the strategy developed in response to these recommendations.

2. ALTERNATIVE OPTIONS

- 2.1 Do nothing – not considered to be appropriate given the pressures identified above and the need to ensure coherence and quality in the delivery of cycling improvements.
- 2.2 A more radical cycling strategy prioritising cycling over other road user needs. This is not considered to be appropriate as there are many conflicting road user requirements competing for limited road space throughout the borough and these need to be pragmatically balanced to achieve safety and efficiency of movement for as many people as possible in ways which minimise disruption to the local environment.

3. DETAILS OF THE STRATEGY

3.1 The development of a Cycle Strategy was commissioned through the Lot 2 Professional Services element of CLC 4371, the Highway Maintenance and Improvement Works contract.

3.2 The main aims of developing this strategy were to answer the following questions:-

- Where are LBTH now in terms of facilities, safety, accessibility and modal share?
- What are the issues that need addressing to make LBTH a safe and accessible cycle Borough?
- What is the vision for LBTH: i.e. where does the Borough wish to be in 5 or 10 years?

3.3 The consultants produced a series of technical notes which will complement the new strategy as appendices. These provide justification for the inclusion of certain measures in the strategy, and help to understand the potential impact of others.

3.4 The strategy is appended in full to this report. In summary it sets out the following objectives and commitments (highlighted in bold).

3.4.1 Vision Statement:

We want Tower Hamlets to be one of the easiest and safest places to cycle in London and to make cycling the natural choice of transport for most people.

A Cycling Borough means:

- A healthier population;
- A less congested road network; and
- A more prosperous place.

To deliver this vision we have established 3 key principles to guide future cycling projects:

- Safer Cycling
- A better cycle network
- Cycling for everyone

3.4.2 Targets

The strategy sets out some 30 pledges on work to be delivered which together will contribute to the realisation of 4 over-arching targets.

Achievement is of course dependent on many factors, not least finance, and therefore the targets will be described on two levels – a baseline target consistent with targets set in higher levels strategies, and a more aspirational stretch target. It is suggested that these targets are:-

- To double / treble the volume of cyclists in the borough by 2025
- To increase the proportion of residents cycling to work to 12 / 20% by 2025
- To reduce the risk of cycle accidents by 40 / 60% by 2025
- To increase number of children cycling to school by 25 / 50% by 2025

- 3.4.3 Section 3 of the strategy explains the perceived health benefits of cycling and how it fits in the Council's Health & Wellbeing Strategy, particularly helping to reduce obesity levels in children.
- 3.4.4 Section 4 summarises the growth in cycling since 2001, demonstrating that the targets could be achievable. 7% residents cycled to work according to the 2011 census, and the borough saw the highest growth in cycling to work (252%) of all London boroughs between 2001-11. Cycling across the Inner London cordon (Commercial St) increased by 362% from 2001-2013.
- 3.4.5 Section 5 reviews the existing cycle network and sets out proposals to help to deliver a better network which can support such growth in cycling. These include:-
- Ongoing commitments to upgrade Cycle Superhighway 2 and Quietway 6 (from the Olympic Park to Aldgate)
 - A radical **redesign of CS3 along Cable Street** to create a Cycle Street where pedestrians and cyclists have priority over traffic, and through traffic is removed from the link by rationalising traffic patterns on Watney Street and surrounding streets, with the aim of addressing many of the anti-social behaviour problems of racing which have been brought to our attention.
 - Promote a **Leisure Loop** along towpaths and park routes for leisure cycling to build confidence in new cyclists;
 - **Reviewing existing routes** to upgrade them to new London Cycle Design Standards
 - Work with Hackney and Newham on new quieter routes along the **Regents Canal alignment and The Leaway**, as well as developing a scheme along **Hackney Road**.
 - Introduce minor "**filtered permeability**" schemes to provide cyclists with convenient backstreet routes which are not available to general traffic, by using road closures or **introducing two-way cycling in some one-way streets**, initially looking at the Stepney Area where a Schools Partnership has identified **potential safer routes to schools**.
 - To overcome the barrier effect of local rivers, the strategy offers support in principle for a Sustrans proposal for a **new bridge between Rotherhithe and Canary Wharf** to be explored and to work with neighbouring boroughs (Newham and Greenwich) to deliver **new pedestrian / cycle bridges** over the Lea (which features in the Housing Zone) and **improve controls in the Greenwich foot tunnel**.
- 3.4.6 Section 6 focusses on **improving cycle safety** and highlights recent trends in cycle accidents. Cyclists were involved in 26% of accidents p.a. which has increased over the last 10 years, but taking the huge increase in cycling into account, an index has been developed to show cycle collisions per 100 cyclists has remained between 2-3 throughout this period, with a slight increase in the trend which is comparable to other cycling boroughs like Hackney and Southwark. The strategy recognises that better cycle design standards, more quiet routes, staff training and complementary measures such as **slower speeds** will all help to improve cycle safety. Potential for

some **new fully segregated routes**, particularly on **Manchester Road and Burdett Road**, is recommended for exploration while the strategy also recognises the importance of working with the Met Police on traffic enforcement and cycle security; supporting safer lorries and more cycle training provision.

- 3.4.7 Section 7 emphasises that the strategy is aiming to make cycling available for all members of the community. It proposes to extend family cycle training initiatives, pool bike schemes and support for the Sustrans-led Bike IT programmes in schools which go beyond training to embed a culture of cycling for life. Sport and Leisure activities also have a role to play and a commitment to continue to work with British Cycling will help to maintain these initiatives.
- 3.4.8 Section 7 also highlights the importance of safe and convenient cycle parking facilities at home and destination and puts forward some pilot schemes for new on-street facilities such as a **Bike Car Port** and **Secure Cycle Hangars** in residential streets, as well as extending provision of cycle stands and estate lockers. This is supported by evidence of how cycling can help to boost the local economy and contribute to better place-making.
- 3.4.9 Finally the strategy illustrates the level of funding which has been available for cycling in the last year and which is likely to be available in the following 3, although this is purely indicative. A **Delivery Plan** will be developed to complement the final strategy and will seek to estimate how the commitments set out in the strategy might be brought to fruition in the next few years in the light of anticipated funding availability.

4. Consultation Response

- 4.1 A borough-wide consultation was held from 12 October for 4 weeks to 8th November. This involved articles in press releases, East End Life and on the website – with a link to a Survey Monkey questionnaire inviting views on the prioritisation of cycling in principle, support for pilot schemes, and seeking comments on others ideas for inclusion. A prize draw incentive was offered to encourage a higher response rate. 428 replies were received to the on-line public consultation, 56% of whom live, work or study in Tower Hamlets. This level of response was more than double that received to the earlier consultation on the borough-wide 20mph limit.
- 4.2 Stakeholders had already been involved in the development of the strategy so they were invited to submit written comments on the draft strategy. These stakeholders included :- Canary Wharf Group; neighbouring boroughs; all Ward Members; Police; Fire Brigade; London Ambulance Service; Living Streets; Sustrans; Tower Hamlets Wheelers; London Cycling Campaign; LBTH officers; London Travelwatch; LLDC; Queen Mary University; London Met; Royal London Hospital; approx. 20 Housing providers; Bikeworks; Cycling Instructor; Maze Partnership; Transport for London.

- 4.3 A Consultation Summary is attached as Appendix One to this report which seeks to report all replies as succinctly as possible whilst clarifying the Council's response to them.
- 4.4 Respondents were asked 3 key questions which covered the main proposals set out in the strategy:
- Which of the main proposals in the strategy they felt to be most important in encouraging them to cycle more;
 - Which network improvements were most important for improving the cycling experience;
 - Which initiatives were most important for improving cycling safety.
- 4.5 Highlighted results show a high degree of support for secure cycle parking in shopping centres (80%) and on-street in residential area (69%). All network improvements received support, but there was a strong preference (85%) for upgrading existing routes and 70-80% of respondents supported improved routes in quieter areas. The initiatives which were considered very important for improving cycle safety by most people were : keeping the 20mph speed limit (49%); more targeted Police enforcement (45%) and cycle training for adults (41%) and children (39%). A number of further suggestions from individuals were recorded and these have been assessed in the Consultation Report.
- 4.6 Responses were received from 10 stakeholder groups and overall the support shown for the Strategy was extremely high. Some of the recurring themes raised will be addressed in a revised Strategy Document. These include:
- Add a foreword to demonstrate political commitment;
 - Adding more emphasis on the need for strategic traffic reduction;
 - Considering more ambitious targets
 - Adding more commitment to addressing cyclists' needs in maintenance and enforcement activity;
 - Increasing work to improve safety and security for cyclists and their bikes;
 - Including monitoring and governance of delivery of the strategy;
 - Clarify the approach to Canary Wharf access;
 - Increase importance given to river crossings and services.

5. CONCLUSION

- 5.1 This report sets out a comprehensive framework for prioritising action to improve cycling in the borough which has received strong support from stakeholders and members of the public following a 4 week consultation.
- 5.2 This report includes a report of consultation and identifies, in 4.6, key areas where modifications to the original strategy have been identified to respond to the comments received. The Mayor, in Cabinet, is recommended to approve this Cycle Strategy as a statement of the importance given to making Tower Hamlets one of the easiest and safest places to cycle in London and to make cycling the natural choice of transport for most people.

- 5.3 Should the Mayor be minded to approve, then a Cycling Delivery Plan will be developed to complement the LIP Delivery Plan and identify how this strategy can be taken forward over the next 5 years.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This report seeks the approval of the Councils' Cycle strategy 2015-2025. The strategy recognises the commitments and aspirations of the Council which will require significant funding for the future.
- 6.2 The majority of the funding has been allocated by Transport for London (TfL) LIP Delivery Plan there is no guarantee that future London mayors will continue to allocate funding at the same levels. The Council has in the past been able to rely on Section 106 contributions, the introduction of the Community Infrastructure Levy (CIL) will enable greater flexibility and control over developer funded budgets. There will be significant competing demands for funding and therefore the strategy will form an important justification to support funding requests for cycling projects along with development of a Cycling Delivery Plan.

7. LEGAL COMMENTS

- 7.1 This report explains the justification and framework for the Council's proposed Strategy 2015-2025, and that the majority of the funding would come from Transport of London (TfL) through the Council's Delivery Plan for LIP, as referred to under paragraph 6.2 above.
- 7.2 The Council's Cycling Strategy takes account of the Mayor for London's Cycling Vision and TfL's Cycling in London, as the Council as a London borough is required to do, as confirmed at paragraph 1.1 above.
- 7.3 The Council's Cycling Strategy also takes into consideration the Council's corporate Strategic Plan 2015-2016, the Council's planning Core Strategy (adopted September 2010) and Managing Development Document (adopted April 2013), which in turn are informed by the Council's Transport Planning Strategy 2011-2031 (2011); the Council's Cycling Connections (2009); the Council's Walking Connections (2011) and the Council's Road Safety Plan (2009)

Equalities Duty

- 7.4 The Public Sector Equality Duty introduced by the Equality Act 2010 requires the Council, in the exercise of its functions including that of highway authority, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - Advance equality of opportunity between people who share a protected characteristic and those who do not

- Foster good relations between people who share a protected characteristic and those who do not.

7.5 The Equality Analysis supporting the new Cycle Strategy clearly identifies the extent to which the Strategy impacts on those members of the community who share a protected characteristic. (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation).

7.6 Where there has been consultation on a policy such as this, then any representations made should be taken into account before the decision is made. The report attached as Appendix One, together with section 4 of this report, together constitute a full and sound summary of the consultation process and its outcomes.

8. ONE TOWER HAMLETS CONSIDERATIONS

8.1 The vision contained in the Cycle Strategy aims to improve access to cycling for everyone. This will involve some bespoke cycling interventions for various groups.

9. BEST VALUE (BV) IMPLICATIONS

9.1 The works and services to be delivered as part of this strategy will be commissioned through competitively tendered contracts to ensure value for money in delivery. Wider environmental, economic and health benefits delivered by the strategy further demonstrate best value drivers for the approach.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 The focus of this strategy is to encourage more people to cycle as part of their daily activity. In so far as cycling can become an efficient mode of travel to work, school or leisure, it offers an alternative to private car use and can therefore be seen as an essential part of a Sustainable Transport strategy, making a positive impact on reducing use of the private car and improving air quality.

11. RISK MANAGEMENT IMPLICATIONS

11.1 Any risks will be addressed via the strategy implementation and project management structures adopted by the Council. The strategy itself seeks to deliver safer cycling with minimal impact on other road users.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 The strategy introduces the concept of “filtered permeability” for cyclists which aim, in part, to close more routes in residential areas to through traffic whilst retaining access for cyclists. This has the potential to tackle areas where anti-social circuit racing takes place, by blocking the circuit to racers. It should

however be noted that this could increase the ability of criminals to use cycles as getaway vehicles.

13. SAFEGUARDING IMPLICATIONS

- 13.1 All providers of cycle training to children will be appropriately tested and qualified under the terms of their contracts with the Council.
-

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – Cycle Strategy Consultation Summary Report
- Appendix 2 – Tower Hamlets – A cycling Borough
- Appendix 3 – Equalities Impact Assessment

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

- None

Officer contact details for documents:

N/A

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Appendix One

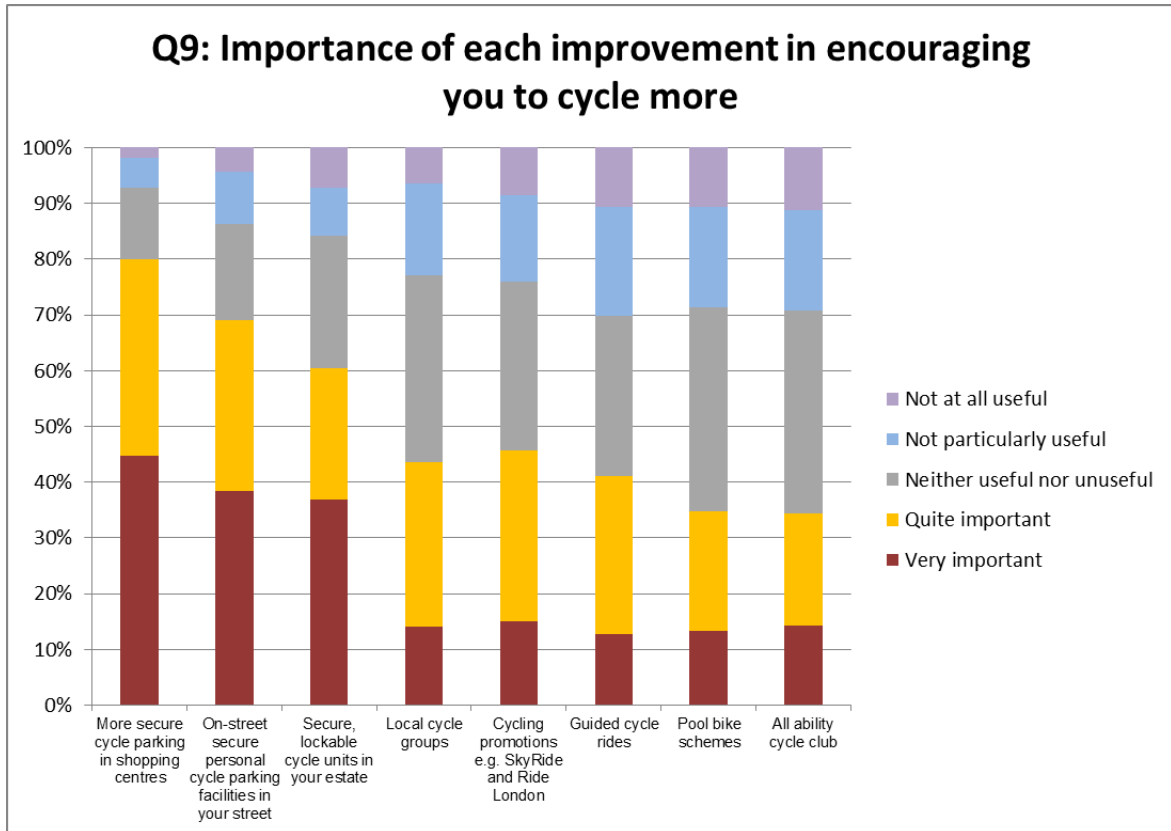
Tower Hamlets Cycle Strategy Consultation Report

1. Introduction:

- 1.1 A borough-wide consultation was held from 12 October for 4 weeks to 8th November which engaged the public and key stakeholders. In order to maximise response rates articles were published in press releases, East End Life, on the home page of the Council's website, newsletters, social media, and was picked up by external cycling websites and blogs (e.g. London Cycling Campaign). A prize draw incentive of a Brompton Bike was offered to respondents living, working or visiting the borough to encourage a higher response rate. 428 replies were received to the on-line public consultation, 56% of whom live, work or study in Tower Hamlets. This level of response was more than double that received to the earlier consultation on the borough-wide 20mph limit.
- 1.2 Stakeholders had already been involved in the development of the strategy so they were invited to submit written comments on the draft strategy. These stakeholders included :- Canary Wharf Group; neighbouring boroughs; all Ward Members; Police; Fire Brigade; London Ambulance Service; Living Streets; SUSTRANS; Tower Hamlets Wheelers; London Cycling Campaign; LBTH officers; London Travelwatch; LLDC; Queen Mary University; London Met; Royal London Hospital; approx. 20 Housing providers; Bikeworks; Cycling Instructor; Maze Partnership; Transport for London. 10 quite extensive written replies were received from stakeholders.

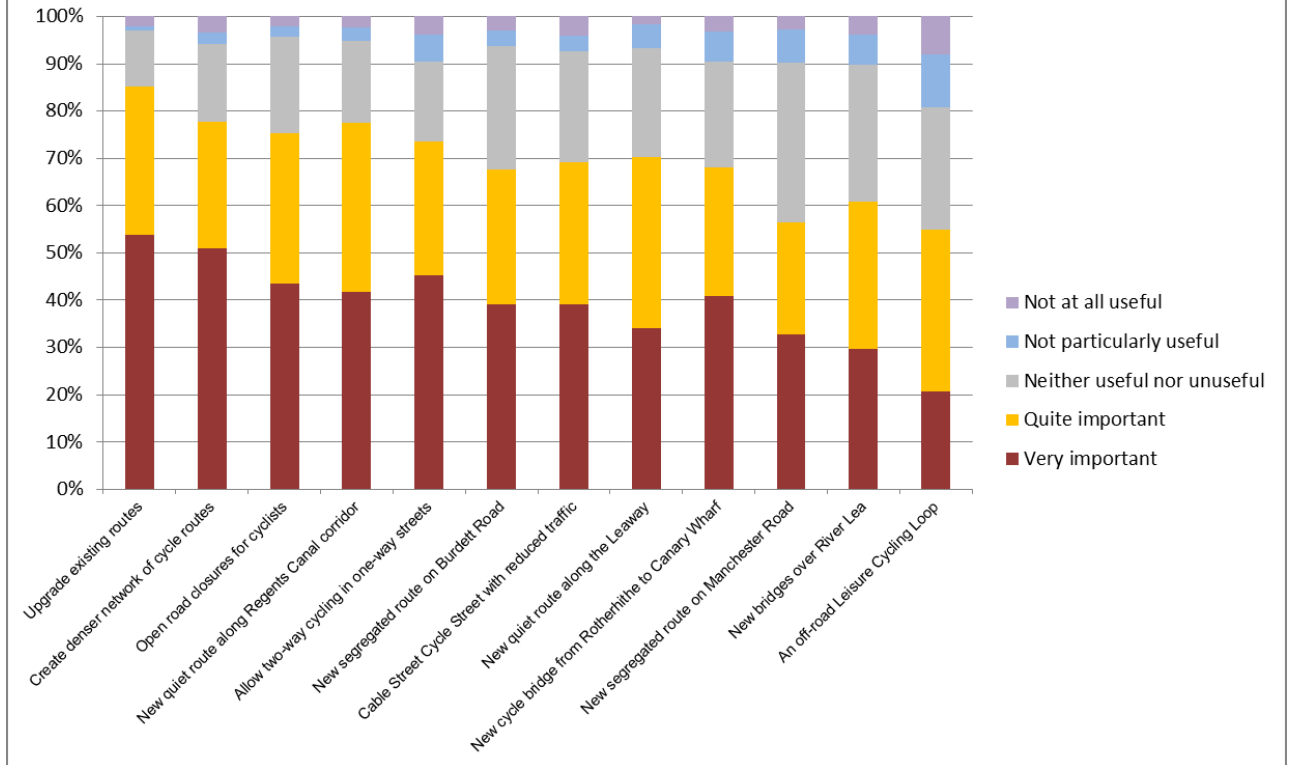
2. Public consultation:

- 2.1 The online survey inviting views on the strategy, whilst also covering more general questions on personal cycling levels and attitudes, and equalities monitoring questions. This will give useful baseline data for future monitoring of the strategy. The majority of respondents are regular cyclists, with 58% cycling at least once a week. There was however a significant proportion of non-cyclists completing the survey, with 14% stating that they never cycle.
- 2.2 Respondents were invited to score a number of potential improvements listed in the strategy as to how useful they would be in encouraging them to cycle more. Secure cycle parking was the area most prioritised in the survey. 80% of respondents felt that more secure cycle parking in shopping centres was either very important or quite important, followed by 69% for secure on-street residential parking and 60% for secure cycle parking on estates. (See Q9 graph below).

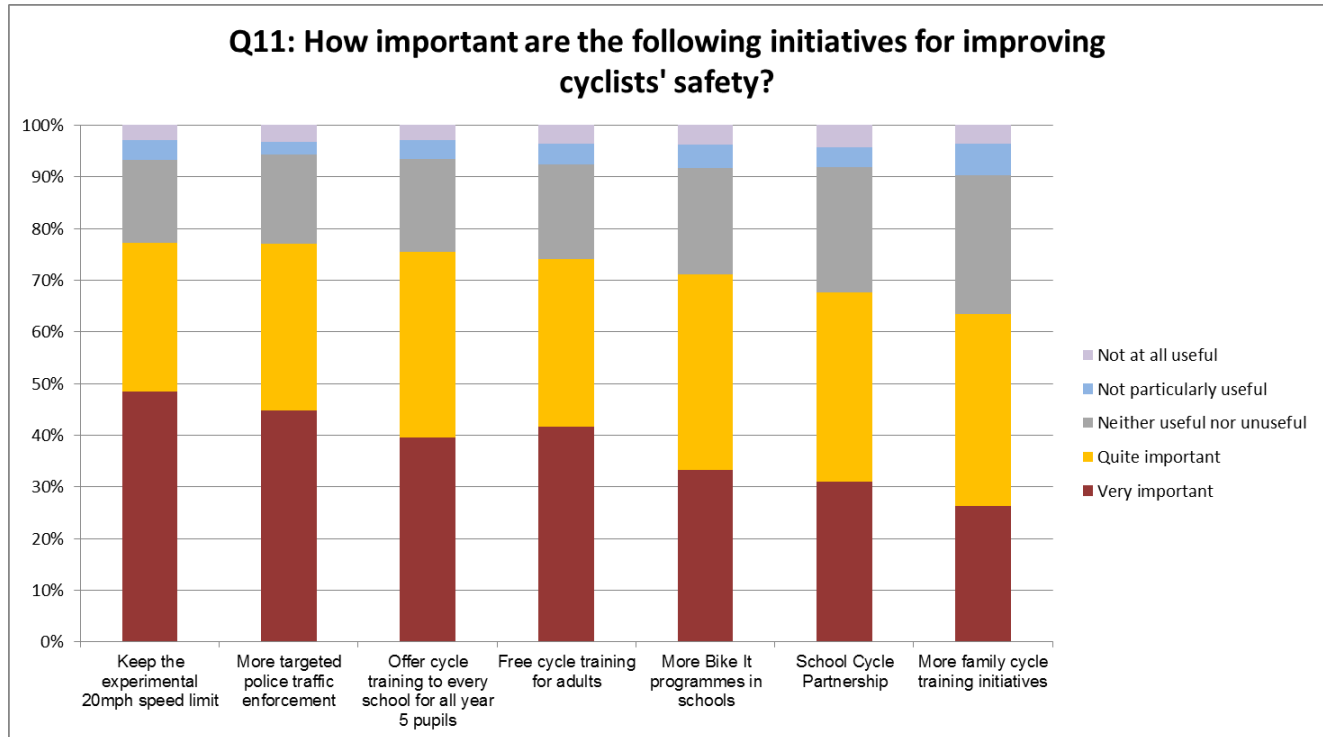


2.3 Survey respondents were then asked to score potential improvements on how much they would improve the experience as a cyclist. The strongest preference was given for upgrading existing routes, with 85% stating this as being very important or quite important. 77% of respondents felt that a denser network of cycle routes was very important or quite important. Open road closures for cyclists, a new quiet route along Regents Canal corridor and two way cycling in one-way streets also scored highly. (See Q 10 graph below).

Q10: Importance of following cycle network improvements to your experience as cyclist



2.4 A further question invited respondents to score potential initiatives set out in the cycling strategy on how important they are for improving cyclists' safety. The initiative showing the most support was the retention of the experimental 20mph speed limit, rated as very important by 49% and very/quite important by 77% of respondents in total. This was closely followed by 76% for more targeted police traffic enforcement. Cycle training in schools for all year 5 pupils, and free cycle training for adults also scored highly. (See Q11 graph below).



2.5 Additional comments

A number of respondents provided additional comments on ideas for inclusion in the strategy which are listed in Table 1. These are primarily points of detail concerning where proposals could be targeted and do not require modifications to the strategy at this stage. The ideas for site specific schemes will be taken forward for consideration at the delivery stage.

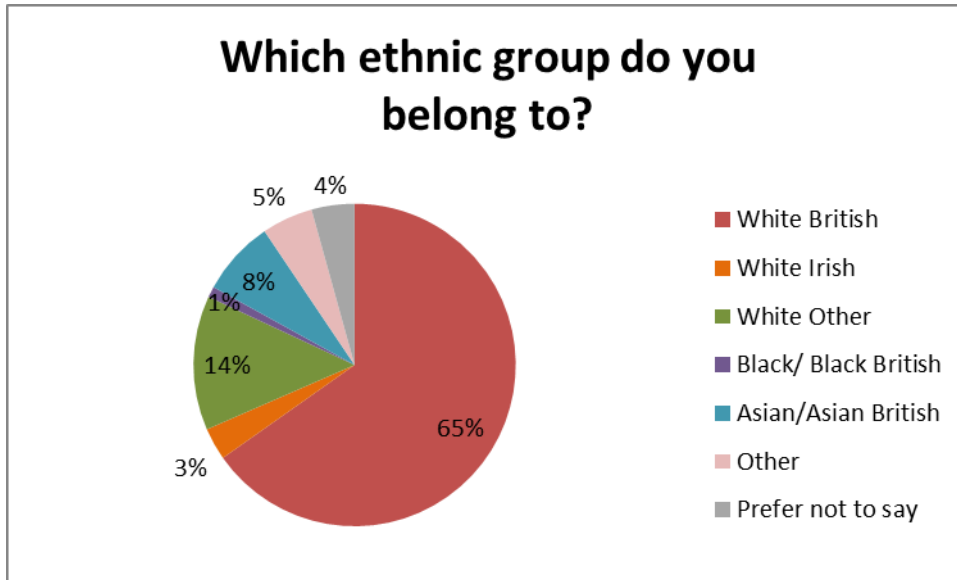
2.6 Demographic data and equalities monitoring

The equalities monitoring questions were optional, and therefore a number of respondents did not answer some or all of these questions. Amongst those who completed these questions, the gender split was 55% male, 45% female.

The age profile of survey respondents is shown below. For comparative purposes the Tower Hamlets age profile from 2011 census is also included.

	Survey responses	Tower Hamlets 2011 census
16-24	7%	14%
25-34	33%	27%
35-44	27%	17%
45-54	23%	9%
55-64	6%	5%
65+	3%	7%
Prefer not to say	2%	N/A

With regards to ethnicity, the overwhelming majority of residents identified themselves as White British, White Irish or White Other. Respondents from a Black and Ethnic Minority (BME) background only accounted for 14% of respondents. Whilst this does not fully reflect the population of Tower Hamlets itself, it is perhaps in-line with the participation rates in cycling in London as a whole (Policy Analysis Research Summary for TfL, November 2011).

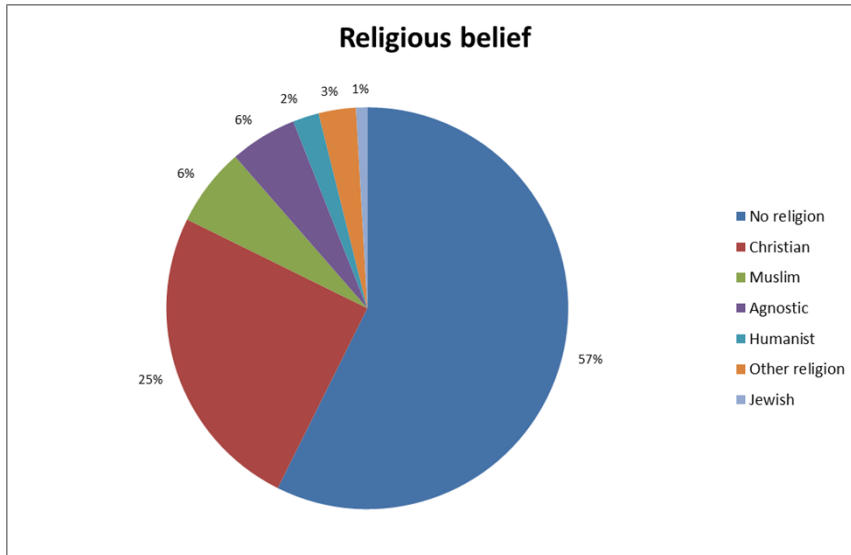


Of those who answered the question, 9% stated that they had a disability.

The sexual orientation of respondents who answered the question on sexuality is shown in the table below.

Heterosexual	90%
Gay man	5%
Bisexual	3%
Gay woman/ lesbian	1%
Other	1%

Finally, the religious belief of respondents who answered the question is shown in the pie-chart below.



3. Stakeholder consultation

The written responses from stakeholders are listed in Table 2 and referenced to the relevant section of the strategy. Officers have reviewed these replies to distinguish between those in support of proposals, those which may be beyond the scope of this strategy and those which require work with external parties. Approximately 8 issues recurred in a number of replies and it is recommended that modifications are made to the Cycle Strategy to emphasise or add these matters.

Comments	Modify Cycle Strategy	Beyond scope of document	Work with outside organisations
Stakeholder's comments			
The target to double cycling volumes (2.5) by 2025 is not ambitious enough, particularly in view of the estimate of a 78% increase with no action (section 9.1), and similarly for the number of residents cycling to work and to school. (LCC, THW, resident)	Y - to be reviewed		Y
New pedestrian / cycling crossing over Thames (Sustrans, THW, LCC)	N - already included in principle	Y - further feasibility study	Y
Enforcing the new 20 mph speed limits and "hit and runs" (Sustrans, THW, LCC)	N - strengthen enforcement		Y
Cycle Parking – particularly at new developments needs improving as well as on street (TfL, Sustrans, THW, LCC).	N - already included		
Better connections to Canary Wharf (THW, Sustrans, TfL)	Y - include reference to review of cycle accesses to Canary Wharf	Y - further feasibility study	
Other river crossings have not been included within the document, e.g. river services. (TfL)	Y - include reference to river services		
A clear review/monitoring system needs to be established and more precise targets (THW, Sustrans, LCC)	Y - include reporting		
Increase diversity of cyclists – more gender/age equality accompanied by a target (THW, Sustrans)	N - already included in principle		
Review the impacts of CS 2/3 upgrades (THW, Sustrans), (Sustrans welcomes this)	N - already included in principle		
Positive reaction to filtered permeability (THW, Sustrans)	N - offering support		
Positive reaction to school cycle training schemes (THW, Sustrans, TfL-MT) (THW suggest adding year 7 training as these students will have farther to travel)	N - offering support		Y - additional provision dependent on funding guidance and availability
Connections to/storage at transport interchanges (e.g. train stations) (THW, TfL)	N - already included in principle		

Improve cycle routes in Isle of dogs (THW, TFL)	N - already included in principle		
Better Signage (SUSTRANS, QM)	N - already included in principle in upgrades		
LBTH has not yet signed up to the Construction Logistics and Cycling Safety Standards. We urge the council to do so, and to aim for silver or gold accreditation to FORS (THW, LCC)	N – accepted, the council has signed up to CLOCS		Y -
Support for Quietways (CoL- IS, SUSTRANS)	N - offering support		
Public Comments			
More access to secure on street parking	N - offering support		
Increase facilities for council employees, i.e. showers, lockers etc. and increase bicycle security when on site	N - already included in principle in business section		
Increasing driver awareness of cycling issues to allow understanding of how cyclist operate	N	calls for changes to driving tests are national issue	
Increasing awareness of cycle training	N - already included in principle		x
Cyclists not blocking walkways through parking/ being more considerate of pedestrians and powered vehicle users	N - strengthen enforcement		
Enforcement of traffic laws, including speeding, illegal parking blocking cycle paths, drivers using phones and blocking junctions	N - strengthen enforcement		x
Specialist driver training on how to accommodate cyclists	N	calls for changes to driving tests are national issue	
Cycle training should including a practical exam, teach cyclists how long vehicles behave and offer one off personalised guided routes	N - Cycle training structure has not been decided		

Re-design of dangerous junctions and prioritise cycling	N - council already committed to review layout against LCDS		
Allow cyclists to turn left at red lights	N	requires national traffic law changes	
Increase safer access routes to canary wharf	N - already included in principle		
Reduce HGVs, better trained HGV drivers and reduce pay-per-load rates	N - council will require FORS training on all lorries	x	x
One way routes that are not safe for cyclists to use	N - only roads where it is safe to open to cyclist will be used		
More visibility of road signs	N	Road signage adheres to national guidelines	
Properly plan CS upgrades and consider added pollution from increase in traffic	N	Cycle superhighways are a TfL initiative	
Safer cycling along A12/A13 and tackling poor drainage/ ASB in underpasses and Spey Street/Aberfeldy estate	N - to be included in design layout and maintenance budget		
CS2 likely to flood, not intuitive to use, slippery and closures due to construction are hazardous	N	TfL responsible for CS maintenance	
Commercial Road lacks speeding deterrents	N - Police issue	x	x
Improvements to road surface	N -already included in principle		
Positive feedback for phase cycle traffic lights, possible include one for Bow roundabout and new off road network of cycle lanes to encourage new cyclists	N - TfL scheme		

Consideration when introducing new kerbs	N - adheres to LCDS standards		
Lighting along canal at night	N -issue to raise with canals and rivers trust		
Secure parking outside schools due to theft	N - Possibly work with schools to do this		x
Network of car free access route	N - included in filtered permeability	x	
Increase cycling infrastructure and road surface	N - already included		
Remove rubbish/obstacles from cycle paths	N - council maintenance team to clear BOROUGH roads		
More segregated lanes	N - already included		
Cycle calming measures along Victoria park	N - Issue to be raised with Parks		
Increase access times for Victoria park	N - Issue to be raised with Parks		
More protection for cyclists at pinch points from speeding vehicles, some roads mentioned Bishops Way, Sewardstone Rd, Old Ford Rd, Parnell Rd	N - council already committed to review layout against LCDS		
Cycle infrastructure design should include adapted cycle users and update existing infrastructure	N - cycle infrastructure follows LCDS, which accounts for adapted cycles		x
Safer routes to schools for children, using quieter roads, Hackney road mentioned as particularly dangerous	N - roads upgraded to be suitable		
Make "no through" roads, Broomfield street mentioned	N - included as part of filtered permeability		
Build Rotherhithe-to-Canary wharf foot and cycle bridge and segregated cycle lane along Burdett road	N - covered in another document		

Better routes from Cambridge heath to Holborn, cobblestones on Columbia road are damaging to bicycles, good east-west connector to CS1	N - addressed by central london grid		
Name and shame construction/infrastructure builds that result in cyclists deaths	N - issue for third party	x	
Increase drainage on roads, allow cycling on pavements, consider pollution (inhaled by cyclists) when designing road layouts	N - included in layout design and maintenacne budget	x	
Isle of dogs to Canary wharf connection	N - included in document		
Build cycle routes between key/common destinations e.g. schools, shops etc.	N - included in layout design		
make the Mayor's cycle hire scheme accessible to riders with no internet access/ easier to use	N - issue to be raised with Mayor	x	

Number / Section / Pledge	Comment	Response
Tower Hamlets Wheelers		
2.3	We support the council’s vision and the four themes. However, we believe it is necessary to accept that a reduction in motor traffic is essential to achieve the vision, and this should be given greater prominence in the document. It is mentioned in section 2.3, but needs to be added to the pledges.	Traffic restrictions, gating required
9.1	“aspirations” should become the targets	
9.1	The target to double cycling volumes (2.5) by 2025 is not ambitious enough, particularly in view of the estimate of a 78% increase with no action (section 9.1), and similarly for the number of residents cycling to work and to school.	Tougher targets possible but must be realistic
4.2	please could you define “potentially cyclable”	
Section 4	We note that you consider that a high proportion of Tower Hamlets residents being aged between 20 and 39 is encouraging for increasing cycling levels. However, we would like to see a commitment to making cycling attractive across all age ranges (which probably requires greater attention to safe routes and segregation)	Implied
5.2.8	We strongly support the proposal for a pedestrian / cycle crossing between Rotherhithe and Canary Wharf	Support in principle
Section 5	We note that there is no mention of the Silvertown tunnel in this document. We believe that the council should oppose this tunnel on the grounds that it will inevitably increase motor traffic in the borough, and so undermine the visions set out in this document.	Existing strategy regarding tunnel
Section 5	We would like to see a commitment to making the Thames path a cycle route – for example on the Isle of Dogs, where the path is blocked in a number of places	Work for Thames Path Canal and Rivers Trust / Land owners - agreed in principle and include

Section 5	We would like to see a commitment to maintain cycle routes during roadworks and construction projects wherever possible, and pressure exerted on landlords to do the same (for example the route around Canary Riverside has been closed for long periods with no suitable alternative provided)	Issue for maintenance and Streetworks - agreed in principle and include
5.2.1	We would like to add “engage with TFL to address deficiencies post the current upgrade”, as we consider that although a great improvement, the route still has significant deficiencies by Whitechapel Market and opposite Queen Mary College, where segregation is not to be provided	agreed in principle and to be include
5.2.3	We would like to see a reference to the London Cycle Design Standards, and confirmation that the routes will comply with best practice	agreed in principle and to be include
5.2.9	The pledges have been omitted	???
6.2.3	there is no mention of enforcing the new 20 mph speed limits. We believe this should be included. Also, this section provides figures for the whole of London – it would be more useful if figures for the borough were supplied	Recognise comment but will depend on 20mph review
Section 6	LBTH has not yet signed up to the Construction Logistics and Cycling Safety Standards. We urge the council to do so, and to aim for silver or gold accreditation to FORS	Pledge included in S5 but altered wording to make legal
7.7	We are concerned by the suggestion in section 7.7 that some cycle routes should only be required at peak periods. Parking in cycle lanes is a problem with many of the current facilities and it discourages leisure cycling. This paragraph should be removed.	Not agreed
7.4	Improved cycle parking at stations should be included in 7.4, as should parking at non-residential developments	Included in strategy
Section 9	We support the majority of the pledges and generally agree with your priorities. Where not mentioned below, we support the pledge.	
9.1	Could you advise the source of the 6% children currently cycling to school in Tower Hamlets (9.1). This seems a high estimate to us	TBC John R

Pledge 8	We support the introduction of filtered permeability but as well as allowing contra-flow traffic on one-way streets, would like to see minor roads being blocked to through traffic where practical – a good example is the proposal to limit traffic on Cable St – we would like to see further schemes like this.	Included in strategy
Pledge 18	As well as training in primary schools, we would recommend also offering training for year 7 students, since the longer distances make cycling more appropriate for secondary school students	Dependant on funding
Pledge 20	Pledge 20 is missing – should it be <i>“We will continue and expand our improved school cycle training programme, which includes adult members of the family and free pool bikes, to offer it to every school in the borough every year”?</i>	agreed in principle and to be include
Pledge 24	Could you describe in more detail what a leisure cycling hub would consist of?	
Pledge 27	We think that in new developments, cycle storage should be considered as well as cycle parking (the difference being that cycle storage is for residents rather than visitors). We believe that although cycle parking is generally provided in new developments, it is often insufficiently secure or difficult to access, and this deters residents from investing in cycles	agreed in principle and to be include
Comment	We would like to see a periodic review of progress being included in the strategy.	
SUSTRANS		
Comment	Political support: the foreword gives a good overview of why the strategy is important and what it will achieve. It should be signed-off or approved by a senior political figure in the borough to ensure that decisions taken at that level reflects the strategy and that the strategy is supported from the top of the organisation. Political leadership is crucial to deliver cycling improvements to the highest standards.	Foreword TBC
Comment	Datasets: a stronger baseline dataset should be used to set the context for the strategy. The baseline data of central London cordon count and cycle hire use is limited in a number of ways, noticeably that it does not necessarily consider borough residents. We welcome the strategy’s measure of risk, though given cycle measure note its limitations	

Comment	Governance: the strategy lacks clear means by which it will be governed, monitored and reviewed. Depending on the borough's preferred way forward, a steering group, board or advisory group could be established to maintain momentum and take key decisions, involving relevant stakeholders. Each pledge should include clearer timescales. For example, when the filtered permeability review will be complete and when a decision will be taken over the future of Superhighway 3.	Design a review and progress plan
Comment	Diversity: it is noted that to achieve the full benefits that cycling can bring, it should be an activity for all. This is highlighted in section 7, but a target to improve gender and age equality in cycling should be included to track the desired outcome.	Data limited
4.2	it is reported that nearly two-thirds of potentially cycleable trips are made by car. This highlights the huge air quality benefit that can be achieved by reducing car use and absorbing demand through cycling (a more efficient use of road space than motor traffic). Analysis of this at a borough level would strengthen the case for further cycling investment.	
Section 3 & 4	further spatial analysis should underpin the prioritisation process for new measures	
5.2.1	Sustrans strongly supports improvements for Cycle Superhighways 2 and 3, which are currently underway. The commitment to review the impacts of the upgrades and apply lessons learned is welcomed. It would be valuable to a range of audiences for Tower Hamlets to share this knowledge widely. Tower Hamlets should commit to identify and lobby for future upgrade work	
5.2.2	Sustrans would like to see the strategic National Cycle Network route 1 included for review, particularly its signage (5.2.2). It links London, through Tower Hamlets, to the wider UK network of leisure and long distance routes that provide tourism, health, wellbeing and transport benefits.	Support of principle
5.2.3	Sustrans welcomes Tower Hamlets' commitment to the Quietway programme (5.2.3). Tower Hamlets should develop a list of aspirational Quietways and potential future routes to help secure future funding for improvements	Support of principle
5.2.4	Sustrans supports Tower Hamlets in creating a denser network of cycle routes (5.2.4). However, there is no performance indicator by which to track this commitment – for example, the proportion of residents within 250m of a route, or the average grid square size between routes	Support of principle
5.2.4	Sustrans supports Tower Hamlets' commitment to develop and promote the 'leisure loop' (5.2.4). We note that this may have a particularly strong link with the health and wellbeing strategy	Support of principle

5.2.6	Sustrans supports the boroughs commitment to improve permeability for cyclists through barriers to motorised modes or otherwise (5.2.6). It is a sound approach to review each ward and implement quick wins that enhance the cycling experience. This section should include a commitment to explore filtered permeability where it is deemed to add significant benefits - reducing traffic danger, noise and the quality of place	
Comment	Sustrans strongly supports the boroughs development of the Stepney Cycle to School Partnership. A timeline for the implementation of physical measures would be welcomed. As a scalable programme, Tower Hamlets should prepare a list of priority school clusters for partnership working, in the event that funding should become available.	Details in delivery plan
Comment	Sustrans welcomes Tower Hamlets' support to explore a bridge between Canary Wharf and Rotherhithe. This should include the commitment to integrate and incorporate the crossing in to any new local plan.	
Comment	Sustrans strongly supports the pledge to use the London Cycle Design Standards (LCDS). Any work on cycle routes should achieve a 'good' rating and an LCDS assessment should be used to guide all traffic and streets schemes, as per TfL guidance. This will ensure that, at the very least, no scheme worsens conditions for people cycling.	Support of principle
6.2.1	Sustrans supports the commitments under Safer Scheme Design	Support of principle
6.2.2	Sustrans supports the commitments under slower speeds	Support of principle
6.2.3	Sustrans supports the commitments under traffic enforcement	Support of principle
Section 7	Cycling for All. Sustrans strongly supports this principle. Cycling is an efficient, healthy and sustainable means of travel, but the stigma attached to it – as a minority mode – results in significant social and cultural barriers ¹ . Sustrans believes that good quality infrastructure, or a 'safe and attractive environment' is the key to enable a broader demographic to enjoy cycling and for it to be a mainstream activity. However, activities must continue to address cultural barriers to help raise public awareness of the benefits of cycling and infrastructure to improve cycling for all.	Support of principle
7.1	Schools are central to continue to provide a new generation with the skills to cycle, but more than that they offer a means to promote cycling and overcome cultural barriers even to leisure cycling. While we	Support of principle

	<p>support Tower Hamlets' pledges here, Sustrans considers Bikeability training and Bike It as distinct activities (7.1). While Bikeability delivers training in how to cycle, the Bike It programme aims to increase levels of cycling to school through tailored assistance and activities to meet each school's needs and create a pro-cycling culture. Bike It Officers work with pupils, staff, parents and the wider community to achieve:</p> <ul style="list-style-type: none"> • Sustained increase in the number of children and young people (and parents) cycling to school. • Reduction in the use of private motor vehicles to take children and young people to school. • Provide children and young people with cycling skills for life. 	
7.2 & 7.3	Sustrans supports Tower Hamlets' activity to promote sports cycling and the high quality sports facilities available within the borough and its work with local cycling groups	Support of principle
Comment	Sustrans supports the pledges to improve Cycle Parking – particularly to employ the model taken by LB Hackney in trialling locations and providing secure on street parking for residential properties and streets, managed by the borough. Sustrans particularly supports work to ensure developers provide good quality cycle parking that is convenient for users. Our submission to Further Alternations to the London Plan highlighted the evidence base in support of this claim that cycle parking in new developments is under-utilised for its poor quality	Support of principle
Comment	Sustrans welcomes Tower Hamlets' commitment to maximise the place-making benefits achieved through cycle schemes. Framing schemes that benefit pedestrians and cyclists as creating better places is a more inclusive and accurate description of many of the schemes that will take place, if utilising the LCDS correctly. This approach should be taken to consultation and communication	Support of principle
LLDC		
5.2.5	Work with the LLDC and London Borough of Newham to continue the riverside route along the Lee Navigation spur [should this be the River Lea?] further south to the Royal Victoria Dock and East India Dock Basin as part of the Leaway as and when the former industrial sites along this section are re-developed.	Support of principle

Comment	Please see attached drawings showing the route of the Leaway in the medium and long term. If you could please update the proposed and future to maps describe the Leaway route as per the attached drawings. In particular, the connections at Twelvetrees Crescent Bridge and Silvocea Way are to be built by next summer. I would be happy to explain any of these further if that would help. It would be great to see the revised maps once they are done.	Support of principle
TFL - Mark Trevethan, Principal Strategy Planner – Cycling		
	TfL supports the emphasis on utility cycling throughout the borough – but the proposed network as shown seems weak in connecting Canary Wharf to the rest of the borough. The strategy would benefit from greater recognition of destinations and of commuter cycling to and from Canary Wharf.	?
	The section on river crossings is useful and important - but this omits any mention of carrying cycles on river services. There are some interesting opportunities for improving the clipper services for cycle use, and for cross river services to create connections to Rotherhithe and to North Greenwich. It would be useful to include these in the strategy and TfL can provide more information on the potential for cycle/ferry integration if this would be helpful.	agreed in principle and to be include
	The cycle to school partnership at Stepney is mentioned. This was an excellent project and more could be included on the lessons learnt from this – on potential for modal shift, benefits for parents, reducing traffic and road danger at the school gate. Although TfL is not able to support a cycle to school partnership, there are other measures to encourage walking and cycling to school that could be applied to other schools and funded from the LIP or CIL and could be included in the strategy.	Support of principle
Transport for London Collated Responses		
Comment	It should be noted that there is an emerging OAPF for the Isle of Dogs and South Poplar area which sets the agenda for change and significant growth in this area. It is critical that the local transport network is able to support this growth and walking and cycling will be at the heart of the emerging strategy for local movement in the Isle of Dogs and South Poplar. It is important therefore that the aspirations in the OAPF and those of the strategy are aligned	Support of principle

	There is no mention of river services. These provide important cross river connections for pedestrians and cyclists and the piers should be fully integrated into the wider cycle network (Canary Wharf, Masthouse Terrace, proposed new pier at Canary Wharf East).	agreed in principle and to be include
	Many local streets in the borough are already 'cycleable' and it is interventions to join up those areas that are particularly important – i.e. help people cross major roads and other barriers more easily – that can help make a much more accessible network. It would be helpful if the strategy showed how the cycle network connects important destinations across the Borough and within neighbouring boroughs. For example connections to district and metropolitan centres and major transport interchanges where longer journeys can be continued on public transport. Or perhaps where future extensions/upgrades to the Cycle Superhighway network will be required to support the delivery of new homes. The strategy should make reference to junction improvements as well as the improvements for cycle routes	!!!!
	Rather than referring directly to the Sustrans bridge it may be worth rewording to suggest 'a new cross river connection between Rotherhithe and Canary Wharf	To be amended
	Canary Wharf does not feature on the cycle network, with routes going around rather than through it. Whilst this may be representative of discussions with CWG to date, we would hope to reopen these discussions through the OAPF process, in particular around the provision of a new bridge/bridges at South Dock. Is there potential to highlight Upper Bank Street as a potential additional route?	To be amended

	<p>Figure 5 could go further in the provision of cycle routes, in particular given the timeframe of 10 years. Connections could include:• N-s connection via Kerbey Street (incorrectly labelled Sturry St on the map) through to Poplar High Street (CS3) via Hale St or Woodstock Terrace. • An upgraded pedestrian and cycle link across Aspen Way (alignment of existing footbridge) would enable onwards access for cyclists into Canary Wharf and the Isle of Dogs via the North Quay opportunity site, Upper Bank Street, a realigned South Quay bridge connection connecting into the Millharbour cycleway and further south to Island Gardens. • The cycling strategy appears to show the under-croft of Westferry Circus as part of the cycle network. An alternative more pleasant connection for cyclists into the Isle of Dogs could be sought. • Proposed river crossings and existing river services are not shown on the map as part of the cycle network. Neither is the Greenwich Foot Tunnel. These are all important strategic connections for cyclists and should be shown. • The potential bridge connection at Trinity Buoy Wharf should also be shown on the map. The strategy appears to favour a connection at Hercules Wharf but there is no explanation as to why. • Link through Wood Wharf- it would be helpful to understand whether this connection is deliverable with the current Wood Wharf proposals. • The South Dock Bridge Study has identified a series of potential alignments for a new pedestrian and cycle bridge/s. These should be referred to somewhere on the map/in the study. The alignment illustrated is one of the most challenging options to deliver.</p>	<p>Most elements encapsulated in Canary Wharf study</p>
Pledge 9.2	<p>this mentions segregated cycle track along Manchester Road – is it possible to extend this around the whole loop road – in particular Westferry Road</p>	<p>Possible but segregation difficult</p>
Comment	<p>As a general point throughout the document, refer to ‘collisions’ rather than ‘accidents’</p>	<p>Agreed and to be ammended</p>

	<p>There is funding available to local workplaces through TfL's Cycling Workplaces programme, for cycle parking and support services to a workplace. It may be useful to include a few key details about the Cycling Workplaces scheme:</p> <ul style="list-style-type: none"> • It is available to London organisations with five or more employees • It aims to increase commuter cycling by breaking down barriers to cycling, such as a lack of cycle parking or concerns around cycle safety • Free products and services are available including cycle parking, cycle safety seminars, cycle safety checks, bike security marking, workplace commuter cycle skills (cycle training), online and printed materials, advice and guidance • To access the scheme, London employers complete a registration form online at the Cycling Workplaces Portal - www.tfl.gov.uk/cyclingworkplaces • To request materials to promote to local businesses and for further information on the scheme, email cyclingworkplaces@tfl.gov.uk. 	agreed in principle and to be include
Comment	<p>It could be stated that TfL's Business Engagement team can provide support on engaging with businesses in LBTH through Cycling Workplaces, for example by promoting any new initiatives offered by the borough.</p>	agreed in principle and to be include
7.4	<p>on cycle parking could do with more emphasis and substance as inadequate parking facilities are a big barrier to cycle ownership and use. Due to the number of new developments in the borough, there are some significant opportunities here to set the bar high on expectations of both the amount and quality of cycle parking. The document could state that the borough would expect higher-than-London-Plan standards in locations where there will be good access to the cycle network and where they are seeking to discourage car ownership and use. It could also reference LCDS on cycle parking and mention the need for it to be fit-for-purpose and well located as well as secure. It could also mention the need for cycle parking in new developments to accommodate different types of cycle, such as cargo cycles and models adapted for particular mobility needs</p>	?
Comment	<p>Tower Hamlets is part of the Zero Emissions Network which engages with businesses and offers support to improve air quality, including through promoting Cycling Workplaces. There is no mention of ZEN and its potential for increasing access to cycling to work.</p>	agreed in principle and to be include

LBTH - Jonathan Morris, Infrastructure Planning Officer		
Comment	There is currently limited cycling access to Canary Wharf for cyclists which is currently either from the West via Westferry Circus, or alternately from the south via South Quay Bridge. Unfortunately South Quay Bridge is inadequate for cyclists given conflicts with large pedestrian flows over this bridge during peak periods. This impacts on the peak capacity of this bridge for pedestrians and also impacts on the safety of both pedestrians and cyclists, indeed more needs to be done to facilitate cyclists entering Canary Wharf from the south	
	We note that the Cycling Strategy identifies a new proposed cycling route (Page 15) across South Dock into Canary Wharf which then continues east through the Wood Wharf site. You are aware of Infrastructure Planning currently undertaking a feasibility study of a new cycling link across South Dock, and the location of this link. Given we have not yet concluded this study, it would be premature to confirm the location of this route beforehand. We are expecting the outcome of this study in December, so could you please inform MAB that this route may need to be amended, or indeed ruled out altogether depending upon the conclusions of the feasibility study.	
	The Proposed Routes Map on page 15 also details a link connecting Canary Wharf with Wood Wharf. I am sure you will be consulting with the Development Management Team, however I understand there are no provisions in the S106 agreement ensuring a dedicated cycling link will be provided for on Wood Wharf's road network. I would also like to note that the build-out period for Wood Wharf will be 10 – 15 years, therefore even if a link was somehow secured for Wood Wharf, the delivery of this would not likely come forward before the end of the planned period for the Cycling Strategy.	
Queen Mary University of London		
	We believe there are safety issues surrounding the new intersection at Grove Road, particularly in regards to turning left onto the A11	Under review
5.2.2 & 5.2.3	A safer north-south path is necessary as an alternative to the canal and grove road.	agreed in principle and to be include

	There is a great lack of Advanced Stop Zones, particularly from Limehouse to the Isle of Dogs and past Canary Wharf towards Westferry Road.	agreed in principle and to be include
	Canary Wharf/Heron Quays/ Westferry Road 'roundabout' was re-designed and as a result had no cyclist provision which is an essential factor that should be ncluded when the roundabout is reinstated	?
	The junction at Globe Road next to Stepney Green station does not allow a safe passage for pedestrians which results in many near misses. In addition, this unction causes numerous clashes with both cars and cyclists.	continue to pursue TfL
	There is a borough wide problem of a lack of adequate road signage, particularly in the run up to junctions. This leads to road users being in incorrect lanes and making dangerous manoeuvres	
	As a borough with lower than the inner London average car ownership, we believe we have an important role in helping readdress the balance for those living and working here. By working together, we can help contribute to achieving three of the four overarching targets of the strategy in particular; doubling the volume of cyclists, increasing the proportion of residents cycling to work to 15% and decreasing the risk of cyclist accidents by half.	
London Cycling Campaign (LCC)		
Comment	<p>LCC welcomes the opportunity to comment on the Tower Hamlets Cycling Strategy (THCS). We note that the LCC branch in Tower Hamlets (TH) , Tower Hamlets Wheelers (THW), has significant expertise in this matter and we draw the borough's attention to the THW response to the strategy as a key point of reference.</p> <p>The comments below should be seen as a supplement to the THW response and are of a more general rather than more specific nature</p> <p>LCC welcomes the recognition in the THCS that cycling must 'play a central role in the borough's growth in order to relieve congestion on the roads, buses and train systems.' We note that the two Mayors of London this century , Ken Livingston and Boris Johnson, both built a 5% cycling modal share into their business plans to cope with London's growing population.</p>	agreed in principle and to be include

Comment	We are pleased to see that much of the content of the THCS reflects both the Mayor's Vision for Cycling and LCC's aspirations for cycling conditions in the capital. The research in the document clearly highlights the benefits that more cycling can bring to all residents of TH whether they cycle themselves or not. The health benefits are particularly important for a borough whose children, as noted in the document, include a high proportion that are obese	agreed in principle and to be include
Comment	While the previous Tower Hamlets cycling strategy (Tower Hamlets Cycling Plan 2009) included some fine aspirations few were fulfilled according to a TH response to an FOI request. Indeed, in the case of some of the targets, the borough was unable to provide comparable data for the target measures it had itself chosen It is vital that the new strategy adopts targets that are SMART (specific, measurable, relevant, achievable and time bound) and that there is a firm commitment to deliver against those targets. At present, several of the pledges in the document are 'to work with' or 'to prioritise' or otherwise not specific, timed or measurable.	Design a review and progress plan
Comment	HGV - The brief section on lorries does not consider the developments in this field in the past two years. Boroughs such as Camden and the City, as well as many developers, have signed up to the Construction Logistics and Cycling Safety Standards (CLOCS) and boroughs can insist that all developments abide by such standards. CLOCS has also championed Direct Vision lorries (construction lorries with similar visibility to dust carts i.e. with minimal 'blind spots') . Given the very large scale of developments in TH it would be appropriate of the borough to consider requiring developers of future sites to use Direct Vision vehicles. Signalling such an intention in the THCS would enable developers to tailor their lorry replacement plans accordingly. Most boroughs are now not only signed up to FORS but have silver or gold grade accreditation. TH should similarly be silver or gold graded.	Some contractors already have gold FORS. LBTH has no fleet
Comment	Enforcement - Tower Hamlets has the highest number of hit and run collisions in London. This is shameful and needs to be addressed but is not referred to in the THCS. Much publicised cases of hit and run collisions in Tower Hamlets confirm what most residents observe daily: that many vehicles far exceed speed limits on minor roads. An enforcement programme to eliminate unlicensed vehicles and excessive speeds must be a commitment in the THCS to ensure cyclist safety	Issue for the police that is continually raised

Comment	Filtered Permeability and Contraflow Cycling - The section on Filtered Permeability does not appear to mention the study carried out for TH on 'Small-scale cycling improvements' by an independent consultancy. The borough must explain why this three year old study was not acted upon. The neighbouring City Corporation has implemented some 80 cycling contraflows/permeability measures in the past three years. TH must follow through on its permeability pilot study and the 'small scale improvements' study to deliver quick and low-cost reductions in road danger to cyclists.	It is! Working towards but not accepting all of the report
Comment	Victoria Park is one of the borough's greatest assets for safe cycling and walking and enables many children and their parents to cycle. Closure of the park at 4pm in the winter forces local residents to cycle on heavily trafficked roads or switch to cars for the school and nursery run. The borough must re-examine the bylaws that create an enormous barrier to cycling and walking in the winter months and advise park authorities to extend the opening hours.	Feasibility study needed
Comment	Cycle Theft - Given the unfortunate reputation TH has for cycle theft and resale it is surprising that the THCS does not make reference to tackling the thieves and stolen goods sellers who operate in the borough. When City of London police apprehended a gang of cycle thieves operating in TH the amount of theft in the borough fell sharply. Sales of cycles by illegal traders must be enforced against and an annual target for pedal cycle theft reduction of at least 10% adopted by the police Safer Transport Team.	Community safety input required
Comment	Cycle Parking - We note the trailing of cycle hangars on TH streets. Hackney already has several dozen hangars in place and can advise on management and other matters. The programme must be progressed rapidly while funding is available rather than repeating trials which have already been successful in several other boroughs.	LBTH has unique issues, need to insure that installing them does not cause future problems
Comment	LCDS - While the THCS 'aspires' to good standards on its cycle routes no reference is made to other roads. The LCDS must be considered in all traffic schemes to ensure that provision for cycle users is not overlooked (as it was in the whole of the original Canary Wharf development)	agreed in principle and to be included
Metropolitan Police		

Comment	I can confirm that the Metropolitan Police fully supports the Tower Hamlets Cycling Strategy, and the improved infrastructure and training that is a key part of this scheme. Clearly, regular and consistent targeted enforcement is required to maximise the safety benefits, and we will continue to work with Tower Hamlets in this regard. Within the Traffic Management Unit we look forward to more discussion as details on specific junctions and schemes are brought forward.	agreed in principle and to be include
City Of London - Iain Simmons		
	Quietway Phase2 route is supported	agreed in principle and to be include
	The potential additional route on Leman Street and Dock Street is supported	agreed in principle and to be include
	The Parallel Canal Route Quietway is understood. However, I am not sure how easily or effectively that this route could be connected to the new East/West Superhighway. The City has public highway the abuts the end of the route. There is also a large area of space which is to be declared as City Walkway. When this action is completed, cycles will not be able to use this space, known as Tower Place.	Details required
General Comment / Emails		
Public comment	The goal is apparently to double cycling traffic by 2025. I think this is a rather un-ambitious goal. 10 years is a long time, and I think a much steeper increase in bicycle use is necessary in all of London	Tougher targets possible but must be realistic
	I'd definitely be more impressed if the goal were set to double the number of cyclists by 2020 or even end of 2018. Unless I'm very mistaken (in which case I apologise), doubling the numbers is still not going to be even close to Amsterdam or Copenhagen levels of cycling. Meanwhile population density, traffic congestion and pollution will continue...	

Public comment	I would like to see cyclists have the right safety products whilst they are on the roads eg make it compulsory for cyclists to wear helmets & high visibility jackets especially in the evening so that they are seen.	
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In summary those items are :-

- Add a foreword to demonstrate political commitment;
- Adding more emphasis on the need for strategic traffic reduction;
- Considering more ambitious targets
- Adding more commitment to addressing cyclists' needs in maintenance and enforcement activity;
- Increasing work to improve safety and security for cyclists and their bikes;
- Including monitoring and governance of delivery of the strategy;
- Clarify the approach to Canary Wharf access;
- Increase importance given to river crossings and services.

4. Conclusion

The consultation on the Cycle Strategy received a good level of response which was overwhelmingly in support of the strategy in principle. The responses from non-cyclists were particularly welcome and along with the profiling of respondents, this information helps to inform how initiatives to encourage new cyclists might be targeted. Further cross-tabulations of these results will inform this further.

Many points raised will be addressed in more detail at the delivery stage, but some 8 common themes were found to recur in responses from different stakeholders and these will be incorporated into the Cycle Strategy to make it a more comprehensive and ambitious plan.

Tower Hamlets – A Cycling Borough





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1. Foreword

A quiet cycling revolution has been growing in London in recent years. The number of people choosing to cycle is rapidly increasing and this growth has been further encouraged by the Santander Cycle Hire Scheme, the construction of the Cycle Superhighways and radical new design standards that place much greater emphasis on cyclists' needs. The London Mayor has put cycling at the heart of TfL's transport agenda and, if supported by the boroughs with adequate investment, the vision of London as a cycling city to rival Amsterdam or Copenhagen is achievable.

In the recent past Tower Hamlets has been at the forefront in promoting cycling as a mainstream transport mode. The busy off-road Cable Street cycle route was the prototype of the successful Cycle Superhighways that followed and the school cycle training and participation programmes pioneered by the borough have become the template for TfL across London.

However, the Council recognises that there is a great deal more to be done. Many of the borough's roads need to be improved to make cycling safer and more convenient and an improved and expanded cycle network is needed. The barriers that stop people from cycling need to be broken down.

Based on GLA statistics and projections Tower Hamlets was the fastest growing area in the country over the 10 year period to 2012, with the population increasing by 27% to a total of 263,000 residents in 2012. Over the next 10 years the population is expected to increase by an additional 20%, to reach more than 320,000 residents by 2023. Sustainable growth needs a sustainable transport system and Tower Hamlets' vision is for cycling to play a central role in the borough's growth in order to relieve congestion on the roads, buses and train systems.

This strategy recognises that increased cycling has an important role in improving the health and quality of life the borough's residents, bringing about economic benefits and making places more attractive, 'liveable' and safe.

2. Our Vision

The Tower Hamlets Community Plan 2015 sets out the borough's overall ambitions and defines the priorities for change. The plan's priorities and objectives are arranged around four themes:

- A Great Place to Live
- A Fair and Prosperous Community
- A Safe and Supportive Community
- A Healthy Community

The emerging action plan aims to deliver a cross-partnership campaign to “get Tower Hamlets more active”, which includes a focus on:

- Encouraging walking and cycling
- Enhanced use of parks, sport and leisure facilities
- Improving road safety
- Supporting people with disabilities to be more active

2.1 ‘Tower Hamlets – A Cycling Borough’

We want Tower Hamlets to be one of the easiest and safest places to cycle in London and to make cycling the natural choice of transport for most people.

A Cycling Borough means:

- a healthier population;
- a less congested road network; and
- a more prosperous place.

2.2 There is great potential for a significant increase in cycling in Tower Hamlets. The borough is perhaps uniquely poised for growth in cycling because:

- Cycle use is already rapidly expanding despite the clear need for improvement in facilities and infrastructure;
- Tower Hamlets (along with Newham) is the flattest borough in London;
- Almost half the population is aged between 20 and 39, the most popular ages for regular cycling, and large population growth is expected in the next ten years;
- Tower Hamlets has an unprecedented network of off-road canal and riverside paths, which can be used by leisure and commuter cyclists alike.

2.3 But there are challenges to overcome:

- High quality provision for cycling will mean allocating more road space to cyclists, sometimes at expense of motorised modes, and the dominance of on-street car parking will need to be reduced;
- Safety is the number one reason why many people do not cycle so major improvements to the cycling environment are required; and
- Practical and social barriers to cycling need to be addressed.

2.4 Guiding Principles

In order to deliver the vision we have established 3 key principles that will guide all future cycling projects and initiatives:

- **A Better Cycle Network**
Both the quality and quantity of cycling infrastructure and facilities needs significant improvement and this strategy sets out how we will achieve it.
- **Safer Cycling**
Safety is the primary concern of existing and potential cyclists and how we address this critical issue is key to the success of this strategy.
- **Cycling for All**
This principle can be divided into two parts. Firstly, the health benefits of regular cycling mean we want to encourage cycling for all, from 8 to 80 years old, and remove the barriers that stop people cycling. Secondly, we want to ensure that a better environment for cycling means improving conditions for local business and better public spaces.

2.5 We have set out 32 pledges, highlighted green, in this strategy setting out how we will deliver the vision. They will have their own targets and delivery schedules but in order to measure overall progress we have set ourselves 4 over-arching targets, further details of which are given in Section 9. By 2025 we will at least:

1. Double the volume of cyclists in the borough
2. Increase the proportion of residents cycling to work to 15%
3. Reduce the risk of cyclist accidents by half
4. Double the number of children cycling to school

3. Health Benefits of Cycling

Increased cycling will bring about substantial improvements to the health and quality of life of the borough's residents and we will encourage and promote cycling as a means to reducing child obesity and mortality rates throughout the population.

3.1 The Health Benefits:

Cycling has several well documented benefits in relation to health and wellbeing:

- Cycling is excellent exercise. It helps people meet the recommended physical activity guidelines, improves their physical and mental health and their well-being, while reducing the risk of premature death and ill-health.
- Cycling fits into daily routines better than many other forms of exercise, because it doubles up as transport to work, school or the shops. It's easier than finding extra time to visit the gym and far less costly.
- Research published in the medical journal The Lancet concluded that, potentially, increased walking and cycling in urban England and Wales could save the NHS roughly £17bn (2010 prices) within 20 years because of its impact on diseases associated with physical inactivity.
- Research for TfL has shown that the health benefits of active travel far outweigh the risks from hazards such as air quality and road traffic collisions. In the scenario provided in the report the benefit outweighed the harms by 62:1.
- Cycling from a young age can help to address childhood obesity. Boys aged 10-16 who cycle regularly to school are 30% more likely to meet recommended fitness levels, while girls who cycle are 7 times more likely to do so.
- Cycling, which of course has zero emissions, improves air quality for everyone if those cycled trips would otherwise have been made by motorised means. And improved air quality will lead to a reduction in premature deaths across London.

3.2 Our Health and Wellbeing Strategy:

Promoting active travel is a key component of Tower Hamlet's Health and Wellbeing Strategy. We know that there are higher levels of lifestyle risk factors in Tower Hamlets compared to elsewhere. In the Tower Hamlets population:

- 13% of children aged 4-5 are obese (7th highest in the country) and 1 in 4 children aged 10-11 are obese, amongst the highest in the country;
- 68% do not meet recommended levels of physical activity (compared to 66% nationally) with significantly lower levels in more deprived parts of the borough.

Consultation on the Health and Wellbeing Strategy asked residents what would keep them healthy. Healthy food, exercise and environment were the top 3 responses. However, there was a sense that more needs to be done to encourage people to “Get Active.”

Improving the cycle network and cycling safety are key elements in this strategy to encourage more cycling. Section 7, Cycling for All, sets out several pro-active initiatives including school training and participation programmes to embed a cycling culture from early age, guided leisure rides to encourage new and inexperienced cyclists, and working with local cycling groups and clubs to promote cycling.

We will ensure that initiatives to promote and encourage more cycling are developed and implemented as part of Tower Hamlets’ Health and Wellbeing Action Plans.

4. Growth in Cycling

It is clear that there is great potential for a significant increase in cycling in Tower Hamlets. With the implementation of this cycling strategy we plan to increase the rate of cycling growth and treble cycling in the borough by 2025.

4.1 Recent Cycling Growth

Traffic survey and Census data has shown that the amount of cycling in Tower Hamlets has quadrupled between 2001 and 2013, growth which exceeds the inner London average. Figure 1 shows the increase in cyclists crossing the Central London cordon, which passes through the west of the borough.

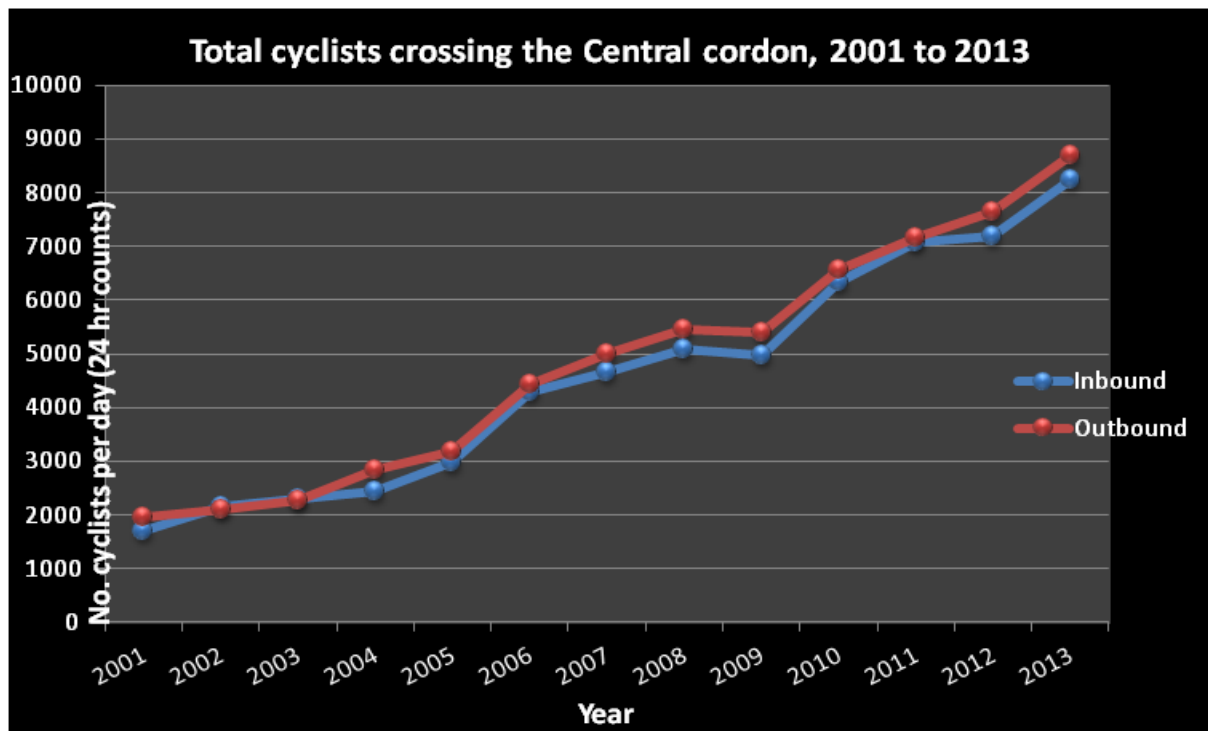


Figure 1 – Cyclist Volumes Crossing Central London Cordon

The Santander Cycle Hire Scheme is well used in the borough with 1.2 million hires in the last 12 months as illustrated in figure 3, which equates to over 3000 hires per day. After the spike in Olympics year the level of use has remained constant.

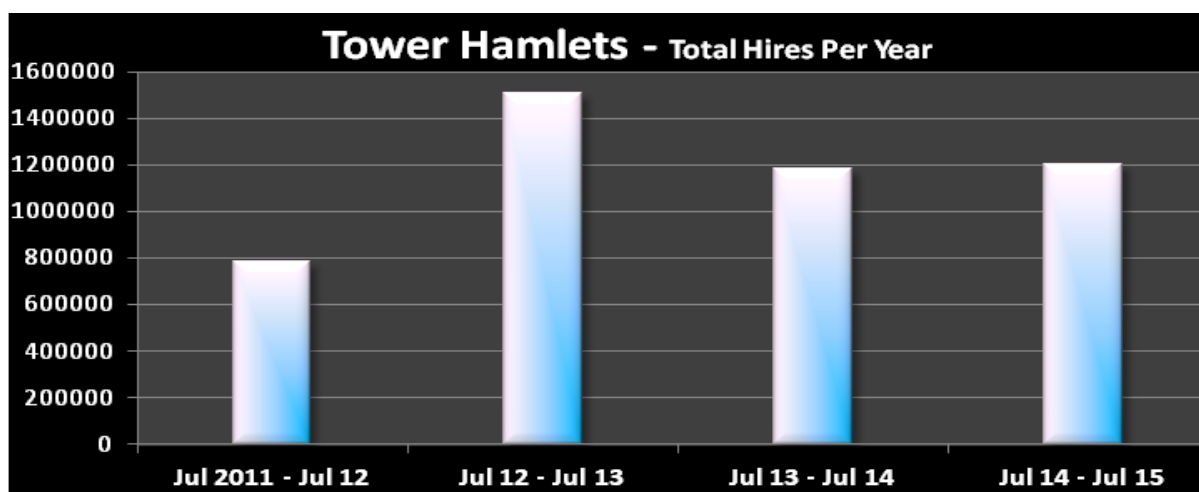


Figure 2 – London Cycle Hire Scheme Usage in Tower Hamlets

4.2 Capacity for Future Cycling Growth

The recent trend for increased cycling across London, and especially in Tower Hamlets, allied to population growth mean that cycling volumes in Tower Hamlets look set to increase significantly over the next ten years. However, Tower Hamlets also has a very high level of public transport accessibility especially in underground and rail.

Tower Hamlets was the fastest growing area in the country over the 10 year period to 2012, with the population increasing by 27% to a total of 263,000 residents in 2012. Over the next 10 years the population is expected to increase by an additional 20%, to reach more than 320,000 residents by 2023. There is huge potential for increase cycling in Tower Hamlets if the infrastructure is right and a culture of cycling is developed:

- Nearly two thirds of potentially cyclable trips are currently made by car with the remainder largely made by bus;
- Of the 4.3 million potentially cyclable trips made every day, 3.5 million would take less than 20 minutes for most people to cycle.

Tower Hamlets and Newham are the flattest boroughs in London, which makes for easy cycling. The demographics of the borough are also encouraging for increased cycling. The borough is the 2nd most densely populated in London at 13,296 residents per Km² and almost half of all residents in the borough (49%) are aged between 20 and 39.

Car ownership in the borough is also lower than the inner London average. According to the 2010 London Travel Demand Survey 61% of households do not own a car. The lack of space on the road network and the population growth means an increase in cycling (and other non-car modes) is essential to reduce congestion and help people get around the borough more easily.

5. A Better Cycle Network

A key outcome of this strategy will be to transform the network of cycle routes in the borough. We want to develop a dense network of cycle routes on both busy and quiet roads. We will provide infrastructure and facilities to the latest high quality design standards and catering to all types of cyclist.

5.1 Existing Network

Tower Hamlet's transport links, both road and rail, are dominated by east/west movement. This is because central London is located on the western edge of the borough and also because the Thames forms an effective barrier to north/south movement. It is not surprising then that cycle movement is also predominantly east/west and the borough has two cycle superhighways along this axis in close proximity - CS2 (along the A11) and CS3 (Cable Street). These two routes cater for 60% of all cyclists entering or leaving central London to/from Tower Hamlets.

In the rest of the borough where cycle lanes have been provided they are now below the new design standards and some routes are discouraging and confusing for new and inexperienced cyclists. For this strategy the existing cycle network is defined in Figure 3.

5.2 Our Proposed Network

We have developed and mapped proposals to upgrade the existing network and introduce new cycle routes that are safe, convenient and comfortable to use.

5.2.1 Cycle Super Highway Upgrades

The CS2 (A11) and CS3 (Cable Street) will remain the key east/west routes to and from central London. They already cater for 10,000 cycling trips a day, which represents 60% of cyclists entering/leaving central London.

Tower Hamlets' CS3, which was the template for cycle superhighways, has been a victim of its own success and Cable Street suffers from crowding at peak times. Plans are being developed to increase the capacity of this route and integrate better with surrounding places. Potential options include the possibility of converting Cable Street into a 'Cycle Street', a concept that would involve removing most motor traffic except for access.

The CS2 upgrade by TfL should be complete by April 2016 and should significantly improve safety for cyclists on that route.

We will implement plans, in consultation with cyclists and local residents, to improve CS3 so as to increase its capacity and safety at peak times and explore the idea of a Cycle Street.

We will monitor and review the impact of the CS2 upgrade, especially with regard to safety, and apply the lessons learned to future cycle schemes.

5.2.2 Upgrade of Existing Routes

A key part of this strategy is to review the old London Cycle Network and other signed cycle routes and upgrade them to the latest LCDS. The alignment of the old routes is generally suitable, particularly as they cater for most of the north/south desire lines.

However, many of the routes have little or no provision for cyclists and the cycle lanes, where present, do not meet the latest guidance for quality. The strategy therefore proposes a systematic upgrade of these routes, using the new Cycle Level of Service (CLOs) assessment process. Depending on the route the upgrades could consist of segregated cycle tracks/lanes, 'traditional' painted cycle lanes or the Quietway approach (see below).

The programme of upgrade works will be prioritised with local cycling groups and TfL and can also be linked with other planning and highway development plans. Initial priorities will include segregated or partially segregated cycle tracks in Burdett Road and Manchester Road.

We will upgrade the existing signed cycle network on borough roads to meet guidance set out in the new LCDS, including segregated cycle tracks where appropriate, and achieving a better level of service.

5.2.3 Quietways

Quietways is the name given by TfL to a new network of routes on quiet roads for those cyclists for whom comfort and a quieter environment is important. That said, Quietways will be as direct as possible, allowing permeability for cyclists through roads closed to motor traffic. Quietways will have their own signage developed by TfL and will appear on London-wide cycle maps. In general, dedicated lanes will not be required on these routes due to low levels of motor traffic.

Currently there is one proposed Quietway in Tower Hamlets, illustrated on figure 4, which runs through Hackney Wick to Liverpool Street. Design options for Phase 1 (Hackney Wick to Stepney Green) are currently being developed whilst Phase 2 will be implemented after the Whitechapel Crossrail development is completed.

There is a desire to provide an on-road Quietway that follows the Regent's canal in order to reduce crowding on this corridor at peak times and provide an alternative route at night.

We will work with TfL to implement the borough's first Quietway which will cross the borough from Hackney Wick to Liverpool Street.

We will work with the London Borough of Hackney and TfL to develop and implement a Quietway along the Regent's Canal alignment.

5.2.4 New Cycle Routes

By strategically adding further links to the cycle network a denser grid can be developed, ensuring easy access to network for all residents. The proposed new routes are shown on figure 4 and the type of cycle facilities required will depend on the nature of each section.

The neighbouring boroughs of Newham, Hackney and the City of London are also planning new routes that will impact or connect with Tower Hamlets. Hackney plans a route along Hackney Road where cycle flows are as high as CS2 and CS3. A key section of Hackney Road falls within Tower Hamlets.

By 2025 we envisage a dense network of high quality cycle routes as illustrated in figure 5.

We will develop and implement a denser network of cycle routes so that all areas in the borough have easy access to the network.

5.2.5 The 'Leisure Loop'

The legacy of London's industrial past includes the canal network comprising, in Tower Hamlets, the Regent's Canal, the Hertford Union Canal, the Lee Navigation and the Limehouse Cut. From this central loop there are spurs where cyclists can continue off-road to the Olympic Park and Lea Valley in the north-east, Islington and Camden in the north-west and all the way to Tower Bridge in the south-west.

Whilst the paths that make up the 'Leisure Loop' already exist there is significant room for improvement. But working in conjunction with the Canal and River Trust, which manages these routes, the 'Leisure Loop' could be a powerful resource for encouraging new cyclists.



Existing Network

- Cycle Superhighway
- On-road cycle network (to be upgraded)
- Canal and riverside path
- Park and green spaces route
- Green spaces and parks





WALTHAM FOREST

HACKNEY

OLYMPIC PARK

Proposed Routes

- Quietway Phase 1
- Quietway Phase 2
- Potential Additional Routes
- Planned Routes by Neighbouring Boroughs
- Parallel Canal Route Quietway

NEWHAM



CITY OF LONDON

GREENWICH

SOUTHWARK

LEWISHAM



Future Network

- Cycle Superhighway
- Upgraded on-road cycle network
- Canal and riverside path
- Park and green spaces route
- Quietway Phase 1
- Quietway Phase 2
- Potential Additional Routes
- Planned Routes by Neighbouring Boroughs
- Parallel Canal Route Quietway
- Green spaces and parks



We will:

- Develop new legible mapping, signing and a promotion strategy to encourage use by new cyclists;
- Widen tow paths at pinch points and upgrade sections where cycling is difficult;
- Improve access to the loop and increase the number of access points where possible;
- Work with the LLDC and Newham to continue the Lee Navigation spur further south to the Royal Victoria Dock as part of the Leeway as and when the former industrial sites along this section are re-developed.

5.2.6 Filtered Permeability

‘Filtered Permeability’ is the term that has been coined to describe situations where cyclists can travel through an area (permeable) but motor vehicles cannot (filtered). Typical examples are allowing cyclists to use one-way streets in both directions and allowing cyclists through cul-de-sacs.

A pilot study has already been carried out in an extensive City fringe area bounded by Hackney Road, Vallance Road, Cable Street and the western borough boundary. The study has recommended that 38 one-way streets can be opened up to two-way cycling with relatively low cost changes to signs and road markings.

This strategy aims to assess all zones in the borough (each zone being that area bounded by the cycle network) and undertake a methodical review of filtered permeability issues. Zones will be prioritised according to need and the improvements implemented to an annual programme.

We will review every ward/zone in the borough for cycling permeability issues and implement quick and simple measures, such as allowing safe cycling in both directions in many one-way streets and opening up no-through roads to cyclists.

5.2.7 Stepney School Cycle Partnership

A pilot scheme in Stepney centred on a cluster of schools is being assessed to make the neighbourhood safer and more convenient for walking and cycling. In addition to making the area more permeable for cyclists some roads could be closed to motor traffic to prevent rat-running, whilst ensuring access to property is retained. The proposals are closely linked with existing school cycle training programmes. Subject to the success of the pilot scheme others will be considered throughout the borough.

We will implement the first School Cycle Partnership in Stepney and consider similar schemes across the borough.

5.2.8 River Crossings

Tower Hamlets is bounded on two sides by rivers, the Thames and the Lea, natural barriers which restrict movement between the borough and its neighbours Greenwich and Newham.

New cycle and pedestrian bridges across the River Lea are part of Tower Hamlets' and Newham's master planning. The section of the River Lea between the A13 and the A11 is expected to undergo significant change in the coming decade as old brownfield sites are re-developed and we use these opportunities to provide further river crossings where appropriate and continue the River Lea path southwards as part of the Leeway, working with the London Legacy Development Corporation (LLDC).

The Thames is a much greater barrier and there are no bridges east of Tower Bridge whilst the two main road tunnels are not suitable for cyclists for safety and air quality reasons. A number of crossing options exist, some of which could be enhanced for cyclists:

- **Greenwich Foot Tunnel**

The tunnel is well used by pedestrians and cyclists alike but there are certain times of day when cycling may be practical due to low pedestrian usage. LB Greenwich manages the tunnel and is planning to trial a real time IT system to allow cycling when pedestrian numbers are very low.

- **Docklands Light Railway and Emirates Skyline**

The DLR branches to Woolwich and Lewisham can both be used to cross the Thames. Following a successful trial in 2013 passengers can now take bikes on all DLR trains off-peak. Bicycles can also be taken on the Emirates Skyline cable car between Greenwich and Newham.

- **New Thames Bridge**

Finally, Sustrans has an ambitious plan to build a pedestrian and cycle bridge across the Thames between Canary Wharf and Rotherhithe, a project which clearly has transformative potential. This major project is currently unfunded and a feasibility report is due in late 2015.

We will work with Greenwich to trial their planned intelligent cycle system in the Greenwich Foot Tunnel to allow cycling when pedestrian volumes are low. We will work with Newham and developers to provide additional crossings for pedestrians and cyclists across the River Lea.

We support the Sustrans idea of a new Thames Crossing in principle but will review the feasibility report when published and assess the funding

5.2.9 Quality of Cycling Infrastructure

High quality provision for cycling in Tower Hamlets, as across many London boroughs, is lacking in many neighbourhoods. Where cycle facilities have been provided in the past there is significant room for improvement.

The new London Cycle Design Standards (LCDS) set the bar considerably higher for the design of cycle facilities, including a far greater degree of physical separation on busy roads, both on links and at junctions.

The LCDS include a 'Cyclist Level of Service' (CLoS) scoring tool for designers to ensure that cycle schemes achieve the highest standard in terms of safety, comfort and convenience for all types of cyclists.

All future cycle network routes and upgrades of existing routes will be implemented and maintained in accordance with the new cycle standards. Our aspiration is for all cycle routes, both those proposed and existing ones to be upgraded, to achieve a good or better Cycle Level of Service (CLoS) score.

We will maintain staff training in the latest cycle design standards and expectations for all appropriate technical staff, especially those charged with planning, designing and maintaining the borough's roads.

6. Safer Cycling

A key outcome of this strategy will be to significantly improve safety for cyclists. A high level of road accidents is a major concern in itself but given that perception of poor road safety is one of the key barriers to uptake of cycling, it is a problem that needs to be rigorously addressed. The aim of this cycling strategy must be to get this risk of accidents falling year by year.

6.1 Trends in Cycling Accidents

The last ten years of personal injury collision data has been assessed to understand the trends in cycling accidents. Figure 6 illustrates the trend of increasing cyclist accidents

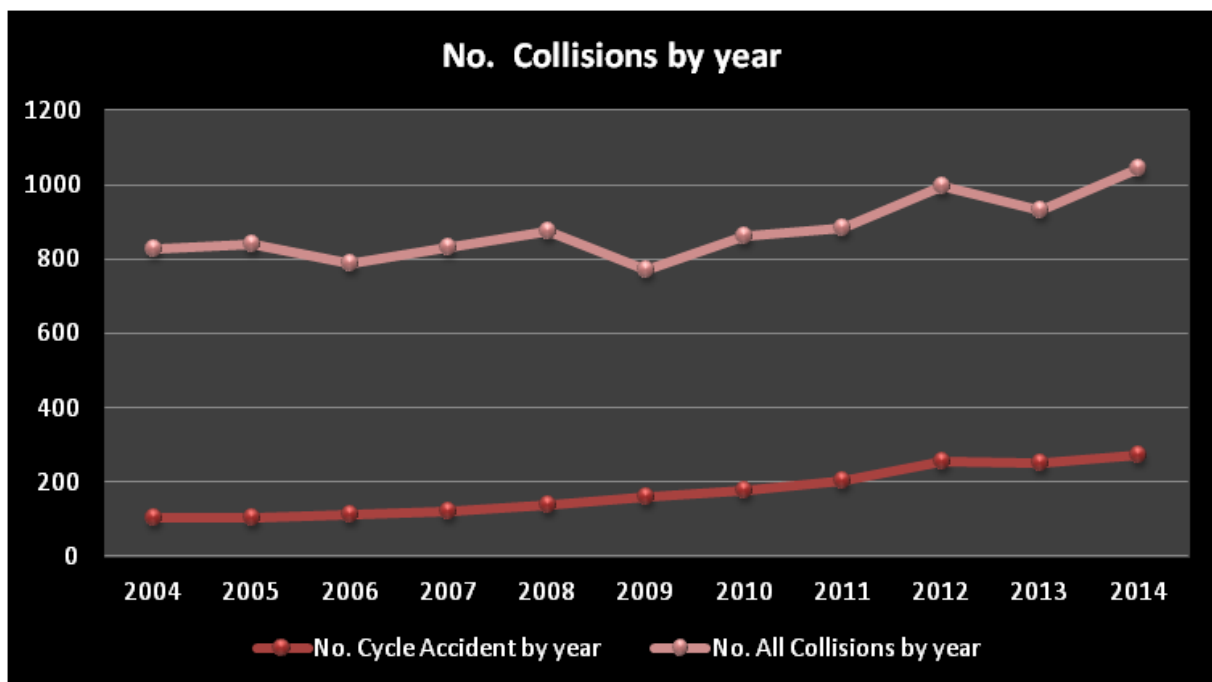


Figure 6 – Total Road Traffic Accidents and Cycle Accidents in Tower Hamlets

It is not surprising that the frequency of cyclist accidents has increased over the last ten years due to the significant increase in the number of cyclists on the roads. But an index of risk can be created to show the change in cyclist accidents in relation to the volume of cyclists each year. Figure 7 illustrates the index over time.

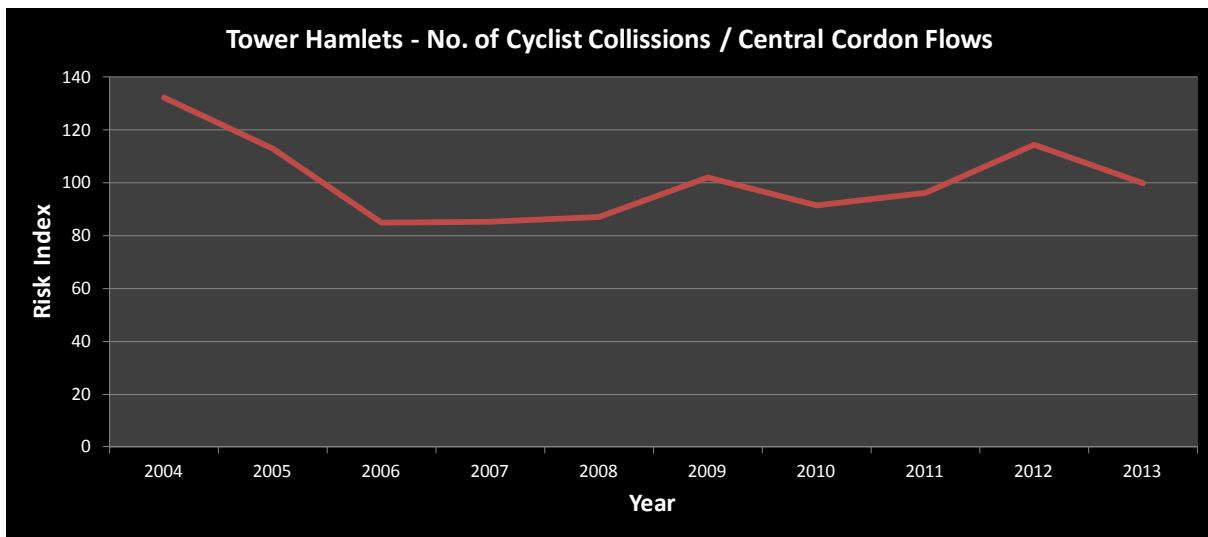


Figure 7 – Cyclist Risk Index (2013 based at 100)

However there is one positive trend from the accident analysis and that is that the frequency of killed and serious injury accidents has remained fairly constant over the last 10 years and this represents a substantial decrease in risk relative to the growth in cycle volumes.

The TfL road network (TLRN) makes up less than 5% of the roads in London. These 'red routes' are maintained, improved and managed exclusively by TfL. In Tower Hamlets the TLRN constitutes some the busiest routes for motor traffic and cyclists. Over half of all cyclist accidents in the borough occur on these roads as shown in figure 8. In the last 3 years 392 cyclist accidents (including 43 serious and 2 fatalities) occurred on borough roads. In the same period there were 387 (including 51 serious and 6 fatalities) on the TLRN.

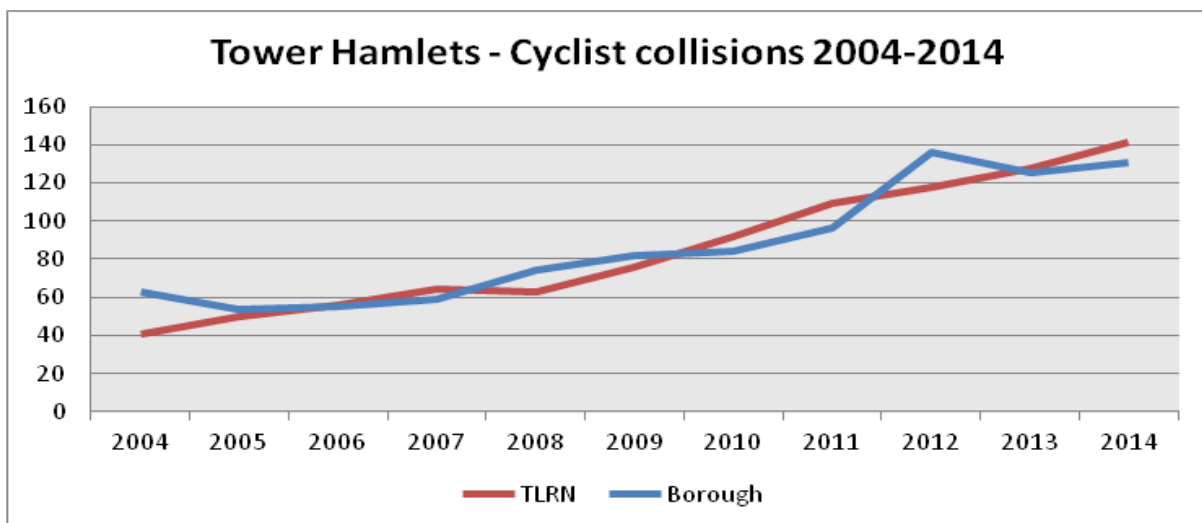


Figure 8 – Cyclist Accidents on TfL and Borough controlled roads.

6.2 Improving Road Safety

Our proposals for improving road safety include major investment in the quality of safe cycling infrastructure, the provision of training, traffic enforcement and support for high safety standards for lorries and their drivers.

6.2.1 Safer Scheme Design

The new London Cycle Design Standards (LCDS) set the bar considerably higher for the design of cycle facilities, including a far greater degree of physical separation on busy roads. All future cycle network routes and junctions and upgrades of existing routes should be implemented in accordance with the new standards, and the strongest emphasis is on safety.

The impact of high quality infrastructure should not be underestimated; TfL estimate that the CS2 upgrade on the A11 will prevent 40 – 50 accidents per year, a reduction of almost one third. We will closely monitor the accident rates on the CS2 route to establish the actual level of reductions and learn the lessons for future schemes.

By introducing far greater ‘filtered permeability’ and ‘Quietways’ (as described in Section 5) we will enable many more cyclists to use quieter roads and make shorter journeys, reducing their exposure to traffic risk. We have already identified 38 one-way streets in the west of the borough where cycling could be permitted in two directions.

We will use the latest cycle design guidance on new schemes (and upgrades) to implement far higher standards of safety and comfort for cyclists. We will physically separate cyclists from motor traffic where appropriate.

We will expand the unsigned cycling network by opening up one-way streets and no through roads to cyclists. We will work with local cyclist groups to identify and prioritise these measures.

We will ensure that all technical staff that undertake design, implementation and maintenance on the public highway undertake training in cycling design.

6.2.2 Lower Speeds

Whilst not a specific part of this Cycling Strategy, Tower Hamlets introduced a borough wide 20 mph speed limit and ‘20’s Plenty’ campaign in April 2015. Whilst it is too early to assess the impact on road accidents, any speed reduction can only help to reduce danger to cyclists. As a general rule, for every 1 mph reduction in speed accident frequency reduces by about 5%

6.2.3 Traffic Enforcement

The police launched the 7 week Operation Safeway at the end of November 2013 across London following a spate of cyclist fatalities. The operation involved intensive enforcement at 170 high profile junctions across London, including several in Tower Hamlets. Motorists made up over two thirds of those that received fixed penalty notices (PCNs) but 4,200 cyclists were also given PCNS, of which the largest volume (1,600) was for not using lights.

This strategy recognises that regular and consistent enforcement activity for motorists and cyclists alike is required to improve safety for all.

We will continue to work with police to target areas for traffic enforcement for all road users and support large scale ‘crackdown’ operations when they are planned.

6.2.4 Cycle Training including Schools

Tower Hamlets, along with its delivery partners gave training to 46 schools in 2013/14 mainly to year 5 children. Over 50% of those trained achieved the national standard Bikeability Level 2, which is equates to confident cycling on quiet residential roads. Further details of the Schools Training programme is given in Section 7. The Council also provides free adult training.

We will continue and expand our cycle training schemes in schools and we will offer training to every school to all year 5 pupils (or other appropriate ages) every year from 2016.

We will continue to offer free cycle training to adult residents of the borough.

6.2.5 ‘Safer Lorries, Safer Cycling’ Campaign

The two main lorry contracts operated by the Council are for highways maintenance and refuse collection. Both these contracts are accredited to FORS, the nationally recognised Fleet Operator Recognition Scheme, which ensures drivers are fully trained in cycling needs.

In the future we will require that all construction and lorry fleet contracts operated by or on behalf of the Council are accredited to FORS and that contactors will be obliged to work towards the gold standard.

7. Cycling for All

This third key principle of the strategy guides a number of initiatives to make cycling easier and more practical for people from all age groups and backgrounds. It also underpins the proposition that 'A Cycling Borough' will have wider benefits for residents and businesses beyond cycling itself.

The previous sections of this strategy have set out how we will significantly improve the coverage, quality and safety of the cycle network over the next decade. Evidence suggests the increase in cycling in London in recent years has largely come from existing cyclists cycling more often rather than an increase in new cyclists. If significant growth in cycling is to be achieved then the new cyclists need to be encouraged.

Research consistently shows that safety is the number one reason given by people who do not cycle. However, there are also social, cultural and practical barriers that prevent uptake of cycling which this strategy will address. To address some of the barriers and provide incentives to attract newcomers to cycling this strategy sets out the following short and long term initiatives:

7.1 Schools - 'Bike It' and 'Bikeability'

The schools training programme 'Bikeability', has undergone a complete overhaul in the past 3 years. A new approach has been developed that has led to a doubling of cycling to school. The new approach involves:

- **Cycle Training**

Training is offered to all pupils in a given year group irrespective ability. Training was carried out at 45 schools in 2014/15

- **Pool Bikes**

A pool of bikes is provided free of charge so that those children without access to bikes can enjoy full participation.

- **Including Parents**

Whilst many children are interested in the idea of cycling to school we found that in many cases the parents were more reluctant. By including adult members of the family in the training programme we have found that families are more likely to engage in the process and allow/encourage cycling to school.

'Bike It' is a separate cycling programme that aims to develop a culture of cycling among children. It is run by Sustrans and funded by both Tower Hamlets and TfL.

It provides bike maintenance sessions, guided leisure rides, cyclist breakfasts and other activities to help embed a culture of cycling. Bike It is an intensive approach working with an individual school through a whole year. The Bike It programme covers 6 schools per year, a mixture of primary and secondary.

We will continue and expand our improved school cycle training programme, which includes adult members of the family and free pool bikes, to offer it to every school in the borough every year.

We will continue working with Sustrans and part funding the Bike It programme every year to embed a culture of cycling in the borough's school children.

7.2 Sport and Leisure

Cycling for sport and leisure brings significant health benefits to its participants as set out at the beginning of this strategy. Tower Hamlets is lucky to have active cycling clubs that encourage and promote this type of cycling and there are a number of facilities to use

- **Guided Rides**

We provide a number of events each year, often working with Tower Hamlets Cycling Club, to offer guided rides around the borough and basic cycling competence sessions. We also promote Santander Cycle Rides for new cyclists in Victoria Park, Sky Rides, and will work with British Cycling's 'Breeze Champions' to promote cycling for women.

- **BMX**

A hub of activity has already developed around the Mile End BMX track from the local cycling club supported by the Urban Adventure Base, which is run by the Council's Youth Service. Following the successful 2012 Olympics BMX as a sport has rapidly developed and a new BMX track will shortly be opened at Langdon Park

- **Olympic Velodrome**

Off-road cycle tracks provide easy access from the borough to the Olympic Park and velodrome.

- **All Ability Cycling**

This club is funded by the Council and operates from Victoria Park. It is free to attend and open to all, regardless of age or ability. There are a range of bicycles available for participants, including hand cycles, wheelchair bicycles, tandems, scooters, two wheelers and training is provided by qualified instructors.

Evidence shows that encouraging casual cycling without commitment can be a powerful tool in breaking down barriers to cycling. As safety concerns are the greatest barrier to cycling, participation in fun and informal leisure cycling events can prepare cyclists for more serious utility cycling by raising their confidence and allowing them to overcome some of their concerns about traffic

The Leisure Loop

The 16 miles of off-road network in the borough is something to be championed as a unique resource for a densely populated inner London location. The legacy of London’s industrial past includes the canal network comprising, in Tower Hamlets, the Regent’s Canal, the Hertford Union Canal, the Lee Navigation and the Limehouse Cut. From this central loop there are spurs where cyclists can continue off-road to the Olympic Park and Lea Valley in the north-east, Islington and Camden in the north-west and all the way to Tower Bridge in the south-west. The ‘Leisure Loop’ is illustrated in figure 9.



Figure 9 – ‘Leisure Loop’

Whilst the paths that make up the 'Leisure Loop' already exist there is significant room for improvement. But working in conjunction with the Canal and River Trust, which manages these routes, the 'Leisure Loop' could be a powerful resource for encouraging new cyclists whilst also serving important commuter routes.

We will continue to work with local cycle groups and British Cycling (the national governing body) to promote cycling for sport and leisure, including Sky Rides, Santander Cycle Rides, all ability cycling club and women-only rides.

We will work with partners and developed to develop leisure based Cycle Hubs at the BMX track in Mile End Park and the proposed BMX track at Langdon Park.

7.3 Local Cycling Groups

The positive role of cycling group volunteers and organisers in the community should be recognised. Involvement of local cycling clubs is a key part of this strategy in increasing levels of cycling. Evidence shows that peer-to-peer engagement is the most effective method of ensuring sustained involvement. Two key groups are:

- **Tower Hamlets Wheelers** – this is the local branch of the London Cycling Campaign and has become a key stakeholder for the Council. Wheelers' members help report cycling issues through their website and the group is an important conduit for wider consultation with cyclists.
- **Tower Hamlets Cycling Club** – the club is affiliated to the British Cycling and often helps the Council with guided rides and other sport and leisure based events throughout the year.

We recognise the important role played by local cycle groups and will continue to work with them to identify problems and further promote cycling.

7.4 Cycle Parking

Cycle parking is a practical issue that can deter or inconvenience the cyclist, and represents a significant barrier to new cycling unless addressed. This strategy has a number of proposals to improve the quantity and quality of provision:

- **Pavement Bike Stands**

A recent street audit showed that there are approximately 1000 individual cycle stands on the public highway in the borough. Whilst this is a good starting point we receive regular requests from the public for more and better parking, requests which we encourage through the Council website and the Find It Fix It Love It app.

As suitable pavement locations become more difficult to find we will assess demand by putting in temporary cycle parking in the road by using 'Car Bike Port' that has been successfully used in Hackney. The port is placed on the road, often at the expense of a car parking space, and its use monitored. If usage reaches a certain threshold then the bike parking can be made permanent feature. Bearing in mind that one car parking space can accommodate 10 -12 bikes this is an effective use of road space.



'Bike Car Port' by CycleHoop

- **Secure Bike Parking**

Whilst new housing developments are required to provide secure off-street cycle parking many of the borough's residential areas are characterised by traditional terraced housing where there is lack of off-street provision for many residents, especially those who have no access to outdoor space and live above the ground floor.



'Secure Cycle Hangar' by CycleHoop

To address this issue we intend to carry out trials of lockable on-street cycle hangars, and lockers. If successful and economically efficient then there is the potential to roll out secure parking in residential locations.

- **New Developments**

Minimum standards for the quantity of cycle parking in new developments are taken from the London Plan 2015, which increases the requirement from the previous regulations. We will enforce the new requirements for all developments in the borough.

However, quantity of cycle parking alone is not enough as there is anecdotal evidence from developers that some large cycle stores are not used as people feel they are not safe. There is little formal guidance on the best type and quality of cycle storage to provide in new developments although research suggests that private/ individual storage facilities in close proximity to residences are favoured.

We are working with Crossrail to ensure that a Cycle Hub from part of the new Whitechapel Station. The hub will provide secure cycle parking and may be combined with other facilities for cyclists such as an on-site repair workshop.

We will significantly increase the level of on-street cycle parking in the next three years, including secure, lockable units.

A single car parking space can accommodate 10 – 12 bikes. Where there is strong demand for cycle parking and a lack of pavement space we will remove car parking space and replace it with cycle parking, subject to localised consultation. We will work with developers to assess innovative and user-friendly cycle parking layouts in new developments to establish principle of good practice. We will ensure a Cycle Hub is included in the new Whitechapel Station as part of the Crossrail work.

7.5 Security

The Council will continue to work with the Metropolitan Police Cycle Task Force and the borough's Safer Transport Team to help reduce cycle theft. Ongoing initiatives include bike marking and registration at BikeRegister. In addition to increasing the numbers of secure cycle parking spaces we will run awareness campaigns for cyclists in the correct method of securing their bikes to help reduce the possibility of theft.

7.6 Boosting the Local Economy

A critical part of this cycling strategy is to ensure that increased cycling results in benefits for businesses and the local economy. It is understandable that some businesses could be worried about their customers if more road and parking space is given to cyclists at the expense of cars.

But the benefits and contributions to trading that increased cycling levels bring to businesses should not be under-estimated. National and international research repeatedly demonstrates that increased levels of cycling and cycle parking will boost takings at local shops and businesses, reduce staff sickness and improve productivity.

We will promote the business benefits that cycling schemes can bring and Work with businesses during scheme design to maximise the economic benefits.

7.7 Place Making

Well designed cycle schemes are generally beneficial for pedestrians and the public realm in general. Quieter streets with more cyclists and pedestrians are safer and give a greater sense of security and community.

Road space in the borough is at a premium and we recognise that many cycle routes are only busy for short periods of the day and that there are often other priorities for the space at other times. Careful design and consultation with local residents and businesses is essential to achieve the maximum benefit of cycle schemes for all road users.

We will involve urban designers, local residents and businesses, in addition to cycle groups, when new cycle schemes are being considered in to order to achieve balanced benefits for all.

8. Funding

We recognise that the commitments and aspirations set out in this strategy will require significant funding.

The majority of transport funding for the London boroughs is allocated by TfL and whilst the current London Mayor has put cycling at the heart of transport policy there is no guarantee that future mayors will do the same.

The Council may also use developer contributions (in the form of agreements based on Section 106 of the Town and Country Planning Act) to fund cycling schemes and will continue to do so at a localised level. The introduction of the Community Infrastructure Levy (CIL) from April 2015 will in future give the Council greater flexibility and control over its developer funded budgets. With major development expected around Canary Wharf and the City fringe areas in particular the CIL is expected to raise tens of millions of pounds in the coming years. Across the borough there will be significant competing demands for this crucial funding and this strategy will form an important justification to support funding requests for cycling projects.

TfL invest directly in the TLRN and investment in the last two years has been significantly higher than in previous years due to work on the CS2 upgrade of which about two thirds is located in Tower Hamlets. The Council will continue to work with and lobby TfL to deliver further cycling improvements on their network.

Consequently, whilst funding for 2015/16 is set out below, there is considerable uncertainty over funding in future years from all sources. Nonetheless, it is clear that major investment in cycling will be required and a Delivery Plan, which will follow on from publication of this strategy, will set out more precisely the scale of requirements along with a prioritised aspirational delivery programme.

Year	Funding Status	LIP and Government Allocations (£000s)	Developer Allocations (S106 and CIL)	TLRN (direct funding by TfL)	Estimated Total £000s
2015/16	Actual	1300	700	11000	13000

9. Targets and Pledges

To deliver our vision of 'A Cycling Borough' we have set 4 challenging targets to increase levels of cycling by 2025. Two of the targets are designed to measure the success of the strategy specifically in terms of borough residents and children. The other two capture broader statistics that cover all people cycling in the borough, including people who work in the borough and those simply visiting or passing through.

This strategy also sets out the 33 pledges explaining how we intend to achieve these 4 targets. Please note that further specific targets may later be developed for some of individual pledges.

9.1 Key Targets by 2025

- **General Cycling Volume Target**

We will use the Central London Cordon count, carried out annually by TfL and as shown in figure 1, to measure how many people make the journey into and out of Tower Hamlets each day by cycle. If the recent growth trend continued we would expect to see a 78% increase between 2013 and 2025. The Mayor of London has set out to double cycling (that is a 100% increase) in London by 2025 and this represents our minimum target. Our aspiration is to treble cycling, that is a 200% increase.

- **Borough Residents Cycling to Work**

Census data shows that only 4% of the borough residents regularly cycled to work in 2001 and this had increased to 7% in 2011. In line with our first target to double overall cycling levels our target is to increase the proportion cycling to work to 15% by 2025. Bearing in mind the expected population growth this percentage represents significantly more than a doubling of actual cyclists in this group. Our aspiration is for 25% of residents to cycle to work.

- **Cycling Accident Risk**

We have set out in this strategy a method to relate cycle accidents to the volume of cyclists on the roads. Measured in this way the level of risk in Tower Hamlets has remained more or less unchanged in the last 10 years, as is also the case in neighbouring boroughs. However, we expect the move towards a cycling culture, in part driven by improved quality of cycling infrastructure, to facilitate a step change in the level of risk. Our target is to reduce the level of accident risk by half (that is a 50% reduction) by 2025 and our aspiration is for a 60% reduction.

● **Cycling to School**

The Department for Transport estimates that only 2% of children cycle to school nationally. However, the cycling charity Sustrans reported this year that their Bike It programme in 126 schools across London, several of which were in Tower Hamlets, resulted in an increase in regular cycling from 6% to 12.5%. Therefore we have taken 6% as the baseline proportion for Tower Hamlets. Our target is to achieve 12% of all children cycling to school and our aspiration is for 20%.

Targets	National (existing)	London (existing)	Tower Hamlets (existing)	Tower Hamlets (Target 2025)	Tower Hamlets (Aspiration 2025)
Cycling Growth	n/a	50% ¹	60% ¹	100%²	200%²
Residents Cycling to Work ³	3%	4%	7%	15%	25%
Index of Accident Risk ⁴	n/a	n/a	100	50	40
Children Cycling to School ⁴	2%	6%	6%	12%	20%

1. Cycling Growth 2008 – 2013 based on TfL's Central Cordon Flows
2. Based on 2013 Central London Cordon
3. Based on Census data 2011
4. This is the accident frequency in proportion to cycling volumes as measured by the Census, further details of which are set out in the Safer Cycling section of this strategy and the accompanying technical report.
5. London baseline value from Sustrans 2015 survey. National value from DfT National Travel Survey 2014.

9.2 Pledges

The 32 pledges set out in this strategy are summarised below. An Action Plan, which will follow publication and approval of this Strategy, will set out detailed programmes showing how each will be delivered. Over the next two years, subject to public consultation, the Action Plan will give the following priorities for funding:

- Cable Street Upgrade
- Manchester Road Segregated Cycle Track/Lanes
- Burdett Road Segregated Cycle Track/Lanes
- Filtered Permeability Measures
- Proposed Quietway Route
- Parking - Cycle Hangars and Bike Ports on streets
- Stepney School Partnership Pilot Scheme
- School Training – Bikeability and Bike It

Guiding Principle	Subject	Pledge	Ref
A better cycle network	Cycle Super Highways	We will implement plans, in consultation with cyclists and local residents, to improve CS3 so as to increase its capacity and safety at peak times and explore the idea of a Cycle Street	1
		We will monitor and review the impact of the CS2 upgrade, especially with regard to safety, and apply the lessons learned to future cycle schemes.	2
	Existing Route Upgrades	We will upgrade the existing signed cycle network on borough roads to meet guidance set out in the new LCDS, achieving a good or better level of service.	3
	Quietways	We will implement the borough's first Quietway which will cross the borough from Hackney Wick to Liverpool Street.	4
		We will work with the London Borough of Hackney and TfL to develop and implement a Quietway along the Regent's Canal alignment.	5
	New Cycle Routes	We will develop and implement a denser network of cycle routes so that all areas in the borough have easy access to the network.	6
	Leisure Loop	<p>We will:</p> <ul style="list-style-type: none"> □ Develop new legible mapping, signing and a promotion strategy to encourage use by new cyclists; □ Widen tow paths at pinch points and upgrade sections where cycling is difficult; □ Improve access to the loop and increase the number of access points where possible; □ Continue the Lee Navigation spur further south to the Royal Victoria Dock as and when the former industrial sites along this section are re-developed. 	7
	Filtered Permeability	We will review every ward/zone in the borough for cycling permeability issues and implement quick and simple measures, such as allowing safe cycling in both directions in many one-way streets and opening up no-through roads to cyclists.	8
	Safer School Partnerships	We will implement the first School Cycle Partnership in Stepney and consider similar schemes across the borough	9
	River Crossings	We will work with Greenwich to trial their planned intelligent cycle system in the Greenwich Foot Tunnel to allow cycling when pedestrian volumes are low.	10
		We will work with Newham and developers to provide additional crossings for pedestrians and cyclists across the River Lea	11
		We support the Sustrans idea of a new Thames Crossing in principle but will review the feasibility report when published and assess the funding	12

Guiding Principle	Subject	Pledge	Ref
A better cycle network	Quality of Cycling Infrastructure	All future cycle network routes and upgrades of existing routes will be implemented and maintained in accordance with the new cycle standards. Our aspiration is for all cycle routes, both those proposed and existing ones to be upgraded, to achieve a good Cycle Level of Service (CLOs) score.	13
Safer Cycling	Safer Cycling Designs	We will use the latest cycle design guidance on new schemes (and upgrades of old ones) to implement far higher standards of safety and comfort for cyclists. We will physically separate cyclists from motor traffic where appropriate.	14
		We will expand the unsigned cycling network by opening up one-way streets and no through roads to cyclists. We will work with local cyclist groups to identify and prioritise these measures.	15
		We will ensure that all technical staff that undertake design, implementation and maintenance on the public highway undertake training in cycling design.	16
	Traffic Enforcement	We will continue to work with police to target areas for traffic enforcement for all road users and support large scale 'crackdown' operations when they are planned.	17
	Cycle Training	We will continue and expand our cycle training schemes in schools and we will offer training to every school to all year 5 pupils (or other appropriate ages) every year from 2016.	18
		We will continue to offer free cycle training to adult residents of the borough.	19
	Safer Lorries	We will require that all construction and lorry fleet contracts operated by or on behalf of the Council are accredited to FORS and that contractors will be obliged to work towards the gold standard.	21
Cycling For All	Bike It	We will continue working with Sustrans and part funding the Bike It programme every year to embed a culture of cycling in the borough's school children.	22
	Sport and Leisure	We will continue to work with local cycle groups and British Cycling (the national governing body) to promote cycling for sport and leisure, including Sky Rides, Santander Cycle Rides, all ability cycling club, and women-only rides.	23
		We will work with partners and develop to develop leisure based Cycle Hubs at the BMX track in Mile End Park and the proposed BMX track at Langdon Park.	24
	Cycling Clubs	We recognise the important role played by local cycle groups and will continue to work with them to identify problems and further promote cycling.	25
	Cycle Parking	We will significantly increase the level of on-street cycle parking in the next three years, including secure, lockable units.	25
A single car parking space can accommodate 10 – 12 bikes. Where there is strong demand for cycle parking and a lack of pavement space we will remove car parking space and replace it with cycle parking.		26	

Guiding Principle	Subject	Pledge	Ref
Cycling For All	Cycle Parking	We will work with developers to assess innovative and user-friendly cycle parking layouts in new developments to establish principle of good practice.	27
		We will ensure a Cycle Hub is included in the new Whitechapel Station as part of the Crossrail work.	28
	Cycle Security	To follow	29
	Boosting the Local Economy	We will promote the business benefits that cycling schemes can bring and Work with businesses during scheme design to maximise the economic benefits.	30
	Place Making	We will involve urban designers, local residents and businesses, in addition to cycle groups, when new cycle schemes are being considered in to order to achieve balanced benefits for all.	31
	Health	We will ensure that initiatives to promote and encourage more cycling are developed and implemented as part of Tower Hamlets' Health and Wellbeing Action Plans.	32

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Equality Analysis (EA)

Financial Year
2015/16

Section 1 – General Information (Aims and Objectives)

Cycling Strategy

(Please note – for the purpose of this doc, 'proposal' refers to a policy, function, strategy or project)

The new Cycling Strategy aims to make Tower Hamlets one of the easiest and safest places to cycle in London and to make cycling the natural choice for most people. In order to deliver the 'Cycling Borough' vision, three guiding principles have been established:

- **A Better Cycle Network**
Both the quality and quantity of cycling infrastructure and facilities needs significant improvement and this strategy sets out how we will achieve it.
- **Safer Cycling**
Safety is primary concern of existing and potential cyclist and how we address this critical issue is key to the success of this strategy.
- **Cycling for All**
This principle can be divided into two parts. Firstly, due the health benefits of regular cycling we want to encourage cycling for all, from 8 to 80 years old, and remove the barriers that stop people cycling. Secondly, we want to ensure that a better environment for cycling means improving conditions for local business and better public spaces.

The strategy provides high level targets to increase the volume of cycling and reduce the number of accidents by 2025. It also sets out the policies required to achieve these outcomes.

Conclusion - To be completed at the end of the Equality Analysis process
Based on the findings of the EA, the proposal will be recommended for approval

Name:
(signed off by)

Date signed off:
(approved)

Service area:
Public Realm, CLC

Team name:
Engineering

**See Appendix
A**

Current decision
rating



Service manager:
Simon Baxter, Service Head Public Realm

Name and role of the officer completing the EA:
Margaret Cooper, Head of Engineering

Section 2 – Evidence (Consideration of Data and Information)

What initial evidence do we have which may help us think about the impacts or likely impacts on service users or staff?

The latest design guidance for cycling in London, issued in 2014, marks a significant shift in the quality of infrastructure required to provide safe, comfortable and convenient cycling. In addition the new standards specifically include design guidance to facilitate movement by the various forms of all-ability cycles and also mobility scooters.

Much of the existing cycle network in the borough was designed to older standards and is not an attractive proposition for many inexperienced or mobility impaired cyclists.

Cyclists in London are typically white, under 40, male, with medium to high household income. Black and ethnic minority (BME) groups, women, people from more deprived neighbourhoods, those with disabilities and older people are typically under-represented in cycling. However, there is a significant opportunity to increase cycling amongst these groups. For example, BMEs represent 35% of all 'potential' cyclists in London.

Research has demonstrated that overall, the main barriers to cycling are primarily safety concerns (associated with traffic and crime), the lack of facilities for cyclists and poor weather. A number of studies have highlighted the deterrents that are specifically relevant to those from BME and disadvantaged communities, though it is noted that in nearly all cases, cycling is seen primarily as a recreational activity rather than as a mode of transport.

Cycling keeps people fit and improves their health. It helps prevent and tackle obesity and a range of other diseases that are not only costly to treat but also damage productivity. Many disadvantaged groups are at higher risk of these health problems.

Section 3 – Assessing the Impacts on the 9 Groups

Please refer to the guidance notes below and evidence how your proposal impact upon the nine Protected Characteristics in the table on page 3?

For the nine protected characteristics detailed in the table below please consider:-

- **What is the equality profile of service users or beneficiaries that will or are likely to be affected?**

Use the Council's approved diversity monitoring categories and provide data by target group of users or beneficiaries to determine whether the service user profile reflects the local population or relevant target group or if there is over or under representation of these groups

- **What qualitative or quantitative data do we have?**

List all examples of quantitative and qualitative data available
(include information where appropriate from other directorates, Census 2001 etc)

- *Data trends – how does current practice ensure equality*

- **Equalities profile of staff?**

Indicate profile by target groups and assess relevance to policy aims and objectives e.g. Workforce to Reflect the Community. Identify staff responsible for delivering the service including where they are not directly employed by the council.

- **Barriers?**

What are the potential or known barriers to participation for the different equality target groups? Eg- communication, access, locality etc.

- **Recent consultation exercises carried out?**

Detail consultation with relevant interest groups, other public bodies, voluntary organisations, community groups, trade unions, focus groups and other groups, surveys and questionnaires undertaken etc. Focus in particular on the findings of views expressed by the equality target groups. Such consultation exercises should be appropriate and proportionate and may range from assembling focus groups to a one to one meeting.

- **Additional factors which may influence disproportionate or adverse impact?**

Management Arrangements - How is the Service managed, are there any management arrangements which may have a disproportionate impact on the equality target groups

- **The Process of Service Delivery?**

In particular look at the arrangements for the service being provided including opening times, custom and practice, awareness of the service to local people, communication

Please also consider how the proposal will impact upon the 3 One Tower Hamlets objectives:-

- Reduce inequalities
- Ensure strong community cohesion
- Strengthen community leadership.

Please Note -

Reports/stats/data can be added as Appendix

Target Groups	Impact – Positive or Adverse	Reason(s)
Race	Positive	<p>Black and ethnic minority (BME) groups are currently under-represented in cycling. However, BMEs represent 35% of all 'potential' cyclists in London. The strategy aims to make cycling available for all members of the community, including this group. The strategy will improve cycling safety, which is the number one concern given by non-cyclists why they do not cycle. The strategy recognises the importance of investing in and supporting sport and leisure activities as a route to regular cycling uptake. It also recognises the importance of using local clubs and organisations as evidence suggests that peer-to-peer promotion works better than imposed measures from outside.</p>
Disability	Positive	<p>People with disabilities are currently under-represented in cycling. However, the strategy recognises that there is a significant opportunity to increase cycling amongst these groups.</p> <p>The strategy endorses and promotes use of the latest design guidance for cycling in London, which specifically includes standards to facilitate movement by all types of cyclist and cycle. The new standards also recognise and allow for the fact that mobility scooters will also use the new facilities. The strategy recognises the importance of and will promote the borough funded All Ability Cycle Club in Victoria Park and includes free cycle training for all, regardless of age and ability.</p>
Gender	Positive	<p>Women are also under-represented in cycling, again with road safety being the main concern. The strategy to significantly expand the cycle network and improve the quality/safety of infrastructure should encourage more women to cycle.</p> <p>The strategy recognises the importance of and will promote women-only guided cycle rides, led by members of the local community. Guided rides can lead to greater confidence and more cycling in these groups.</p>
Gender Reassignment	Neutral	No impact although the strategy aims to increase levels of cycling for all.

Sexual Orientation	Neutral	No impact although the strategy aims to increase levels of cycling for all.
Religion or Belief	Positive	Although not a religious issue per se cycling is not perceived as a desirable activity for various cultural reasons in some Asian communities. The strategy includes women-only guided cycle rides and also contains a comprehensive programme of school based cycling participation and training. A key objective of the schools programme is to embed cycling as a useful and desirable form of transport from a young age, irrespective of background and culture. The provision of free pool bikes as part of the programme provides opportunities to cycle for those who have no other access.
Age	Positive	Older-people are currently under-represented in cycling. The strategy aspires to deliver safe cycling infrastructure on the borough's roads to suit the needs of 8 to 80 year olds. A comprehensive network of quieter routes will be developed alongside segregated main road routes. The strategy states that school 'bikeability' training will be expanded to offer training to all borough schools every year. The promotion and investment in sport and leisure cycling, through local groups, park and Sky Rides, and BMX tracks will also benefit young people.
Marriage and Civil Partnerships.	Neutral	No impact although the strategy aims to increase levels of cycling for all.
Pregnancy and Maternity	Neutral	No impact although the strategy aims to increase levels of cycling for all.
Other Socio-economic Carers	Positive	People from more deprived neighbourhoods are under-represented in cycling. The strategy aims to promote a healthier population as cycling keeps people fit and improves their health. It helps prevent and tackle obesity and a range of other diseases that are not only costly to treat but also damage productivity. Many economically disadvantaged groups are at higher risk of these health problems and the strategy could therefore benefit these groups to a greater extent. The expanded schools training programme, including free pool bikes, will extend cycling opportunities for all.

Section 4 – Mitigating Impacts and Alternative Options

From the analysis and interpretation of evidence in section 2 and 3 - Is there any evidence or view that suggests that different equality or other protected groups (inc' staff) could be adversely and/or disproportionately impacted by the proposal?

No. The cycling strategy specifically addresses equality issues as set out in section 3.

If yes, please detail below how evidence influenced and formed the proposal? For example, why parts of the proposal were added / removed?

(Please note – a key part of the EA process is to show that we have made reasonable and informed attempts to mitigate any negative impacts. An EA is a service improvement tool and as such you may wish to consider a number of alternative options or mitigation in terms of the proposal.)

Where you believe the proposal discriminates but not unlawfully, you must set out below your objective justification for continuing with the proposal, without mitigating action.

Section 5 – Quality Assurance and Monitoring

Have monitoring systems been put in place to check the implementation of the proposal and recommendations?

Yes

How will the monitoring systems further assess the impact on the equality target groups?

User surveys to compare to baseline

Does the policy/function comply with equalities legislation?

(Please consider the [OTH objectives](#) and [Public Sector Equality Duty](#) criteria)

Yes

If there are gaps in information or areas for further improvement, please list them below:

How will the results of this Equality Analysis feed into the performance planning process?

This will help to target actions


Section 6 - Action Plan

As a result of these conclusions and recommendations what actions (if any) **will** be included in your business planning and wider review processes (team plan)? Please consider any gaps or areas needing further attention in the table below the example.

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Example				
1. Better collection of feedback, consultation and data sources	1. Create and use feedback forms. Consult other providers and experts	1. Forms ready for January 2010 Start consultations Jan 2010	1.NR & PB	
2. Non-discriminatory behaviour	2. Regular awareness at staff meetings. Train staff in specialist courses	2. Raise awareness at one staff meeting a month. At least 2 specialist courses to be run per year for staff.	2. NR	

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Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
1. Better collection of equalities data from users 2. Delivery of actions in the Strategy	1.Collection of data at events and in questionnaires 2.Delivery plan to be established	1. Forms ready for start of new works arising from strategy Jan 2015 2. January 2015	Robert Morton Margaret Cooper	

<p>Cabinet</p> <p>5 January 2016</p>	
<p>Report of: Matthew Mannion, Committee Services Manager</p>	<p>Classification: Unrestricted</p>
<p>Mayor's Individual Executive Decisions – List of Recently Published Decisions</p>	

Lead Member	Mayor, John Biggs
Originating Officer(s)	Matthew Mannion, Committee Services Manager
Wards affected	All wards
Key Decision?	No
Community Plan Theme	All

Executive Summary

The Council's Constitution provides for the Mayor to take Executive decisions either at meetings of Cabinet or outside of the meetings as Individual Mayoral Decisions.

These individual decisions are published on the Council's website but to aid transparency, this noting report lists recent individual decisions that have been taken.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Individual Mayoral Decisions set out in Appendix 1.

1. **REASONS FOR THE DECISIONS**

- 1.1 This is a noting report to aid transparency.
- 1.2 The reasons each decision were taken are set out in their specific reports.

2. **ALTERNATIVE OPTIONS**

- 2.1 The alternative option would be to not produce this report, but that would not aid transparency of decision making.

3. DETAILS OF REPORT

- 3.1 The Council's Constitution (Part 4.4 Executive Procedure Rules) sets out that "decisions on executive functions are taken by the Mayor, either at the Cabinet meeting or separately". Decisions taken outside of Cabinet are known as Individual Mayoral Decisions.
- 3.2 The majority of decisions are taken at Cabinet meetings but on occasion, due to the nature of the decision (for example, the urgency required), decisions are taken individually by the Mayor outside of the Cabinet meetings.
- 3.3 Any individual decisions taken must follow standard procedures including, for Key Decisions, advance publication of a notice to take the decision on the website. The final decision report and sign off sheet are also published on the website once the decision has been taken. Reports are available on the Tower Hamlets website through www.towerhamlets.gov.uk/committee.
- 3.4 If a specific decision report is Exempt/Confidential under the Access to Information Procedure Rules (Part 4.2 of the Constitution) then notice that the decision has been taken will still be published along with the reason why the report is exempt but the report itself will not be published. In other cases only part of the report may be exempt.
- 3.5 In line with the Constitution, all Individual Mayoral Decisions are subject to the Call-In procedure (Part 4.5 Overview and Scrutiny Procedure Rules). Councillors may call-in the decision within 5 working days of the decision being published on the website.
- 3.6 Each individual decision is given a unique reference number which is recorded on the relevant sign-off sheet and agenda front sheet. Numbers from 101 upwards relate to individual decisions taken by Mayor John Biggs.
- 3.7 The Mayor has requested that, to aid transparency, a noting report be presented at each Cabinet meeting listing recent Individual Mayoral Decisions.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This is a noting report. The comments of the Chief Financial Officer in relation to each individual decision have been incorporated into each respective report.

5. LEGAL COMMENTS

- 5.1 This is a noting report. Legal comments in relation to each individual decision have been incorporated into each respective report.
- 5.2 The decision making processes set out in the Constitution and outlined above are in accordance with the legislation governing local authority decision making including the Local Government Act 2000 (as amended) and The

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 None directly related to this report.

7. BEST VALUE (BV) IMPLICATIONS

7.1. None directly related to this report.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 None directly related to this report.

9. RISK MANAGEMENT IMPLICATIONS

9.1 None directly related to this report.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 None directly related to this report.

11. SAFEGUARDING IMPLICATIONS

11.1 None directly related to this report.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – List of Individual Mayoral Decisions

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

- None

Officer contact details for documents:

- Matthew Mannion, Committee Services Manager, 020 7364 4651

List of Individual Mayoral Decisions taken since the last report

Decision Number	Date of Decision*	Report Title
115	11/12/15	Substance Misuse Contract Extensions
116	11/12/15	Appointments to LHC Committee
117	18/12/15	Appointments to External Bodies

* The date of the decision refers to the date of publication on the Council's website.