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, 4 October 2016 at 2.00 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:
Matthew Mannion, Democratic Services,
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG
Tel: 020 7364 4651
E-mail: matthew.mannion@towerhamlets.gov.uk
Web:http://www.towerhamlets.gov.uk

Scan this code for an electronic agenda:

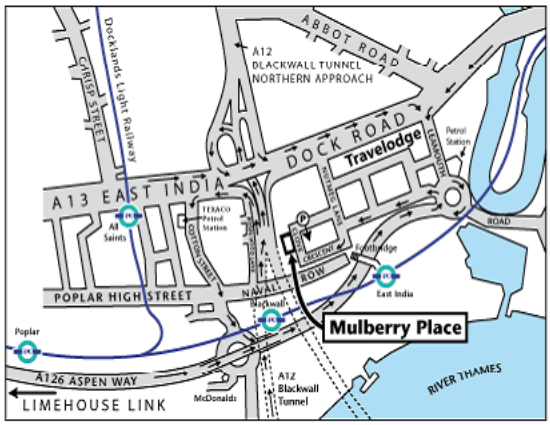
Public Information

Attendance at meetings.
The public are welcome to attend meetings of Cabinet. However seating is limited and offered on a first come first served basis. **Please note** that you may be filmed in the background as part of the Council's filming of the meeting.

Audio/Visual recording of meetings.
The Council will be filming the meeting for presentation on the website. Should you wish to film the meeting, please contact the Committee Officer shown on the agenda front page.

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

Access information for the Town Hall, Mulberry Place.



Bus: Routes: 15, 277, 108, D6, D7, D8 all stop near the Town Hall.
Docklands Light Railway: Nearest stations are East India: Head across the bridge and then through the complex to the Town Hall, Mulberry Place Blackwall station: Across the bus station then turn right to the back of the Town Hall complex, through the gates and archway to the Town Hall.
Tube: The closest tube stations are Canning Town and Canary Wharf.
Car Parking: There is limited visitor pay and display parking at the Town Hall (free from 6pm)

If you are viewing this on line:(http://www.towerhamlets.gov.uk/content_pages/contact_us.aspx)

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

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

Electronic agendas reports, minutes and film recordings.
Copies of agendas, reports and minutes for council meetings and links to filmed webcasts can also be found on our website from day of publication.

To access this, click www.towerhamlets.gov.uk/committee and search for the relevant committee and meeting date.

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

QR code for smart phone users

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, 6 October 2016**
- The deadline for call-ins is: **Thursday, 13 October 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, 4 OCTOBER 2016

2.00 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 6 September, 2016 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	The Infrastructure Delivery Framework: Governance Proposals	15 - 62

Report Summary:
Approval to adopt a number of initiatives relating to the implementation of a new Infrastructure Delivery Framework

Wards: All Wards
Lead Member: Cabinet Member for Strategic Development
Corporate Priority: A Great Place to Live

5 .2	Approval of the allocation of S106 Funding to projects including Pocket Parks: Cabinet Report	63 - 182

Report Summary:
Approval is sought to deliver these projects for the following reasons:

1. They help contribute to the delivery of the Pocket Parks Programme which seeks to deliver improvements to small green spaces by transforming underutilised or neglected areas of land into viable pocket parks for community use.

2. They will improve the outlook of the borough and transform under used green spaces into attractive areas for residents and workers to use.

3. They will improve the health and wellbeing of residents and workers.

Wards: All Wards
Lead Member: Cabinet Member for Strategic Development
Corporate Priority: A Great Place to Live

5 .3	Waste Management Services - Contract Extension	183 - 200

Report Summary:
To approve a revised timetable for commissioning new waste management services and agree the preferred delivery option for the services

Wards: All Wards
Lead Member: Cabinet Member for Environment
Corporate Priority: A Great Place to Live

5 .4	Community Safety Partnership Plan 2013-16 Year 4 (2016/17)	201 - 304

Report Summary:
To note the content of the revised Community Safety Partnership Plan 2013-16, note the content of the Report and the decision made by the CSP to amend its priorities for the final year of the Plan (2016/17).

Agree that the Report and Revised Plan are taken before Full Council as per the Council Constitution for formal consideration

Wards:	All Wards
Lead Member:	Deputy Mayor and Cabinet Member for Community Safety
Corporate Priority:	A Safe and Cohesive Community

5 .5	Violence Against Women & Girls Strategy	305 - 476

Report Summary:
To approve the 2016 Violence against Women and Girls (VAWG) Strategy

Wards:	All Wards
Lead Member:	Deputy Mayor and Cabinet Member for Community Safety
Corporate Priority:	A Safe and Cohesive Community

5 .6	Gambling Policy 2016-19	477 - 530

Report Summary:
To agree the revised Gambling Policy

Wards:	All Wards
Lead Member:	Deputy Mayor and Cabinet Member for Community Safety
Corporate Priority:	A Safe and Cohesive Community

5 .7	Food Law Enforcement Service Plan 2016/2017	531 - 588

Report Summary:
Approve the Tower Hamlets Food Law Enforcement Plan 2016/2017 and Food Sampling Policy attached at the Appendix of the report.

Wards:	All Wards
Lead Member:	Cabinet Member for Environment
Corporate Priority:	A Healthy and Supportive Community

5 .8 Academy Conversions - Mulberry School for Girls and Ian Mikardo High School **589 - 602**

Report Summary:
To approve putting into effect and concluding the documentation associated with these conversions, including Commercial Transfer Agreements and leases.

Wards:	All Wards
Lead Member:	Deputy Mayor and Cabinet Member for Education and Children's Services
Corporate Priority:	A Fair and Prosperous Community

5 .9 Contracts Forward Plan - Quarter 3 (2016-2017) **603 - 618**

Report Summary:
To note the forward plan for quarter 3.

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

5 .10 Medium Term Financial Strategy 2017 - 2020 **619 - 650**

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.

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

5 .11 Corporate Budget Monitoring - Month 4 (Q1 2016/17) **651 - 664**

Report Summary:
To note the updated financial position for month 3 (Quarter 1).

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

5 .12 Strategic Performance Monitoring - Q1 2016/17 **665 - 690**

Report Summary:
To note the performance update for quarter 1.

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

5 .13	Transparency Commission Action Plan and Transparency Protocol	691 - 748

Report Summary:
To consider the response to the Transparency Commission recommendations and the draft Transparency Protocol.

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

5 .14	Corporate Directors' Decisions	749 - 754

Report Summary:
To note recent Corporate Director Decisions

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

5 .15	List of Executive Mayoral Decisions	755 - 776

Report Summary:
A list of individual executive mayoral decisions taken since the last update report was presented to Cabinet.

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

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

The exempt/confidential minutes of the Cabinet meeting held on 6th September, 2016 are presented for approval.

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

This page is intentionally left blank

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, Corporate 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	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. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	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— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
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	Any tenancy where (to the Member's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (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.

This page is intentionally left blank

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.33 P.M. ON TUESDAY, 6 SEPTEMBER 2016

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 Peter Golds	(Leader of the Conservative Group)
Councillor John Pierce	
Councillor Andrew Wood	

Officers Present:

Peter Robbins	Head of Mayor's office
Karen Badgery	(External Funding & Commissioning Manager, Strategy Partnership & Performance, Children, Schools & Families)
Kate Bingham	(Service Head, Children's and Adults Resources)
Andreas Christophorou	(Service Head, Communications & Marketing)
Zena Cooke	(Corporate Director, Resources)
Margaret Cooper	(Section Head Transport & Highways, Public Realm, Communities Localities & Culture)
Aman Dalvi	(Corporate Director, Development & Renewal)
Kevin Kewin	(Interim Service Head, Corporate Strategy and Equality)
Martin Ling	Housing Policy Manager
Mark Norman	(Legal Advisor)
Jackie Odunoye	Service Head, Strategy, Regeneration & Sustainability, Development and Renewal
Roy Ormsby	(Service Head, Public Realm, Communities

	Localities and Culture)
Kelly Powell	(Acting Deputy Service Head of Communications)
Matthew Pullen	Major Project Development
Denise Radley	(Director of Adults' Services)
Ann Sutcliffe	(Service Head Corporate Property and Capital Delivery, Development and Renewal)
Alison Thomas	(Head of Housing Strategy, Partnerships and Affordable Housing, Development and Renewal)
Will Tuckley	(Chief Executive)
Matthew Mannion	(Committee Services Manager, Democratic Services, Law, Probity and Governance)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Melanie Clay (Corporate Director, Law, Probity and Governance) – Mark Noman (Legal Advisor) was deputising.
- Debbie Jones (Corporate Director, Children's Services) – Kate Bingham (Service Head, Resources) was deputising.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interest. However, Councillor Amy Whitelock Gibbs reported for transparency that her partner was involved in the Friends of Bow Primary School group who were making a submission to Cabinet on Agenda Item 5.7 (Planning for School Places 2016/17).

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Tuesday 26 July 2016 be approved and signed by the Chair as a correct record of proceedings.

4. OVERVIEW & SCRUTINY COMMITTEE

4.1 Chair's Advice of Key Issues or Questions

Pre-Scrutiny Questions were submitted by the Overview and Scrutiny Committee on Agenda Items 5.1 (Medium Term Financial Strategy 2017/20) and 5.5 (Procurement of Cleaning and Associated Services Contract).

They were considered when those items were taken.

In addition, Councillor John Pierce, Chair of the Overview and Scrutiny Committee, provided Cabinet with an update on their meeting the previous week. He explained that the Committee had considered a number of issues including:

- A request received to disallow the Call-In period for an individual mayoral decision on the Academy Conversion of St Paul's Way Trust School. The implications of this request to Scrutiny of not being able to call-in issues and the best way of handling such requests in the future were debated.
- A Joseph Rowntree report on poverty and the clear role for Councils in meeting that challenge.
- How Scrutiny was preparing for its role in examining the Council's budget proposals that were due to be presented to Council in February 2017 and in particular the importance of receiving proper business cases for changes.
- That adverts were out looking to recruit Co-opted Members to the Grants Scrutiny Sub-Committee. Thanks were also given to Mr Nozrul Mustafa who had stood down as a Co-optee of the Overview and Scrutiny Committee after a number of years' valuable service.

The **Mayor** thanked Councillor John Pierce for his update and for the work of the Overview and Scrutiny Committee.

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

Nil items.

5. UNRESTRICTED REPORTS FOR CONSIDERATION

5.1 Medium Term Financial Strategy 2017 - 2020

Councillor David Edgar, Cabinet Member for Resources, introduced the report setting out the Council's Medium Term Financial Strategy. He outlined that a new approach was being undertaken this year know as outcome based budgeting which looked to link budgets to the Council's priorities. It was noted that the funding settlement details would be updated as the government provided more information on areas such as business rates.

The Administration's final proposals would be presented to Council in February for consideration. Councillor David Edgar then reviewed the submitted Pre-Decision Scrutiny Question and answer provided.

The **Mayor** highlighted the challenge in resolving a budget that was likely to be around £60 million smaller in three years' time. He **agreed** the recommendations as set out in the report.

RESOLVED

1. To endorse the Council's Outcomes Based Budgeting approach to prioritising resources and the move to a rolling multi-year Medium Term Financial Strategy from 2017-18 to 2019-2020.

2. To note the issues and actions set out in this report which are informing the development of the Council's MTFS for 2017 – 2020.

3. To note the timescales and next steps for reviewing and consulting on budget proposals;

5.2 Best Value Action Plan Update, September 2016

The **Mayor** introduced the report. He explained that the Best Value Action Plan had been prepared in response to the intervention of the Secretary of State and the Commissioners. The report presented to Cabinet was in a draft form and would be revised a little before being submitted to the Secretary of State. It was noted that more than 95% of actions had now been completed and therefore it was hoped that certain of the directions would be lifted following the next review.

Noting that the report would be updated before being presented, the **Mayor agreed** the recommendation as set out.

RESOLVED

1. To agree the 6 monthly update prior to submission to the Secretary of State.

5.3 Boroughwide 20mph Limit

Councillor Ayas Miah, Cabinet Member for Environment, introduced the report reviewing the experimental 20MPH zone implemented throughout the Borough. He drew Members' attention to the statistics contained with the report on driver behaviour since the zone had been introduced and the survey looking at levels of support for the pilot.

Whilst the data was not conclusive it was considered that analysis showed the scheme had improved road safety and so it was worth making it permanent. However, there were a few specific roads where it was proposed the speed limit be returned to 30 MPH and those were listed in the report.

Councillor Andrew Wood, Ward Councillor for Canary Wharf, addressed the meeting. Whilst he supported the principle of encouraging 20MPH roads, he considered that there were a number of locations, such as Manchester Road on the Isle of Dogs, where the lower speed limit was causing dangerous situations such as undertaking and increased collisions. He suggested that the data presented was not robust enough to take a decision to make the scheme permanent.

The Cabinet then moved to discuss the report. In particular they looked at:

- The statistics, especially around accidents involving personal injury/fatalities.
- The overall decrease in speeds by 1.4MPH, in line with targets.
- How quickly road calming measures could be brought in to tackle problem areas.
- Levels of public support for the speed reductions.

The was strong support expressed for the proposals and Members also proposed that Prestons Road, Cotton Street and West India Dock Road should be retained within the 20MPH zone but that the design review should be expedited to tackle any issues on those roads. Prestons Roundabout should also, therefore, be retained within the 20MPH zone.

The **Mayor** amended the recommendations as set out above and then **agreed** them emphasising that it was important that relevant traffic calming measures be brought in on the above roads as soon as possible.

RESOLVED

1. To agree that the 20mph speed limit Experimental Order is made permanent subject to Leamouth Road and Leamouth Roundabout being omitted from the traffic order and reverting to 30mph.

2. To agree that the roads listed in 5.10 be prioritised for additional traffic calming to reinforce the 20 mph speed limit.

3. To note that further work will continue to review road safety throughout the borough in order to target ongoing traffic calming work to those areas most in need of improvements.

4. To note that further awareness and education programmes will be delivered to build awareness and ownership of the 20 mph limit.

5.4 Social Impact Bond Pan-London Care Impact Partnership

Councillor Rachael Saunders, Deputy Mayor and Cabinet Member for Education and Children's Services, introduced the report. She explained that this project involved the Children's Services directorate working with the Greater London Authority (GLA) and 5 other London Boroughs to develop a social impact bond funded service to prevent adolescents from entering the care system. She considered that this leading edge project was a very good way of providing the best possible support to these young people.

The **Mayor** welcomed the report highlighting how important the safety of vulnerable young people was to the Authority. He was looking forward to receiving progress reports and he **agreed** the recommendations as set out.

RESOLVED

1. To authorise the Corporate Director of Children's Services to act as the lead commissioner for the Pan-London Care Impact Partnership.

2. To authorise the Corporate Director of Children's Services to enter into a contract with the Social Impact Bond provider to support young people and their families in Tower Hamlets.

3. Following consultation with the Corporate Director for Children's Services, authorise the Service Head - Legal Services to execute all necessary contract documents in respect of the awards of the Pan-London Care Impact Partnership and an outcomes based contract on behalf of Tower Hamlets.

5.5 Procurement of Cleaning and Associated Services Contract

Councillor David Edgar, Cabinet Member for Resources, introduced the report on the proposed approach to the re-procurement of the cleaning and associated services contracts. He highlighted the locations involved and the list of services required. He noted the Pre-Decision Scrutiny Question and the answer provided. It was noted than an in-house bid was welcome but not necessarily expected due to the size and complexity of the contracts listed.

The **Mayor** noted the discussion and **agreed** the recommendations as set out in the report.

RESOLVED

1. To authorise the re-procurement and subsequent awarding of a cleaning and associated services contract for a term of five years with the option to extend for a further year based on service provision, subject to best value considerations being satisfied

2. To authorise a two month extension to the existing contract arrangement to enable the re-procured contract to commence on 3 July 2017.

3. To note that funding for the procurement exercise is through the General Fund revenue accounts across the various Council services

4. To delegate authority to the Corporate Director of Development and Renewal following consultation with the Lead Member to enter into all necessary agreements to give effect to the decisions in recommendations 1 and 2

5. To authorise the Service Head – Legal Services after consultation with the Corporate Director of Development and Renewal to execute and enter into all necessary agreements

5.6 Housing Strategy 2016 - 2021

Councillor Rachel Blake, Cabinet Member for Strategic Development introduced the report. She explained that the purpose of the report was to bring the strategy to the second stage consultation. Major concerns noted to date included on affordable housing and how many residents were being forced to leave the borough or pay high rents for low quality housing. There were also concerns around the impact of population growth, and how the Housing and Planning Act would worsen the housing crisis.

A number of strategies were proposed including promoting rights for private tenants and creating a housing company to deliver new homes.

The final strategy would be presented to Council in November 2016 for approval.

The **Mayor** thanked officers for the work they had undertaken on this project and in particular thanked Jackie Odunoye, Head of Strategy, Regeneration and Sustainability who was leaving the Council after many years' good work. He also noted the importance of engaging with partners and as such welcomed the presentation to the Health and Wellbeing Board. He noted that too many residents were being pushed out of the Borough.

He **agreed** the recommendations as set out.

RESOLVED

1. To approve the draft Housing Strategy and attached appendices for consultation.

2. To note the responses to the 1st stage consultation.

3. To note the arrangements for the second stage consultation.

5.7 Planning for School Places - 2016/17 Review

Councillor Rachael Saunders, Deputy Mayor and Cabinet Member for Children's Services, introduced the report. She explained that the report was looking at how to increase school places in the future including methods of commissioning new schools. She noted the government's Free School presumption and the impact that would have.

She then turned to look at Bow School in particular explaining why the statistics were suggesting changes in demand for places that needed further examination.

Rachel Ellman and colleagues from the Friends of Bow Primary School addressed the meeting. She expressed strong reservations to the suggestion that the development of Bow Primary School was being postponed until 2019. She highlighted the impact this was already having on local parents including those potentially taking the decision to move away over concern for school access.

Councillor Andrew Wood also addressed the meeting. He raised concerns about creating unpredictability in the supply of places and what message that gave to parents. As a general issue he was also concerned about air pollution near schools and requested that this be considered in relation to the planning for new school places.

There was a general discussion of the report during which it was proposed that the consultation process for Bow Primary School should continue at the same time as for Bromley Hall. That way, the data could be examined further and the opening of the school could be brought forward if that was found to be necessary.

The **Mayor** thanked everyone for their contributions and noted the issues raised, in particular around air pollution. He **agreed** the recommendations as amended in respect of the consultation period.

DECISION

1. To note the contents of this report and the progress made in meeting the need for additional places;

2. To note that proposals for specific schemes will be subject to separate consultation and procedures and Cabinet decisions;

3. To agree that the initial consultation on the specification for the new Bromley Hall Primary School and Bow Primary School should proceed.

5.8 Report of the Overview and Scrutiny Committee: Improving disabled and ethnic minority staff representation at the senior manager (LP07+) level

The **Mayor** introduced the report following the Overview and Scrutiny Committee review looking at ways of improving disabled and ethnic minority representation at senior officer levels within the Council. He thanked Councillor Md. Maium Miah who had led the review and he noted that the response of the Executive accepted the recommendations, many of which were already being progressed.

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

RESOLVED

1. To note the challenge session report.

2. To approve the proposed action plan in response to the recommendations.

5.9 Promoting a shared responsibility and removing barriers to improved recycling in the borough - scrutiny report

The **Mayor** introduced the report of the Overview and Scrutiny Committee looking at ways of improving recycling rates within the Borough. It was noted that many of the issues would be covered in the retendering process for the waste contract but that it was important to note that progress was also being made outside of that process.

RESOLVED

1. To consider this report of the scrutiny working group and agree the action plan in response to the review recommendations.

5.10 Corporate Directors Decisions

The **Mayor** introduced the report listing recent Corporate Director Decisions and **agreed** the recommendation as set out.

RESOLVED

1. To note the Corporate Directors' decisions set out in Appendix 1.

5.11 Adoption of Revised Regulation 123 List and Planning Obligations Supplementary Planning Document (SPD)

The **Mayor agreed** the reasons for urgency as set out below:

Due to a failure of the Committee administrative software, the report was published five days in advance of the meeting but not five clear days. Therefore, as pursuant to Rule 6.1 of the Access to Information Procedure Rules before the item can be considered, the Mayor needs to be satisfied that by reasons of special circumstances the item should be considered as a matter of urgency.

The Mayor believes that it is necessary for this particular report to be considered on 6 September as any delay would have detrimental consequences on the Council's capacity to secure S106 obligations which mitigate the impact of a particular development. The special circumstances being in this instance that failure to proceed after 6 September without a revised Regulation 123 List and Planning Obligations SPD would mean that the Council did not have an up to date foundation upon which to continue to apply S106 obligations within the limitations set out in the CIL Regulations.

Councillor Rachel Blake, Cabinet Member for Strategic Development introduced the report. She explained that the documents attached had been out for consultation and had previously been presented to Cabinet. It was noted that it was important to be clear on what types of contributions would be expected of developers and that the money spent should be balanced between tackling local and wider implications of the developments.

RESOLVED

1. To approve the adoption of the revised Regulation 123 List and Planning Obligations SPD (as set out in Appendix A and B to the report).

2. To formally withdraw the previous Regulation 123 List adopted by the Council on 25th February 2015.

3. To formally revoke the Planning Obligations SPD adopted by the Council on 11th January 2012.

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 7.17 p.m.

MAYOR JOHN BIGGS

Cabinet Decision 4 October 2016	TOWER HAMLETS
Report of: Aman Dalvi, Corporate Director of Development and Renewal	**Classification:** Unrestricted
The Infrastructure Delivery Framework: Governance Proposals	

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 to adopt a number of initiatives relating to the implementation of a new Infrastructure Delivery Framework (IDF). More specifically, this report seeks the approval/consideration for a number of matters including:

1. The approach to reporting Community Infrastructure levy (CIL) and Section 106 (S106) income, allocation and expenditure information;
2. The IDF officer level group to be able to consider and recommend allocations of CIL and S106 funding of up to £250,000 which can then be signed-off by the Corporate Director as per the process in 3. below;
3. A proposal to integrate the process for completing 'Records of Corporate Director's Actions Forms' into the IDF process (Appendix E);
4. A proposal to integrate approval for the allocation of Capital budgets through the IDF process;
5. The proposed approach to approving the funding and delivery of infrastructure projects;
6. The proposed approach to enabling the identification of new infrastructure projects (Appendix F);
7. The proposed approach to engaging Commissioners in the IDF process in respect of grants (Appendix D);
8. The Terms of Reference for the board level and officer level groups (Appendices G and H).

1.2 The IDF was approved in Cabinet on the 5th January 2016 for implementation from the 1st April 2016. The IDF is a 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 help ensure the allocation of funding to infrastructure projects complies with the requirements of the Mayor's Transparency Protocol.

1.3 The IDF will subsume the functions of the Planning Contributions Overview Panel (PCOP), which is the body that currently decides how S106 monies are allocated, and will seek to make recommendations in respect of the allocation of the local CIL and also S106 income.

1.4 The new approval structures 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 (or equivalent). 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 and decisions will be made by the Mayor in Cabinet.

1.5 Proposals for how the Neighbourhood Proportion of CIL, as well as how the Infrastructure Delivery Framework process can be effectively articulated to the residents are being formed and will be referred for approval at a later meeting.

2. RECOMMENDATIONS

2.1 The Mayor in Cabinet is recommended to:

1. Approve the proposed timetable for reporting CIL and S106 income, allocation and expenditure information. It is proposed that quarterly reports will be provided on to Cabinet. Reporting to the Overview and Scrutiny Committee will be undertaken on an annual basis.

2. Note the latest positions regarding the Council's CIL and S106 income and expenditure information.

3. Agree that the Infrastructure Delivery Steering Group can recommend to the Corporate Director of Development and Renewal (or equivalent) the sign off of a 'Record of Corporate Director's Actions' form authorising the allocation of CIL and S106 as in I. and II. below:

    I. The allocation of CIL and S106 funding of up to £250,000 to infrastructure projects ;
    II. The allocation of S106 income where contributions are due to expire imminently;

4. For all approvals granted in accordance with recommendation 3 above, to approve the implementation of a process to allow the Mayor to review the decision made.

5. Approve the proposed approach to engaging with the Commissioners where decisions sought involve the provision of grants.

6. Approve the proposal to integrate the process for completing 'Records of

Corporate Director's Actions' forms into the IDF approval process.

7. Approve the proposal to integrate the adoption of Capital budgets of up to £1 million by the Mayor in Cabinet into the IDF approval process.

8. To approve the proposal to integrate the adoption of Capital budgets of over £1 million by Full Council into the IDF approval process. This does not apply in the case of the adoption of Capital budgets through the Council's annual budget-setting process.

9. To note and approve the proposed approach to approving the funding and delivery of infrastructure projects through the IDF approval process.

10. Approve the proposals for enabling the identification of new infrastructure projects by the Mayor and Councillors who attend the Infrastructure Delivery Board. Approve the process proposed that will enable officers to seek initial views on infrastructure projects from the Infrastructure Delivery Board.

11. Approve the Terms of Reference, along with any proposed amendments, for the Infrastructure Delivery Steering Group; and the Terms of reference for the Infrastructure Delivery Board. These documents will reflect the decisions made in respect of this report.

12. To note that proposals for the Local Infrastructure Fund are currently proposed to follow to the next Cabinet meeting. The Local infrastructure fund will enable localities to more directly inform spending decisions in respect of a proportion of CIL income collected.

3. REASONS FOR THE DECISIONS

3.1 There are several reasons for the decisions sought in this report:

1. To ensure that the IDF process is adopted in an effective manner, in compliance with the decision made by the Mayor in Cabinet in January 2016. This decision was to approve the implementation of the IDF to help secure the funding and delivery of infrastructure projects using CIL and S106.

2. To ensure that the process for approving the allocation of CIL and S106 funding is transparent and in compliance with the Mayor's Transparency protocol.

3. To ensure that relevant decisions are appropriately informed.

4. To ensure that the delivery of infrastructure in the borough accords with the Council's Best Value objectives as set out in the LBTH Best Value Strategy and Action Plan.

4. ALTERNATIVE OPTIONS

4.1 There are a number of alternative options to the recommendations set out in this report:

1. To approve the reporting of CIL and S106 income and expenditure information in a manner different to the approach proposed, such as by prescribing different reporting timescales and methodology.

2. To delegate authority to the IDSG through the Corporate Director of Development and Renewal (or equivalent) to be able to allocate a different levels of CIL and S106 funding to infrastructure projects, or to not delegate any authority to allocate of spend at all. In addition, the powers to grant delegated authority to the IDSG in terms of the allocation and expenditure of S106 amounts where these amounts are imminently expiring, could be removed or amended in some way.

3. To not approve the integration of the RCDA process into the IDF approval process.

4. To not approve the adoption of Capital budgets of up to £1m by the Mayor in Cabinet via the IDF approval process.

5. To not approve the proposed approach to approving the funding and delivery of infrastructure projects through the IDF.

6. To not approve the proposed processes for identifying new projects by the Mayor and Councillors who attend the IDB. To not approve the process proposed to enable officers to seek initial views of projects from the Mayor and Councillors.

4.2 It should be noted that Planning and Building Control consider that the approval of any of the alternative options will lead to a less robust IDF approval process.

5. BACKGROUND

5.1 Approval to implement a new IDF was granted by the Mayor in Cabinet on the 5th January 2016. The IDF is a new governance structure and supporting evidence base relating to the approval for the funding and delivery of infrastructure projects. It will mainly focus on the allocation and expenditure of CIL and S106.

5.2 The approval granted was for the formation of a new officer-led working group, the 'Infrastructure Delivery Steering Group' (IDSG) which will feed into a board level group, the 'Infrastructure Delivery Board' (IDB). This Board will be chaired by the Mayor, attended by the membership of Cabinet and be broadly similar to the Mayor's Advisory Board meeting although will specifically consider infrastructure matters including the allocation of CIL and S106 funding.

5.3 The IDB will make recommendations for decisions to be made by the Mayor in Cabinet. Please refer to Appendix A which provides a flow chart that demonstrates the proposed approval structure approved although it includes proposed interaction with Commissioners (see paragraphs 6.10 to 6.12 of this document.)

6. PROPOSALS FOR APPROVAL

The timetable for reporting CIL and S106 income, allocation and expenditure information

6.1 It is proposed that CIL and S106 income and expenditure information will, where possible, be referred through every meeting cycle, up to the IDB. It is also proposed that quarterly reports will be provided onto Cabinet and annual reports will be provided onto the Overview and Scrutiny Committee who may request additional reporting if necessary.

6.2 Basic information regarding S106 and CIL income and balances held by the Council has been provided in this report. See Appendix B for S106 and Appendix C for CIL. These reports show a current S106 balance circa £72m and CIL balance circa £7.3m.

6.3 For on-going reporting purposes to the IDB, Cabinet and the Overview & Scrutiny Committee more detailed information and analysis on income, allocation and expenditure will be provided. The proposed approach to reporting CIL and S106 will be reported to the November IDB.

6.4 The detailed reporting, briefing and presentation has not been included for this cycle as the agenda is full with IDF implementation matters. The reporting will be able to be considered fully at the November IDB meeting.

The delegation of authority to the Corporate Director as chair of the Infrastructure Delivery Steering Group

6.5 It is proposed that the Mayor in Cabinet agree that the IDSG can consider and recommend allocations of CIL and S106 funding of up to £250,000 which can then be signed-off by the Corporate Director as per the process in paragraph 2.1(3) of this report.

6.6 The Council's Constitution delegates power to Corporate Directors to approve expenditure generally up to £250,000 – the proposed level of this delegation has been formed to align with this provision of the Constitution, given the IDSG will be chaired by the Corporate Director of Development and Renewal.

6.7 The delegation to the Corporate Director of Development and Renewal (or equivalent) as Chair of the officer level group will help prevent decisions of allocating funding becoming onerously labour intensive on the Mayor and Cabinet. This is because infrastructure projects range from very small (e.g. £10,000 for some minor repairs to a Community Centre) to very large (e.g. £10m to deliver a school) and could result in many decisions being referred to

the Mayor in Cabinet, putting strain on this approval process, as well as delaying the commissioning of smaller infrastructure projects.

6.8 In addition to the delegation proposed in the paragraphs above, in order to prevent S106 contributions expiring, in circumstances where contributions are due to imminently expire, the IDSG should be delegated authority to recommend the expenditure of such contributions to the Corporate Director who will then sign off a 'Record of Corporate Director's Actions' form authorising the allocation.

6.9 All decisions made under delegated authority will be the subject of a review process where the Mayor will be able to review and overturn the decision made. Where a decision is required to be the subject of the review process, it will be made at the IDB meeting following the IDSG meeting in which the delegated decision was made. In addition, all delegated approvals will be reported for noting through the IDF process to the IDB and Cabinet.

The proposed approach to engaging Commissioners in the IDF process

6.10 Planning and Building Control have met with Commissioners and discussed the approval of the provision of CIL/S106 grants by them, and how this can appropriately interact with the IDF process.

6.11 In order to expedite the approval of projects, it is proposed that approvals for the provision of grants by the Commissioners will be sought in tandem to projects being approved through the IDF process;

6.12 Once projects involving grants have received approval from the IDB to be referred to Cabinet, they will also be referred through the Commissioners decision-making process, or any equivalent process that may supersede the current governance arrangements with regard to the approval of grants. It will be the responsibility of service areas referring projects to the IDB to manage the Commissioners decision-making process as appropriate. Please refer to Appendix D which provides a formal process for engaging the Commissioners through the IDF process.

The proposed approach to approving RCDAs through the IDF process

6.13 In an infrastructure delivery context RCDAs enable the adoption of Capital budgets of £250,000 or less by Corporate Directors. They also facilitate the waiving of Financial Regulations (including the Procurement Rules) on an item with an assessed value of up to £164,176. Corporate Directors are granted this approval by the Council's Constitution. All RCDAs above a value of £250,000 are made publicly available through the London Contract Register.

6.14 RCDAs are in theory a useful way of expediting the approval of Capital budgets for infrastructure projects of a cost of less than £250,000. However, the administration of the process has tended to take a long time, limiting its benefits.

6.15 Grant Thornton was appointed to review the S106 programme management processes of the Council and produced a report dated the 7th March 2016. This audit identified that the RCDA process contributed to delays.

6.16 The same audit report referred to in the paragraph above made the following recommendation:

When implementing the IDF the Council should review the RCDA procedure and investigate whether a more streamlined process which enables more rapid delegated funding approval will still achieve the same results without sacrificing the quality of oversight and accountability.

6.17 In order to help the Council use RCDAs to approve the funding and delivery of infrastructure projects, and to comply with the requirements of Grant Thornton's audit report, this Cabinet Report seeks approval to implement a new process that integrates the completion of RCDAs into the IDF meetings cycles. A protocol is set out in Appendix E, it provides some background to the RCDAs and sets out a process for expediting their approval via the IDF.

6.18 If approved, this position will be kept under review and if significant amendments are subsequently required, approvals for these amendments will be sought through the IDF meetings process.

The approval for the adoption of Capital Budgets through the IDF process

6.19 The Council's Constitution grants power to the Mayor in Cabinet to be able to approve the adoption of Capital budgets of up to £1 million. If a project of less than this value has funding secured, once a Capital budget has been formally approved, the project can be commissioned.

6.20 It is proposed that officers can secure the adoption of Capital budgets through the IDF process, to prevent duplicate processes and to ensure the project approvals can be received as expediently as possible. if a Capital budget of a value of less than £1m is required for a project to proceed, then relevant officers can seek the adoption of a Capital budget in Cabinet via the IDF process. If the adoption of a Capital budget of over £1 million is required, then relevant officers can do so through the IDF process, referring to Full Council following receiving Cabinet approval. This does not apply in the case of the adoption of Capital budgets through the Council's annual budget-setting process.

6.21 The processes regarding adopting Capital budgets through the IDF process will account for any changes to the Council's general approach to the adoption of Capital budgets. Corporate Finance are currently undertaking work to assess the Council's current approach to the adoption of Capital budgets.

The proposed approach to approving the funding and delivery of infrastructure projects through the IDF

6.22 Officers are required to prepare a Project Initiation Document (PID) regarding the relevant infrastructure project(s). This document will capture relevant information regarding the project (extent of works, costs, community benefits etc.). In addition, the views of legal services are sought in respect of the project in preparation of the PID.

6.23 The PID will be referred to the IDSG for approval for referral to the IDB, or if authority is delegated to the IDSG to approve the PID then it may be approved for delivery. Where one or more PIDs are to be referred to the IDB, the Infrastructure Planning Team will form a covering Cabinet report that will append the relevant PID(s).

6.24 A new PID template has been formed for the IDF process. This template will be kept under review to ensure it captures the information required to make decisions.

6.25 Decisions will be supported by an infrastructure evidence base which is being developed.

A process to enable officers to seek early views in respect of proposed projects

6.26 This will involve an officer submitting an 'Initial Project Proposal Form' through the IDF process to inform a discussion at the IDB. Where discussions suggest that a project referred to the IDB in this way is appropriate, officers can prepare formal proposals regarding the project and submit them through the IDF approval process. In this instance officers must also make sure that the project in question is referred to in any relevant evidence base.

6.27 Please see attached at Appendix F a note that sets out the process proposed in detail, as well as the relevant form. This process will be kept under review by the IDSG.

The Terms of Reference for the Infrastructure Delivery Steering Group and Infrastructure Board

6.28 Terms of Reference for the IDSG and the IDB have been formed. They reflect the approvals provided in respect of the IDF process to date as well as the approvals sought in this report.

6.29 In summary, the Terms of Reference set out:

1. The scope of the responsibilities of these forums;

2. The membership of the forums;

3. General governance arrangements;

6.30 The Terms of Reference for these meetings are attached at Appendix G and H and can be reviewed as and when necessary.

7 COMMENTS OF THE CHIEF FINANCE OFFICER

7.1 The Council does not yet have an approved capital strategy, although plans are in place to develop such a strategy to inform the Council's Medium Term Financial planning process. Such a strategy would give direction to the IDSG over Member's priorities for capital expenditure. Fundamentally it is important that the IDSG process does not provide a mechanism for circumventing the Council's strategic approach to its finances through the Medium Term Planning processes.

7.2 It will also be necessary for the financial implications of decisions made by the IDSG to be reflected in the next available budget monitoring report so that the relevant budget adjustments to the approved capital programme can be seen.

7.3 The Community Infrastructure Levy (CIL) system came into effect in April 2015, and replaced certain elements of the previous Section 106 planning process which still continues in a reduced capacity. The council has historically generated substantial resources via the Section 106 system, and this will continue under the CIL process.

7.4 Over recent years, Section 106 resources have been allocated to schemes following consideration by the officer Planning Contributions Overview Panel (PCOP). On 5th January 2016, the Mayor in Cabinet approved the proposals for the introduction of an Infrastructure Delivery Framework (IDF) with effect from April 2016. This replaced the PCOP process, and involves 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.

7.5 This report seeks approval for a number of complementary processes to be adopted to enable the IDF process to operate in an effective and transparent manner.

7.6 The payment of both CIL and Section 106 contributions is linked to the development build process and wider economic considerations which are outside the control of the Council. The amounts receivable are difficult to estimate, and in order that spending decisions could be made during the financial year by the Infrastructure Delivery Board and the Mayor in Cabinet, a total provision of £30 million was incorporated within the 2016-17 capital programme for Infrastructure Delivery. Although this overall sum was adopted, allocations of funding to particular projects via the IDF process will only take place on receipt of the cash payment from the developers.

7.7 Paragraphs 6.2 and Appendices B and C summarise the status of the various Section 106 and CIL receipts that are currently held by the council. As at the

end of July 2016 the Section 106 resources total £72.3 million, and £7.34 million* of CIL income had been received by the council.

(* Please note that this figure does not include the Mayor of London's CIL which is a separate levy collected by the council on behalf of the GLA. The council receives a fee, 'top sliced' from the receipt, for administering the scheme.)

8 LEGAL COMMENTS

8.1 The Community Infrastructure Levy (CIL) is a planning charge, introduced by the Planning Act 2008 ('the 2008 Act') as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. It came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010 ('the 2010 Regulations').

8.2 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 this is necessary to support development.

8.3 CIL is payable on the implementation of planning permissions that are permitted after the 1st April 2015. It can take many months for any development to go from permission to implementation and it can take up to three (3) 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.

8.4 The CIL can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities. This definition allows the levy to be used to fund a very broad range of facilities such as play areas, parks and green spaces, cultural and sports facilities, academies and free schools, district heating schemes and police stations and other community safety facilities. This flexibility gives the Council the opportunity to choose what infrastructure it needs to deliver the London Plan.

8.5 There are limitations and to be relevant infrastructure it must be infrastructure that is listed on the Council's 123 list. The 123 List is a list published pursuant to Regulation 123 of the 2010 and it is a list of infrastructure projects or types of infrastructure that it intends will be, or may be, wholly or partly funded by CIL within Tower Hamlets.

8.6 The types of infrastructure (including new provision, replacement or improvements to existing infrastructure, operation and maintenance) that may be, wholly or partly funded by CIL are as follows:

- Public education facilities;
- Community facilities and faith buildings;

- Leisure facilities such as sports facilities, libraries and Idea Stores;
- Public open space;
- Roads and other transport facilities;
- Health facilities;
- Employment and training facilities;
- Strategic energy and sustainability infrastructure;
- Strategic flood defences;
- Electricity supplies to all Council managed markets;
- Infrastructure dedicated to public safety (for example, wider CCTV
- coverage); and
- Strategic public art provision that is not specific to any one site.

8.7 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.

8.8 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.

8.9 Terms of Reference for the proposed officer level Infrastructure Delivery Steering Group (IDSG) are at Appendix G and the proposed Infrastructure Delivery Board (IDB) at Appendix H.

8.10 For the IDSG it is recommended that this Group can make decisions up to £250,000 for the Corporate Director to sign off a 'Record of Corporate Director's Actions' form authorising the allocation and for any greater sum, the IDSG will make recommendations to the IDB and then the Mayor in Cabinet. The Mayor in Cabinet can make decision up to £1,000,000 and for any greater sum, will make recommendations to full Council.

8.11 Under S.101 of the Local government Act 1972, councils may arrange for the discharge of their functions by a committee, sub-committee, an officer or another council. There are no powers to arrange for the discharge of powers by officers acting collectively.

8.12 Under the council's Constitution, the Mayor may from time to time constitute working parties or advisory bodies such as those referred to in this report. However such bodies are not constituted as committees or sub-committees of the council and cannot make decisions on its behalf.

8.13 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 and information relevant to this is contained in the One Tower Hamlets section of the report.

9 ONE TOWER HAMLETS CONSIDERATIONS

9.1 This report deals with the process associated with allocating planning contributions to deliver infrastructure. The process proposed allows for the objectives of One Tower Hamlets and those of the Community Plan to be accounted for in decision-making and infrastructure delivery.

9.2 It is intended 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 and have been formed with consideration of the Best Value Strategy and Action Plan.

10.2 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 layers 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 levels 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 can include infrastructure

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.
- Appendix B: S106 Income and Balance Report August 2016
- Appendix C: CIL Income and Balance Report August 2016
- Appendix D: Protocol of IDF Engagement of Commissioners.
- Appendix E: Protocol for Completing RCDAs through IDF Process.
- Appendix F: Protocol for the Identification of New Projects.
- Appendix G: Terms of Reference for the Infrastructure Delivery Steering Group.
- Appendix H: Terms of Reference for the Infrastructure Delivery Board.

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

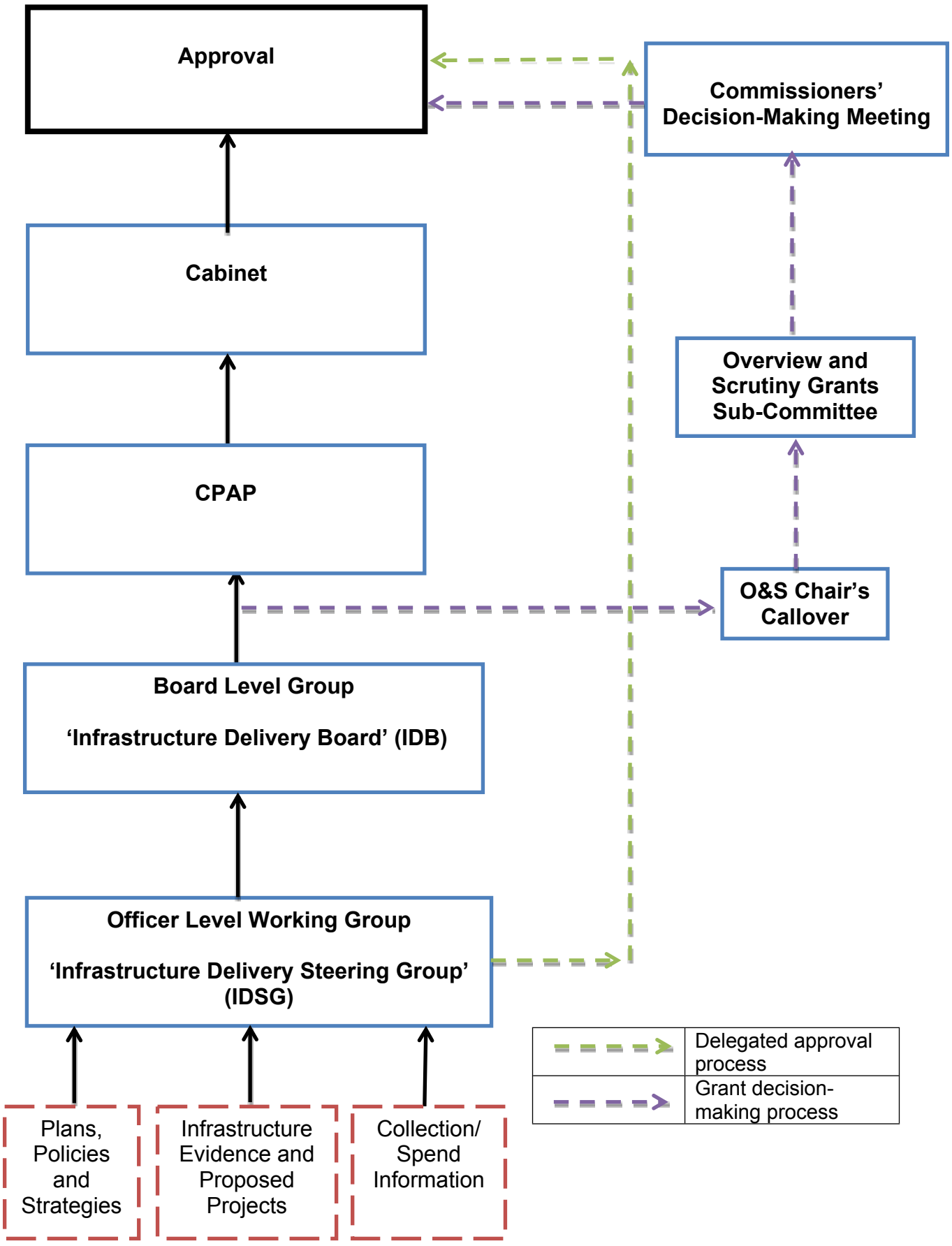
- None

Officer contact details for documents:

Joseph Ward
Tel: 020 7364 2343

This page is intentionally left blank

Appendix A: The Proposed Decision-Making Structure



This page is intentionally left blank

Appendix B

S106 Income and Balance Report August 2016

	Infrastructure and Amenities						Education, Training and Employment		Community	Affordable Housing	Arts	Health	Masterplanning & Studies	Millennium Quarter	LTGDC	Total
	Environment	Landscape and Open Space	Leisure	Transport Infrastructure	Crossrail	Carbon Offsetting	Education	Training & Employment								
Balance 01/04/2016	5,204,217	5,750,057	2,062,355	6,691,779	0	172,233	17,782,762	3,668,877	2,526,833	1,860,151	340,840	17,602,933	601,359	878,590	469,573	65,612,559
2016/17 Income	708,311.99	141,134	113,234	92,305	0	476,545	648,934	781,361	1,533,153	745,356	0	1,469,120	0	0	0	6,709,452
Total	**5,912,529**	**5,891,191**	**2,175,589**	**6,784,084**	**0**	**648,777**	**18,431,695**	**4,450,238**	**4,059,986**	**2,605,507**	**340,840**	**19,072,053**	**601,359**	**878,590**	**469,573**	**72,322,011**

This page is intentionally left blank

Appendix C

CIL Income and Balance Report – August 2016

1.0 Introduction

1.1 This report sets out the latest position regarding the collection of the council's local Community Infrastructure Levy (CIL).

1.2 CIL is a pound per square metre levy charged on most new development granted planning permission. Its purpose is to contribute some funding for the provision of new infrastructure needed to support development. The council adopted its own local CIL in April 2015 and has been collecting this CIL since this time for developments granted planning permission after 1st April 2015.

1.3 CIL is collected in accordance with the CIL Regulations 2010 ('The CIL Regulations') and is usually paid in full within 60 – 240 days of development commencing, depending on the scale of the relevant development.

1.4 The Regulations require that both a CIL Liability Notice, followed by a CIL Demand Notice (alongside an invoice) be issued to the developer, after which payment is made to the council.

2.0 CIL Liability Notices

2.1 The CIL Regulations require a developer to submit floorspace information to the council from which a CIL calculation is undertaken.

2.2 A CIL Liability Notice is then issued by the council to notify the developer of the CIL collection process, their subsequent CIL Liability, and their responsibilities. A breakdown of the CIL calculation is included.

2.3 The CIL Liability Notice has the purpose of facilitating an early discussion with the developer before commencement of the development.

2.4 Table 1 overleaf shows CIL Liability Notices issued since 1st April 2015 to developments according to their ward location.

Table 1: CIL Liability Notices Issued

Ward	Number of Liability Notices	Sum of Total to Pay to LBTH
Bethnal Green	4	£8,794.30
Blackwall and Cubitt Town	1	£349,271.42
Bow East	2	£118,149.48
Bow West	1	£4,290.00
Bromley North	1	£2,320.70
Bromley South	2	£20,188.27
Canary Wharf	2	£13,356,666.94
Island Gardens	1	£- (100% relief granted)
Lansbury	3	£390,941.19
Limehouse	1	£- (100% relief granted)
Mile End	4	£282,372.80
Poplar	1	£69,413.50
Spitalfields and Banglatown	1	£22,439.04
St Dunstans	1	£10,400.00
St Katharine's and Wapping	1	£28,000.00
St Peter's	6	£96,713.53
Stepney Green	2	£1,040.00
Weavers	3	£447,175.38
Whitechapel	13	£503,063.76
Grand Total	**50**	£15,711,240.31

3.0 CIL Demand Notices

3.1 The developer is required by the CIL Regulations to submit a Commencement Notice one day prior to the commencement of development. Upon receipt of the Commencement Notice, the council will issue a CIL Demand Notice which confirms the CIL Liability and the date upon which payment is required.

3.2 Table 2 overleaf shows CIL Demand Notices issued this month to developments according to their ward location.

Table 2: CIL Demand Notices Issued

Ward	Number of Demand Notices	Sum of Total to Pay to LBTH
Bethnal Green	2	£3,686.05
Bow East	1	£85,163.86
Bromley North	1	£2,320.70
Canary Wharf	2	£13,753,133.04
Lansbury	2	£390,941.19
Mile End	3	£238,505.33
St Dunstans	1	£10,400.00
St Peters	3	£86,869.93
Stepney Green	1	£1,040.00
Weavers	2	£81,280.00
Whitechapel	5	£203,523.56
	23	£14,856,863.66

4.0 CIL Invoices Issued

4.1 Following the issuing of a CIL Demand Notice, an invoice is then raised by the council.

4.2 The council has adopted the Mayor for London's CIL Instalments Policy which stipulates that if the CIL Liability is greater than £500,000, then the developer is allowed to pay the liability over two instalments, one 60 days after commencement of the development and another 240 days after commencement. An invoice is issued for each instalment.

4.3 Table 3 below shows invoices issued since the 1st April 2015 to developments according to their ward location.

Table 2: Total Invoices Issued by Ward

Ward	Number of Invoices Issued	Total Amounts Issued
Bethnal Green	1	£2,080.00
Bow East	1	£85,163.86
Bromley North	1	£2,320.70
Canary Wharf	1	£13,351,728.81
Lansbury	2	£233,348.86
Mile End	3	£238,505.33
St Dunstans	1	£10,400.00
St Peters	3	£86,869.93
Stepney Green	1	£1,040.00
Weavers	2	£81,280.00
Whitechapel	3	£181,138.76
Grand Total	19	£14,273,877.25

5.0 CIL Payments Received

5.1 Upon receipt of an invoice, the developer is then required to make payment either immediately if it is overdue, or at two instalments, the first 60 days after commencement; the second 240 days after commencement.

5.2 Table 4 below shows payments received this year from developments according to their ward location.

Table 4: Total Payments Received by Ward

Ward	No. of Payments Received	Total Amount Received
Bethnal Green	1	£2,080.00
Canary Wharf	1	£6,680,802.54
Lansbury	2	£233,348.86
Mile End	2	£162,500.33
Stepney Green	1	£1,040.00
Weavers	1	£11,080.00
Whitechapel	3	£163,484.91
St Peters	2	£82,472.23
Grand Total	13	£7,336,808.87

Infrastructure Delivery Framework

Appendix D: Protocol for the engagement of Commissioners through the Infrastructure Delivery Framework process.

August 2016

1. Introduction and Purpose of Protocol

1.1 This document has been formed to provide officers with a process in terms of how the Commissioners can be engaged for decision-making on the allocation of grants through the IDF process.

2. Background

2.1 Following a Best Value Inspection undertaken by Price Waterhouse Coopers during 2014, the Secretary of State for Communities and Local Government issued the Council with Directions on 17th December 2014. The Directions identified the need to appoint Commissioners to oversee the grants process.

2.2 The *Commissioners' Decision-Making Meeting* is held every six weeks. In these meetings decisions are made in respect of the allocation of grants onto third-party organisations. In addition, this forum makes decisions and recommendations regarding current and future governance arrangements relating to the provision of grants.

2.3 In the meeting of the 12th April 2016, it was decided that an Overview and Scrutiny Grants Sub-Committee should be formed. It would act as a cross-party forum and would consider grants prior to their referral to the Commissioners' Decision-Making Meeting.

3. Proposed Process

3.1 Please find below a step by step process for how grants of S106 and/or CIL can be approved as part of the IDF process with the involvement of Commissioners.

1. Lead Officer for infrastructure project completes Project Initiation Document (PID) in the normal way and submits this to the Infrastructure Delivery Steering Group (IDSG) in accordance with the meetings programme. The PID template provides the submitting officer with the opportunity to set out information regarding the provision of grants.

2. The PID is considered at the IDSG. If the IDSG recommends to the IDB for approval by Cabinet the allocation of funding to the project, then the project can be referred to the Commissioners Decision-Making meeting via the Overview and Scrutiny Grants Sub-Committee, to gain approval for the provision of the grant. If the Corporate Director of Development and Renewal (or equivalent) as the chair of the IDSG does not have the delegated authority to approve the project but approves the PID for referral to the Infrastructure Delivery Board (IDB) and Cabinet, then the Infrastructure Planning Team will prepare a covering Cabinet report to accompany the PID to these forums.

3. If the project is approved at the IDB for referral to Cabinet then the project can be referred to the Commissioners Decision-Making meeting via the Overview and Scrutiny Grants Sub-Committee, to gain approval for the provision of the grant(s). It will be the responsibility of the lead project officer to form a report in accordance with templates and make submissions in accordance with relevant timescales.

4. Future Arrangements

4.1 The position regarding the Council's process to approve the provision of grants will be monitored and updated according to the implementation of any new processes.

Infrastructure Delivery Framework

Appendix E: Protocol for the approval of Recorded Corporate Director's Actions (RCDAs) through the Infrastructure Delivery Framework (IDF) Meetings Process

August 2016

1. Introduction and Purpose of Protocol

1.1 This protocol has been formed in order to set out a new process to enable the completion of Records of Corporate Directors Actions (RCDAs) to be completed through the IDF process.

2. Background

2.1 In an infrastructure delivery context RCDAs enable the adoption of Capital budget of £250,000 or less by Corporate Directors. They also facilitate the waiving of Financial Regulations (including the Procurement Rules) on an item with an assessed value of up to £164,176. Corporate Directors are granted this approval by the Council's Constitution.

2.2 In order to formalise an RCDA a form (template attached at Appendix A) must be completed and signed by a number of parties, including:

- **The Instructing Officer:** This party is required to complete Section A (Information) and Section B (Justification for Action).
- **Service Head;**
- **Directorate Finance Manager;**
- **Responsible Procurement Officer:** Where the RCDA is seeking to waive procurement procedures, this party must provide comments and sign the RCDA form.
- **Chief Legal Officer;**
- **Originating Director.**

2.3 Grant Thornton was appointed to review the S106 programme management processes of the Council and produced a report dated the 7th March 2016. This audit identified that the RCDA process contributed to delays. It stated:

[The RCDA] process is contributing to delays to the commissioning of projects.

2.4 The same audit report referred to in the paragraph above made the following recommendation:

When implementing the IDF the Council should review the RCDA procedure and investigate whether a more streamlined process which enables more rapid delegated funding approval will still achieve the same results without sacrificing the quality of oversight and accountability.

2.5 Section 3 below sets out a process to integrate the RCDA procedure into the IDF decision-making process. This will help to expedite the approval of infrastructure projects and ensure compliance with audit recommendations.

3. Proposed Process

3.1 Please find below a series of steps that must be followed to complete RCDAs through the IDF process:

1. The relevant directorate lead on infrastructure delivery will oversee the completion of sections A and B of the RCDA form.

2. The relevant directorate lead will oversee the provision of comments from the relevant Service Head.

3. The relevant directorate lead will oversee the provision of comments from the relevant Directorate Finance Manager.

4. Where applicable the relevant directorate lead will oversee the provision of comments from the Responsible Procurement Officer. Comments from this individual will only be required where a waiver of procurement procedures is required.

5. Following receiving comments from the parties set out in steps 1 to 4 above, the relevant directorate lead will attach both a 'clean' and a signed version of the RCDA form to the Project Initiation Document (PID) when it is being submitted to the Infrastructure Delivery Steering Group for approval.

6. The Infrastructure Planning Team will coordinate the distribution of the PID and RCDA at least one week ahead of the IDSG meeting, in accordance with the meetings programme.

7. If the Infrastructure Delivery Steering Group approve the Project Initiation Document and the RCDA for the allocation of funding) or for referral to Cabinet via the IDB, then the Infrastructure Planning Team will form a covering report that will incorporate the PID and RCDA form. This form will be submitted to Legal Services by Infrastructure Planning to obtain the comments of the Chief Legal Officer. This submission will be made in accordance with the timescales for submission of Cabinet reports to Legal Services.

8. Once the comments of the Chief Legal Officer have been obtained the PID, RCDA and covering report will be submitted to the IDB in accordance with the deadline for papers for this group. The covering report will provide instructions and clearly indicate the Corporate Director who must review and address the RCDA form ahead of the IDB meeting.

9. If the Corporate Director is content with the proposal set out in the covering report, PID and RCDA form then they must comment on and sign the RCDA. The RCDA can be provided onto the relevant officer ahead of or at the IDB meeting.

10. If the Corporate Director has any queries regarding the project or RCDA they can raise them at the IDB, or with the relevant officer ahead of this meeting.

11. Barring exceptional circumstances, and assuming the Corporate Director is content with the proposed project, this person will be required to have signed the RCDA by the end of the IDB meeting and to provide the form onto the relevant officer.

12. If significant changes to the PID or RCDA form are required at any stage of the process then they should be withdrawn and referred to future meetings cycles.

3.2 This process will be kept under review and will be reflected in the Terms of Reference for the IDF meeting. If amendments are required then new proposals will be made through the IDF process.

3.3 If any party has any queries in respect of this process, they can contact one of the following members of the Infrastructure Planning Team:

Joseph Ward Ext: 2343	Christopher Horton Ext: 5249	Martyn Earl Ext: 2980

Appendix A: Record of Corporate Directors Action template

Financial Regulations (FA10) provide that Senior Managers have discretion to approve the following actions without obtaining Cabinet approval:-

1. Approve Virements with a value of up to £250,000
2. Adoption of a Capital budget with a value of up to £250,000
3. Waiving Financial Regulations (including the Procurement Rules) on an item with an assessed value of £164,176
4. Approve a capital overspend of up to £250,000.
5. Settle Uninsured Claims of up to £250,000.

Where the action involves waiving the Procurement Procedures (item 3), the Corporate Director in liaison with the Head of Corporate Procurement and Legal Services may agree to the waiver **ONLY** if justification falls under the exceptions listed in clause 12.1 of the procurement procedures
All exercises of Directors Actions, which involve sums in excess of £100,000 must be reported to the next available Cabinet through a noting report.

Where the action involves Capital spend i.e. point 2 and 4, the Appendix A attached **MUST** be completed.

It is the responsibility of Corporate Directors **to return** to Legal Services fully completed and signed RCDAs. An RCDA is not a contract. If the RCDA relates to a waiver of the Financial Regulations and a contract is required, please also complete and return Appendix B to enable Legal Services to draft a contract.

Under the Greater Government Transparency Agenda, the Council has made a commitment to publish all contracts above £25,000. All RCDAs above £25,000 will require a Contract number and will be published through the London Contract Register.

SECTION A: INFORMATION

Title:		**Ref:**	
Directorate:		**Service Area**	
Originating officer Name:			
Originating Officer signature:		**Date:**	

Approve Virements with a value of up to £250,000	☐
Adoption of a Capital budget with a value of up to £250,000 (Complete Appendix A)	☐
Approve a capital overspend of up to £250,000. (Complete Appendix A)	☐
Settle Uninsured Claims of up to £250,000.	☐
Waiving Financial Regulations on an item with an assessed value not exceeding £164,176 (Complete Appendix B)	☐

Is there an existing Contract?	☐ **Yes**	**Contract Number:**	
		End Date for existing contract:	
	☐ **No.**		
Has this service been	☐ **Yes**	**Please provide RCDA number:**	

subject of any RCDA before?			
	☐ **No.**	**What is the cumulative value of all RCDAs including this one?**	
Organisation Name:		**Creditor Num:**	
Organisation Contact Name:			
Organisation Contact Details:			
Total Value:		**Length of contract (enter total number of months):**	
RCDA Agreement Start Date:		**RCDA Agreement End Date:**	

SECTION B: JUSTIFICATION FOR ACTION

(Where the RCDA refers to the waiver of the Procurement procedures justification must be based exclusively on the grounds listed in section 12 of the Procurement Procedures)

SECTION C: APPROVAL AND SIGNATURES

Comments of the Service Head

Name:

Signature: **Date:**

Comments of the Directorate Finance Manager

Name:

Where the RCDA is above £100,000, please confirm date of Noting Report to Cabinet

Signature: **Date:**

Comments of the Responsible Procurement Officer (Applicable where waiver of Procurement Procedures)

Name:

Signature: **Date:**

Comments of the Chief Legal Officer

Name:

Signature: **Date:**

Comments of the Originating Director

Where this RCDA concerns waiving Financial Regulations and a contract is required, I hereby use my delegated power under paragraph 10.2 of the Scheme of Management (Part A) of Part 3 of the constitution to give effect to this decision.

Where the RCDA is above £100,000, please confirm noting report to Cabinet ☐ **No**
☐ **Yes**

Name:

Signature: (Signature of Originating Director or, in his/her absence, the appropriate Head Of Service) **Date:**

- **Capital Budget Profile**

Please profile the capital budget being adopted, with 'Year 1' being the current financial year.

Year 1				Year 2	Year 3	Total Capital Estimate
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Full Year	Full Year	
£	£	£	£	£	£	£

- **Capital budget Funding Source**

Please detail the funding of the capital estimate.

	Funding Type (Grant, Section S106, RCCO etc.)	Additional Information (Section 106 PA Number, or Name of External Grant)	Amount £
Funding 1			
Funding 2			
Funding 3			
Funding 4			
		TOTAL	

- **Capital budget Funding Profile**

Please profile the funding source of the capital estimate, with 'Year 1' being the current financial year.

	Year 1 £	Year 2 £	Year 3 £	Amount £
Funding 1				
Funding 2				
Funding 3				
Funding 4				
			TOTAL	

APPENDIX B

CONTRACTS TEAM INSTRUCTION FORM

CONTRACT FORMATION THROUGH RCDA

Please return the completed RCDA (once all signatures are captured) together with this completed form and relevant documentation to Jonathan Fox, Legal Team Leader, for allocation to a Contracts Lawyer.

CLIENT DETAILS			
Date Completed:		**LBTH Requestor Name:**	
Directorate:		**Service Area:**	
Section:		**Telephone Number:**	
Requestor Line Manager (to be contacted in absence of requestor officer)			
Cost Code for Disbursements:			

NATURE OF THE CONTRACT			
Anticipated contract value over the whole lifetime of the intended contract term (this can't exceed the spend approved RCDA)			
Contract type:	**Supplies** ☐	**Contract term (specified in months)**	
	Services: ☐		
	Works: ☐		

ORGANISATION DETAILS			
Organisation Contact Full Name:			
Email Address:		**Telephone Number:**	
Registered Address:	Address Line 1		
	Address Line 2		
	Address Line 3		
	City/Town		
	Country		
	Post Code		
	Email address		
	Telephone Number		
	Website		

KEY DATES			
Start date of contract		**End date of Contract**	
What is the date by which you need to complete the contract? (note that Legal can usually prepare a draft contract within 10 working days of full instructions)			

SPECIFICATION OF THE CONTRACT
Please provide as much detail as you can about what you are purchasing or contracting for. Remember to attach the relevant Specification, Pricing Schedule and Supplier's Proposal detailing how they intend to deliver the Services/Works in accordance with the Specification.

This page is intentionally left blank

Infrastructure Delivery Framework

Appendix F: A process to enable officers to seek early views in respect of proposed projects

August 2016

1. Introduction and Purpose of Protocol

1.1 This protocol has been formed to set out a new process to enable officers to seek initial views on potential infrastructure projects from the Infrastructure Delivery Board (IDB) through the IDF process. It is hoped this process will ensure the most efficient use of officer resources and will help prevent the formal submission of inappropriate projects.

2. Proposed process: Officers seeking initial views of potential projects

2.1 Please find attached at Appendix A an 'Initial Project Proposal Form' that officers can submit through the IDF process to enable discussion regarding the potential project, initially at the Infrastructure Delivery Steering Group (IDSG) meeting and then, assuming the matter is approved for referral, at the IDB meeting.

2.2 In terms of the preparation and submission of the relevant form, please refer to the step-by-step process set out below:

Step 1: Relevant officer to complete the 'Initial Project Proposal Form' attached at Appendix A.

Step 2: Relevant officer to ensure that the 'Initial Project Proposal Form' is submitted to the Infrastructure Planning Team at least two days ahead of the Agenda publication deadline for the IDSG meeting.

Step 3: 'Initial Project Proposal Form' to be considered by the IDSG. If appropriate this forum can approve the referral of this project to the IDB.

Step 4: 'Initial Project Proposal Form' to be included within the Agenda pack for the IDB meeting.

Step 5: Potential project discussed at the IDB meeting. Depending on the outcomes of discussion, the relevant officer may then submit more detailed proposals for the project through subsequent IDF meetings cycles.

Appendix A: Initial Project Proposal Form

Project Reference	
Project Location (Ward)	
Project Description	
Potential Community Benefits	
Other Relevant Information	
Matters for Consideration	

Appendix G

LONDON BOROUGH OF TOWER HAMLETS
INFRASTRUCTURE DELIVERY STEERING GROUP

TERMS OF REFERENCE

1) Introduction

a) This document sets out the terms of reference of the meeting known as the Infrastructure Delivery Steering Group ('IDSG').

b) The IDSG is not a committee constituted under Section 101 of the Local Government Act 1972 and therefore no general duties, responsibilities or powers assigned to such committees or to any sub-committees or officers under the constitution, standing orders or scheme of delegation of the Administering Authority apply to the Steering Group unless expressly included in this document.

c) The IDSG was established through the approval for the implementation of the Infrastructure Delivery Framework, granted by the Mayor in Cabinet on the 5th January 2016.

d) In carrying out its responsibilities as set out in these Terms of Reference, the IDSG will at all times act reasonably and in good faith and in a way which is consistent with the Council Procedure Rules.

e) These Terms of Reference were adopted on 4th October 2016 and shall be reviewed at any time the chair of this meeting considers it necessary.

2) Interpretation

a) The following terms have the meanings as outlined below:

- 'IDF': the Infrastructure Delivery Framework.
- 'IDSG': Infrastructure Delivery Steering Group.
- 'IDB': Infrastructure Delivery Board.
- 'CIL': The Community Infrastructure Levy.
- 'S106': Section 106 Planning Obligations.
- 'the 2008 Act' The Planning Act 2008.
- 'the 2010 Regulations" The Community Infrastructure Levy Regulations 2010 as amended from time to time.
- 'the Constitution' means the London Borough of Tower Hamlets Constitution as amended from time to time.
- 'the Neighbourhood Portion' means the percentage of CIL requiring consultation with local people before it is spent.

- ‘Relevant Infrastructure’ means the infrastructure listed on the Council’s CIL Regulation 123 list.

3) Scope of Responsibilities

a) To comply with relevant statutory reporting requirements.

b) If necessary, to recommend the following decisions, as and when required, to the IDB for approval by Cabinet where appropriate:

- The proposed approach to reporting CIL and S106 income, allocation and expenditure information.
- The delegation of powers to the IDSG to approve the allocation of CIL or S106 funding in defined circumstances.
- The proposed approach to engaging Commissioners where the allocation of CIL and/or S106 involves the provision of grants.
- The proposed approach to integrating the completion of ‘Records of Corporate Director’s Actions’ forms through the IDF process.
- The approval of the adoption of capital budgets where the project in question is funded at least in part by CIL or S106 funding.
- The approval of allocation of any amount of CIL or S106 to a project. CIL funding must be allocated to Relevant Infrastructure and S106 funding must be allocated in accordance with the related S106 agreement.
- Proposals relating to expenditure of the Neighbourhood Portion of CIL.
- The Terms of Reference for this group.

c) To ensure that funding from CIL (excepting the Neighbourhood Portion) is applied to the provision, improvement, replacement operation or maintenance of Relevant Infrastructure.

d) To ensure that the Neighbourhood Portion is spent on 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.

e) For reporting purposes, refer CIL and S106 income, allocation and expenditure information to the IDB.

f) To recommend the allocation of CIL and S106 funding and the adoption of capital budgets, in accordance with approved delegated authority.

g) To recommend the allocation of S106 income to infrastructure projects where contributions are due to expire imminently, in accordance with approved delegated authority.

h) To recommend the referral of 'Records of Corporate Director's Actions' to relevant parties in accordance with approvals provided.

i) In accordance with recommendations, refer matters to the IDB to seek initial views of new infrastructure projects that may involve the future allocation of CIL or S106.

j) To form and maintain to date an evidence base to inform decision-making.

k) To monitor the delivery of funded infrastructure projects and report on them to the IDB and Cabinet.

l) Use best endeavours to update the Cabinet forward plan as early as possible.

m) To ensure the completion of FP1 forms for matters being referred to Cabinet through the IDF process.

n) To where appropriate, interact with relevant third parties in respect of the expenditure of CIL and S106, such as:
- Transport for London (TfL).
- Docklands Light Railway (DLR).
- Canals and River Trust (CART).
- National Health Service (NHS) and component parts thereof.

o) To form and recommend appropriate processes to assist the IDF decision-making process.

4) Membership and General Governance

a) The IDSG shall be chaired by the Corporate Director for Development and Renewal (or equivalent) who may delegate a deputy to chair in his/her absence. The chair of the IDSG shall ensure the IDSG fulfils its responsibilities as set out in these Terms of Reference.

b) IDSG members are listed in Appendix A and include officers from across a number of Directorates including:

- Development & Renewal.
- Communities, Localities & Culture.
- Children's Services.
- Adult Services.

c) IDSG members may invite other parties to attend to present in respect of specific matters. Where practicable, the Infrastructure Planning Team must be notified of additional attendees at least ten days in advance of the relevant IDSG meeting.

d) IDSG membership may be terminated in the following circumstances:

   i) If a member no longer holds relevant employment.
   ii) If a member is no longer able to demonstrate their capacity to attend and prepare for meetings or to participate in required training.
   iii) If a member has a conflict of interest.

e) IDSG meetings shall be held in accordance with meetings programmes agreed at the IDSG.

f) The chair of the IDSG may cancel or call additional meetings.

g) An IDSG meeting is only quorate when at least one Member and the Chair are present.

h) Urgent business between meetings may, in exceptional circumstances, be conducted via communications between members of the IDSG.

i) The Infrastructure Planning Team will form the Agenda for the IDSG in collaboration with the chair, and distribute this and any supporting papers where practicable seven days in advance of the IDSG meeting.

j) Draft minutes of each meeting including all actions and agreements will be recorded by a member of the Infrastructure Planning Team and where practicable be published within fourteen working days of the meeting. These draft minutes will be subject to formal agreement by the IDSG at the next meeting.

k) The term of office for this group is for a period until the Council's executive (or equivalent) decides the term shall expire.

l) Membership of the group may be terminated prior to the end of the term of office due to:

   i) A Member Representative no longer being a member of the Council.
   ii) A conflict of interest.

m) IDSG members shall participate in such personal training needs analysis or other processes that are put in place in order to ensure that they maintain the required level of knowledge and understanding to carry out their role in the IDSG.

n) Submissions to the IDSG must be made in accordance with the meetings programme for the IDSG.

o) Members of the IDSG should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required. Where appointed, substitutes should be named and must undertake the same training as full members.

p) Members of the IDSG must declare at any such time as their circumstances change, any potential conflict of interest arising as a result of their position on the IDSG.

5) IDSG Finance Sub-group

a) This meeting shall be held as part of every agreed IDF meetings cycle, 2 weeks prior to IDSG Meeting.

b) This Sub-group consists of the following members:

- Senior Business Accountant, CLC Finance.
- S106 Planning Obligations Officers, D&R.
- Business Improvement & Programme Manager, D&R.
- Strategy & Business Development Manager CLC.
- S106 Programme Co-ordinator D&R.
- S106 Project Manager, CLC.
- Team Leader, Infrastructure Planning.

c) The purpose of this Sub-group is to:

- Review the existing S106/CIL accounts and monitor and progress income.
- Consider S106/CIL forecasting information.
- Monitor projects and programmes for infrastructure projects.
- Monitor contributions nearing time expiry.
- To review Project Initiation Documents (PIDs) to ensure projects are aligned to funding requirements, Council strategies and any other relevant evidence.
- To ensure there is a robust business case for proposed projects and that risks are identified and appropriately mitigated.
- To make final decisions about whether a PID will be included on the agenda for the subsequent IDSG meeting.

Appendix A – IDSG Members and other Attendees

Name	Role
Members	
Aman Dalvi (AD)	Corporate Director, D&R
Owen Whalley (OW)	Service Head for Planning and Building Control
Fleur Francis (FF)	Planning Law Team Leader
Marcus Woody (MW)	Planning Lawyer
Paul Greeno	Senior Corporate and Governance Lawyer
Thorsten Dreyer (TD)	Strategy & Projects Manager CLC
Tim Madelin (TM)	Senior Public Health Strategist
Pat Watson (PW)	Head of Building Development
Helen Green (HG)	S106 Project Manager
Adele Maher (AM)	Strategic Planning Manager
Tope Alegbeleye (TA)	Strategy, Policy & Performance Officer, CLC
Andy Scott (ASc)	Head of Economic Development
Andy Simpson (ASi)	Programme Manager, D&R
Matthew Pullen (MP)	Infrastructure Planning Team Leader
Abdul Khan (AK)	Service Manager, Energy and Sustainability
Paul Buckenham (PB)	Development Manager, D&R
Alison Thomas (AT)	Head of Housing Strategy, Partnerships and Affordable Housing.
Richard Chilcott (RC)	Asset Management
Other Attendees	
Chris Horton (CH)	Infrastructure Planning
Martyn Earl (ME)	Infrastructure Planning
Joseph Ward (JW)	Team Leader, Development Viability

Appendix H

LONDON BOROUGH OF TOWER HAMLETS
INFRASTRUCTURE DELIVERY BOARD

TERMS OF REFERENCE

1) Introduction

a) This document sets out the terms of reference of the Board level group known as the Infrastructure Delivery Board ('IDB').

b) The Board is not a committee constituted under Section 101 of the Local Government Act 1972 and therefore no general duties, responsibilities or powers assigned to such committees or to any sub-committees or officers under the constitution, standing orders or scheme of delegation of the Administering Authority apply to the Board unless expressly included in this document.

c) The IDB was established through the approval for the implementation of the Infrastructure Delivery Framework, granted by the Mayor in Cabinet on the 5th January 2016.

d) In carrying out its responsibilities as set out in these Terms of Reference the IDB will at all times act reasonably and in good faith and where practicable, in a way which is consistent with the Council Procedure Rules.

e) These Terms of Reference were adopted on 4th October 2016 and shall be reviewed at any time the chair of this meeting considers it necessary.

2) Interpretation

a) The following terms have the meanings as outlined below:

- 'IDF': the Infrastructure Delivery Framework.
- 'IDSG': Infrastructure Delivery Steering Group.
- 'IDB': Infrastructure Delivery Board.
- 'CIL': The Community Infrastructure Levy.
- 'S106': Section 106 Planning Obligations.
- 'the 2008 Act' The Planning Act 2008.
- 'the 2010 Regulations" The Community Infrastructure Levy Regulations 2010 as amended from time to time.
- 'the Constitution' means the London Borough of Tower Hamlets Constitution as amended from time to time.
- 'the Neighbourhood Portion' means the percentage of CIL requiring consultation with local people before it is spent.
- 'Relevant Infrastructure' means the infrastructure listed on the Council's 123 list.

3) Scope of Responsibilities

a) To comply with relevant statutory reporting requirements.

b) To approve amendments to the Terms of Reference for the IDB and IDSG meetings. Where this might constitute a 'Key decision' under the Council's Constitution, recommendations should be referred to the Mayor in Cabinet.

c) To approve if appropriate, where initial project proposals have been submitted to the IDB, the preparation of detailed project proposals.

d) Where necessary, to recommend the referral of the following decisions, as and when required, to the Mayor in Cabinet:

- The proposed approach to reporting CIL and S106 income, allocation and expenditure information.

- The delegation of powers to the Corporate Director of Development and Renewal (or equivalent) as chair of the IDSG to approve the allocation of CIL or S106 funding in defined circumstances.

- The proposed approach to engaging Commissioners where the allocation of CIL and/or S106 involves the provision of grants.

- The proposed approach to integrating the completion of 'Records of Corporate Director's Actions' forms through the IDF process.

- The approval the adoption of capital budgets where the project in question is funded at least in part by CIL or S106 funding.

- The approval of allocation of any amount of CIL or S106 to a project. CIL funding must be allocated to Relevant Infrastructure and S106 funding must be allocated in accordance with the related S106 agreement.

- Proposals relating to expenditure of the Neighbourhood Portion of CIL.

e) To, where necessary, to recommend the referral of the following information to the Mayor in Cabinet and/or the Overview and Scrutiny Committee, for reporting purposes:

- CIL and S106 income and expenditure information;

- Progress updates with regard to approved infrastructure projects;

- An evidence base to support decision-making.

f) To endeavour to ensure the Recorded Corporate Director's Action process of adopting a capital budget or approving the waiving of Procurement Procedures for an infrastructure project, that is at least partially funded by the Community Infrastructure Levy (CIL) or S106 funding, can be signed by relevant parties prior to or at the meeting of the IDB where they have been referred to the IDB in accordance with submission requirements.

g) To ensure any recommendations made to the Mayor in Cabinet that involve the allocation of CIL funding (excepting the Neighbourhood Portion) are informed by the need for CIL to be spent the provision, improvement, replacement operation or maintenance of Relevant Infrastructure.

h) To ensure any recommendations made to the Mayor in Cabinet that involve the Neighbourhood Portion of CIL are informed by the need for it to be spent on 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.

i) To ensure any recommendations made to the Mayor in Cabinet that involve the S106 are made in accordance with spending restrictions set out in the related S106 agreement.

j) To consider and provide initial views on new infrastructure projects that may involve the future allocation of CIL or S106.

k) To consider any infrastructure evidence base documents that are referred to the IDB by the IDSG.

l) Approve the referral of proposals to Commissioners where the allocation of CIL and/or S106 involves the provision of grants.

4) Membership and General Governance

a) The IDB shall be chaired by the Mayor of the Council and the membership shall consist of the regular attendees of the Mayors Advisory Board.

b) Decisions made in the IDB will be made by the chair of the IDB.

c) IDB meetings shall be held in accordance with the Council's Municipal Meetings Calendar. See attached at Appendix A the programme for the IDB meetings in 2016/17 as extracted from the Council's Municipal Meetings Calendar.

d) The chair of the IDB may cancel or call additional meetings.

e) An IDB meeting is only quorate when at least one Member and the Chair are present.

f) Urgent business between meetings may, in exceptional circumstances, be conducted via communications between members of the IDB.

g) Democratic Services will form the Agenda for the IDB in collaboration with the chair, Infrastructure Planning Team, and IDSG meeting. This Agenda and any supporting papers will where practicable be distributed in accordance with the Agenda for the Mayor's Advisory Board meeting.

h) Democratic Services will maintain the meeting, distribute documents as necessary and take Minutes and record decisions as appropriate. The draft minutes will be subject to formal agreement by the IDB at the next meeting.

i) The term of office for the IDB is for a period until the Council's executive (or equivalent) decides the term shall expire.

j) IDB members shall participate in such personal training or other processes that are put in place in order to ensure that they maintain the required level of knowledge and understanding to carry out their role on the IDB.

k) IDB members should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.

l) Where appointed, substitutes can be named and must undertake the same training as IDB members.

m) Relevant officers of the Council may attend the IDB to present:

- Matters relating to the collection or expenditure of CIL and/or S106 funding.
- Proposals relating to infrastructure projects.
- Any other matters considered appropriate by the chair of this group.

n) The Chair of the IDB shall ensure the IDB fulfils its responsibilities as set out in these Terms of Reference.

o) Member of the IDB must declare to the Council and at any such time as their circumstances change, any potential conflict of interest arising as a result of their position on the IDB.

p) The IDB is to be held in private.

Appendix A: IDB Meetings Programme 2016/17

	MEETING DAY/TIME/	MAY 16	JUN 16	JUL 16	AUG 16	SEP 16	OCT 16	NOV 16	DEC 16	JAN 17	FEB 17	MAR 17	APR 17	MAY 17	JUN 17	No. of Mtgs
Infrastructure Delivery Board	Tuesdays (same day as MAB)		28	26	9	27		8 22		10 31	28	28	TBC	TBC	TBC	10

This page is intentionally left blank

Cabinet 4 October 2016	TOWER HAMLETS
Report of: Corporate Services This report has been formed by Development and Renewal to seek approval of recommendations related to five Project Initiation Documents submitted by the Communities, Localities and Culture Directorate and Adult Services Directorate.	**Classification:** Unrestricted
Approval of the allocation of S106 and Community Infrastructure Levy (CIL) Funding to projects: a) Idea Store Interactive Learning Project b) Mile End Pavilion Air Conditioning c) Idea Stores Technology Refresh d) Pocket Parks Programme e) Wellington Way Health Centre	

Lead Member	
Project Initiation Documents Councillor Asma Begum, Cabinet Member for Culture Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adult Services Covering Cabinet Report Councillor Rachel Blake, Cabinet Member for Strategic Development	
Originating Officer(s)	
a) Idea Store Interactive Learning Project Initiation Document: Judith St John b) Mile End Pavilion Air Conditioning Project Initiation Document: Stephen Murray c) Idea Stores Technology Refresh Project Initiation Document: Judith St John d) Pocket Parks Programme Project Initiation Document (Communities, Localities and Culture): Shazia Hussain e) Wellington Way Health Centre Project Initiation Document: Somen Banerjee f) Covering Cabinet Report (Development and Renewal): Owen Whalley	
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	**A Great Place to Live; A Safe and Cohesive Community; A Healthy and Supportive Community**

1. EXECUTIVE SUMMARY

1.1 This document has been prepared in order to seek approval from the Mayor in Cabinet to approve the allocation for £3,830,580.42 of Section 106 (S106) and Community Infrastructure Levy (CIL) funding (£3,694,775.71 from CIL and £135,804.71 from S106) to projects set out in five Project Initiation Documents (PIDs) that are attached to this Cabinet Report.

1.2 Specific recommendations for the adoption of capital budgets and the referral to commissioner processes for grant sums of £30,000 and £3,119,000 (as required) are set out in the recommendations section of this report.

1.3 The projects can be summarised as follows:

a) **Idea Store Interactive Learning Project** – it is proposed, in phase 1 of this project, to replace all 100 Idea Store Learning computers with modern equipment capable of running Windows 10 and Microsoft Office 2016. Phase 2 of this project is proposed to include internet enabled touch screens linked to wireless printers.

b) **Mile End Pavilion Air Conditioning** - new serviced air conditioning system to enable greater participation in community activities using the pavilion for longer periods of the day and to ensure higher levels of community participation.

c) **Idea Stores Technology Refresh** – this project will be delivered in two distinct phases. Phase 1 will see a service improvement brought about by the use of Wifi enabled mobile technology. Phase 2 will cover the replacement of legacy Radio-frequency identification (RFID) equipment. Other improvements will include self-service kiosks, shelf readers, security gates and deactivation pads.

d) **Pocket Parks Programme** - This programme involves the following projects:
- A new pocket park/ open space on the A12 Green Mile;
- A new outdoor gym in Ropewalk Gardens;
- The delivery of the new Marner Family Community Play Space/Gym;
- The transformation of underused green space between Kingwood and Bloomfield House on the Chicksand East Estate.

e) **Wellington Way Health Centre** - development of health services at Wellington Way will provide suitable, fit for purpose, primary care premises, for the populations of the wards Bow West, Bow East, Mile End, Bromley North and Bromley South; working with St Andrews on some specialist local services.

1.4 Table 1 below sets out the amount request for each of the projects highlighted in 1.3, including the source of requested funding related to CIL and S106. Table 2 set out the projects and amounts that require capital budgets to be adopted.

Table 1: Source of Funding and Overall Amounts Requested for Allocation

	Amounts		
Project Title	**Overall Request**	**S.106**	**CIL**
Idea Store Interactive Learning project	£232,342	£96,537.29	£135,804.71
Mile End Pavilion Air Conditioning	£30,000	£30,000	
Idea Stores Technology Refresh	£249,238.42	£249,238.42	
Pocket Parks Programme	£150,000	£150,000	
Wellington Way Health Centre	£3,119,000	£3,119,000	
Totals	**£3,780,580.42**	**£3,644,775.71**	**£135,804.71**

Table 2: Adoption of Capital Budget > Requested Amounts

	Amounts	
Project Title	**Overall Request**	**Adoption of Capital Budget > Request Amount**
Idea Store Interactive Learning project	£232,342	£232,342
Mile End Pavilion Air Conditioning	£30,000	£30,000
Idea Stores Technology Refresh	£249,238.42	£249,238.42
Pocket Parks Programme	£150,000	£150,000 (£30,000 to be subject to commissioners grant approval process)
Wellington Way Health Centre	£3,119,000	Capital budget already adopted
Totals	**£3,780,580.42**	**£661,580.42**

RECOMMENDATIONS

2.1 The Mayor in Cabinet is recommended to:

1. Approve the capital allocation of £3,780,580.42 S106 and CIL funding to the projects set out in Table 1 and profiled in the Project Initiation Documents attached at Appendices A to E and as set out below:

    a) Idea Store Interactive Learning Project: **£232,342**
    b) Mile End Pavilion Air Conditioning: **£30,000**
    c) Idea Stores Technology Refresh: **£249,238.42**
    d) Pocket Parks Programme: **£150,000**
    e) Wellington Way Health Centre: **£3,119,000**

2. Approve the adoption of a capital budget in respect of the projects set out in four of the PIDs, equating to an amounts as follows:

    a) Idea Store Interactive Learning Project: **£232,342**
    b) Mile End Pavilion Air Conditioning: **£30,000**
    c) Idea Stores Technology Refresh: **£249,238.42**
    d) Pocket Parks Programme: **£150,000**

3. Approve the referral of a proposed grant allocation of £30,000 to Poplar HARCA for improvements to open space in the vicinity of the A12 Highway as part of the Pocket Parks Programme through the Commissioners' decision making process as required.

4. Approve the referral of a proposed grant allocation of £3,119,000 for the development of a new dedicated GP surgery facility at Wellington Way (including enabling works at Mile End Hospital to facilitate the relocation of the existing health facility at Wellington Way) to the Commissioners for formal confirmation whether Commissioners' approval is required and approve the allocation to proceed through the Commissioners' decision making process if required.

2.2 If it is not considered appropriate to approve the allocation of S106 and CIL funding to all of the projects described in the attached PIDs, then approvals can be made in respect of any of the individual projects. In addition, capital budgets can also be adopted in respect of any of the individual relevant project/ PIDs.

2. REASONS FOR THE DECISIONS

2.1 Approval is sought to deliver these projects for the following reasons:

1. They help contribute to the delivery of positive improvements to people's lives that will underpin the Community Plan themes of:

- A Great Place to Live;
- A Safe and Cohesive Community;
- A Healthy and Supportive Community

2. They will improve the health and wellbeing of residents and workers, as well as overall levels of public participation and interactive learning.

2.2 Please refer to the attached Project Initiation Documents (PIDs) for more information.

3. ALTERNATIVE OPTIONS

3.1 The projects within the attached PIDs can be individually or collectively approved. The only alternative option is to not allocate the funding to some or any of these projects.

3.2 It should be noted that the use of S106 funding proposed for allocation in this report is restricted, as it must be spent in accordance with the terms and conditions of its expenditure pertaining to a specific S106 agreement related to the development from which it originates. This may restrict the spend of S106 funding for certain infrastructure types or projects and also by the geographic location of the project.

3.3 Any alternative spend of this funding would have to be on the projects that would meet the requirements of the relevant S106 agreement.

4. BACKGROUND

S106

4.1 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 over a related issue. Planning obligations / S106 agreements are legal agreements, negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

4.2 S106 planning obligations must be spent in accordance with the agreement to which they relate. The contributions secured in S106 agreements are usually tied to the need to provide a certain type of project in a defined location.

CIL

4.3 CIL is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities to help deliver infrastructure to support the development of their area. It came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010. Development may be liable for a charge under CIL.

PIDS

4.4 The background to the projects is provided below. For further information on the projects described in this report it is necessary to consult the PIDs attached at Appendices A to E.

Idea Store Interactive Learning Project (Appendix A)

4.5 This project is proposed to be delivered in two distinct phases. Phase 1 will see a service improvement brought about by the use of new computers and software. Phase 2 will cover the replacement of teaching aids, namely interactive touch screen technology and peripheral devices.

Phase 1 – New PCs and software

4.6 The equipment used by the Idea Store Learning tutors and students is no longer fit for purpose. Learners are being taught in Microsoft Office 2003. With 13 year old software and PCs of a similar age Idea Store Learning is not adequately preparing students with the skills required in the modern workplace.

4.7 Idea Store Learning IT sits outside the Agilisys contract. As the learning environment is outside the contract, the computers will not be upgraded by Agilisys and are still running the now obsolete Windows XP operating system. The onus to refresh learning equipment resides solely with the Idea Store service.

4.8 It is proposed to replace all 100 Idea Store Learning computers with modern equipment capable of running Windows 10 and Microsoft Office 2016.

Phase 2 – New teaching aids and peripherals

4.9 It is proposed that Idea Store Learning labs are fitted with the same standard equipment now being used within Tower Hamlets schools, specifically internet enabled touch screens linked to wireless printers. With this new implemented technology, tutors would be able to annotate presentations and instantly share this with the class or embed websites or video into lesson plans. The use of touch screen technology would remove the need for expensive ceiling mounted projectors and assist in how courses are delivered.

4.10 Without a major technology refresh Idea Store Learning would need to cut the range of courses offered. Some high fee generating courses such as web design have already been cancelled due to inadequate IT facilities. Tower Hamlets is in a unique position, with high tech jobs in both Canary Wharf and silicon roundabout demand for introductory and improver adult education courses is high but without adequate IT facilities Idea Store Learning is unable to service this demand.

4.11 Unless there is a radical improvement with the quality of IT hardware and software Idea Store Learning may lose its Ofsted rating of Good, making it more difficult to recruit and retain learners and potentially putting at risk income from the Skills Funding Agency (Appendix A).

Mile End Pavilion Air Conditioning Project (Appendix B)

4.12 The overall case for this work is the improvement of the visitor experience when attending the Mile End Children's Play Pavilion. The play pavilion has a busy programme of community activities 7 days a week from 10am until 5pm and hosts: early years soft play session, stay and play sessions, home education group, Somali integration project, Alhuda Play project, children's centres play sessions, East London scouts group.

4.13 On average the pavilion allows for between 400 to 500 users across the week. The majority of users are children, toddlers and school children with additional needs. The installation of air conditioning within the public space of the play pavilion will allow greater use of the pavilion during summer periods, allowing user groups to use the facility comfortably and without risk of any detrimental impacts to their health.

4.14 The contractor has been procured in line with the Council's established procedures to deliver the improvement to the park and the play facility. The project will be led by the CLC Directorate and will conform to the agreed Directorate project management and financial protocols. Signage will also be displayed signifying the use of S106 contributions in delivering the play facility.

4.15 Any necessary maintenance has been factored into the parks and open spaces maintenance programme. This project will see the installation of a full VRF System in the public areas of the play pavilion.

4.16 Items proposed to be delivered:

- Open Play Area 3no 12kw ceiling suspended units.
- Small play area 1no 5kw wall mounted unit.
- The installation of 1 outdoor unit to roof area on new concrete plinth.

Idea Stores Technology Refresh Project (Appendix C)

4.17 This project will be delivered in two distinct phases. Phase 1 will see a service improvement brought about by the use of Wifi enabled mobile technology. Phase 2 will cover the replacement of legacy Radio-frequency identification (RFID) equipment.

4.18 A key part of the project will see upgraded Wifi installed at all Idea Stores, thus for the first time Idea Stores will be able to use the cloud-based version of a Learning Management System (LMS). Rather than having

customers queue up at a helpdesk, the helpdesk can essentially be brought to the customer.

4.19 With customers using self-service, the need for staff to be assigned to helpdesks will reduce. Staff freed from helpdesk duty will be assigned to floor walk and thus better engage with customers. To assist customers with enquiries floor walking staff will need access to information, specifically the LMS. It is proposed that up to six tablet devices are purchased for each Idea Store so that when staff are assigned to floor walk they can pick up a tablet from the workroom and roam the building with access to all the information they need.

4.20 To access the cloud-based LMS Idea Stores need Wifi enabled mobile devices (tablet PCs), software licences and training. As the service is cloud-based it opens the possibility of bringing the LMS to outreach locations and improving the effectiveness of housebound services.

Phase 2 – Replacement of legacy RFID equipment

4.21 With customers using self-service, the need for staff to be assigned to helpdesks will reduce. To this end, investment will help deliver:

- Self-service kiosks - the replacement of twenty eight self-service kiosks across five Idea Stores and two libraries enabling a quicker throughput of customers who will not need to queue at a helpdesk.

- RFID shelf readers - the RFID tag contains all the information about an item. With a RFID shelf reader all a librarian needs to do is walk down each aisle touching each shelf with the reader. Stock information is then downloaded to a laptop and compared to information held on the LMS. Shelf readers can be used to lead a librarian to a specific stock item. This project proposes the purchase of seven shelf readers, one for each site.

- RFID security gates - all Idea Store stock has a programmed RFID tag that is fixed into a book or CD cover. If an item is removed from site without being correctly discharged the security alarm is activated.

- Deactivation pads - RFID deactivation pads are connected to helpdesk PCs and allow staff to discharge items. Existing deactivation pads will not read RFID tags programmed to the new ISO standard and thus all deactivation pads will need to be replaced.

Pocket Parks Programme (Appendix D)

4.22 A number of the Council's plans, policies and strategies seek to improve the overall quality and accessibility of current open spaces and, where possible, to form new publicly accessible open spaces. These policies include:

- The Community Plan;
- The Council's Local Plan;
- The Open Space Strategy;
- The Green Grid Strategy.

4.23 The projects that are the subject of the PID are summarised in Table 2 below. Detail is provided in the PID attached at Appendix D.

Table 2: Figures for Pocket Parks Programme

Project	Description	Location	Cost/ Maintenance
A12 Green Mile	This a pilot that aims to test out the effectiveness and impact of various initiatives around, noise attenuation, reduction in air pollution, retro-fitted sustainable drainage techniques and environmental enhancement as a demonstration project within a compact site. The project will include a new demonstration pocket park public space protected from the A12 road by an innovative 'green' acoustic barrier incorporating techniques and a design to cope with the above mentioned constraint.	TfL owned land between the A12 Blackwall Tunnel and Gillender Street – close to the south of the new Bow School in Lansbury Ward. This will be maintained by TfL Please refer to the PID for a map.	Total Project Cost: £205K Total S106 Contribution sought: £30K Grant funding of £30k is being provided onto Poplar HARCA. The remaining £175,000 is to be sourced from TfL (£75,000) and the GLA (£100,000). To be maintained by TfL.
Ropewalk Garden Outdoor Gym	An outdoor gym -with equipment options and design chosen by the local community – possibly with equipment to suit children and early teens. This will be a provision that local people in the Whitechapel area will benefit from. It also reflects the Whitechapel Vision and its ambition to transform the public realm and create a better environment.	Tower Hamlets Council owned land. The location of this project is 881m from the development. Please refer to the PID for a map.	Total Project Cost: £38K Total S106 Contribution sought: £38K .

Marner Family Community Play Spaces/ Gym	This project will be designed in consultation with families and residents with the aim to create an outdoor green/social space for mixed community use, including adventure playground and gym with paths, seating, picnic tables - and a range of play resources and playful features such as a nest swing and a sunken trampoline.	This is located to the east of the borough adjacent to the A12. Please refer to the PID for a map.	Total Project Cost: £34K Total S106 Contribution sought: £34K Area maintained by Poplar HARCA and others. Gym equipment via formal 5 year maintenance plan.
Chicksand East	The project aims to transform the underused green space between Kingwood and Bloomfield House on the Chicksand East Estate into a welcoming, safe open space for children and adults, including, seating, quiet spaces, natural planting areas and community growing garden that will encourage residents to use, care and value their green space.	Tower Hamlets Homes land Located near Kingwood and Bloomfield House on the Chicksand East Estate Please refer to the PID for a map.	Total Project Cost: £48K Total S106 Contribution sought: £48K Area maintained by Tower Hamlets Homes

Wellington Way Health Centre (Appendix E)

4.24 There is an identified need to further develop healthcare services and capacity for the growing population of the east side of Tower Hamlets. E3 is an area of high healthcare need and is projected to experience significant population increase over the next fifteen years (Appendix E/ Table 1). This is anticipated to provide significant challenges in terms of enabling local health care facilities that adequately meet the needs of residents.

4.25 This project will involve the conversion and fit out of the existing Wellington Way health facility into a new dedicated GP surgery facility. The existing health facility will be relocated to Mile End Hospital. The new development will allow for the integration of Merchant Street Practice and Stroudly Walk Practice into the new facility. The existing Merchant Street premises are in extremely poor condition and don't comply with modern healthcare standards. The existing Stroudley Walk building is situated within a regeneration area and is due to be demolished.

4.26 This project will provide a modern fit for purpose primary care facility. NHS Property Services has estimated that the project will serve a list size of 12,000 patients, which is an uplift of 2,000 patients from the current provision.

Table 3: Figures for Wellington Way Health Centre

Description of Cost Item	Amount	Funding Source	Funding (capital/ revenue)
Wellington Way Construction costs (including 10% contingency)	£1,811,700	S106 Contribution	capital
Core Design / Professional / Statutory Fees	£228,597	S106 Contribution	capital
Specialist Advisory Design Costs	£53,250	S106 Contribution	capital
Furniture, IT, project and legal costs	£314,360	S106 Contribution	capital
Enabling works at Mile End Hospital (estimated)	£191,260	S106 Contribution	capital
VAT	£519,833	S106 Contribution	capital
Total including VAT	**£3,119,000**		

5. COMMENTS OF THE CHIEF FINANCE OFFICER

This report deals with a number of projects which are funded through either S106 resources of the Community Infrastructure Levy (CIL). Often S106 resources come with time constraints and, whilst it is important that these resources are not lost, the prioritisation of projects needs to be seen in the context of the Council's Capital Strategy.

It is important that a sufficiently broad planning horizon is adopted that reduces the risk of funding being lost but also avoids the crowding out of other important capital priorities due to funding imperatives; these processes need to operate not only for S106 and CIL funded schemes but across the whole of the Council's capital resources.

5.1 Following consideration under the Infrastructure Delivery Framework process, this report asks the Mayor in Cabinet to approve the allocation of £3,780,580.42 of specific section 106 resources and CIL resources to the five projects outlined in Table 1 and summarised below:

(i)	Ideas Store Interactive Learning	£232,342
(ii)	Mile End Play Pavilion Air Conditioning	£30,000
(iii)	Ideas Store Technology refresh	£249,238.42
(iv)	Pocket Parks Programme	£150,000
(v)	Wellington Way Health Centre	£3,119,000

5.2 In order that spending decisions can be made during the financial year by the Infrastructure Delivery Board and the Mayor in Cabinet, an initial provision of £30 million was incorporated within the 2016-17 capital programme for Infrastructure Delivery. The approval to fund schemes from this budgetary provision can only be made following the receipt of the relevant developer contributions; in the case of the schemes proposed in this report, the resources have already been received by the council.

Ideas Store Interactive Learning - £232,342

5.3 Under the terms of the two specific Section 106 agreements, the Council has to utilise the funding towards community and leisure facilities within the borough, and local community facilities in Whitechapel. CIL monies must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure. Further detail is set out in Appendix A.

Mile End Play Pavilion Air Conditioning - £30,000

5.3 Under the terms of the specific Section 106 agreement, the Council has to utilise the funding towards improvements for existing open space and recreational facilities within the borough. Further detail is set out in Appendix B.

Ideas Store Technology Refresh – £249.238.42

5.4 Under the terms of the specific Section 106 agreements, the Council has to utilise the funding towards the provision of additional leisure and community facilities or for useful planning purposes for the benefit in which the development is situated, and towards idea stores, libraries and archives in the borough, towards additional community facilities (idea store and leisure) in the borough. Further detail is set out in Appendix C.

5.5 Pocket Parks - £150,000

The total cost of delivering the four projects within this scheme is estimated at £325,000 with section 106 funding of £150,000 being sought. The funding that will support the schemes is shown in the funding analysis below.

	GLA	TFL	Section 106	Total Cost
	£	£	£	£
A12 Green Mile	100,000	75,000	30,000	205,000
Ropewalk Garden Urban Gym			38,000	38,000
Marner Family Community Play Spaces/Gym			34,000	34,000
Chicksand East			48,000	48,000
	100,000	**75,000**	**150,000**	**325,000**

5.6 Under the terms of the specific Section 106 agreements, the Council has to utilise the funding towards public open space initiatives within the borough. Further detail is set out in Appendix D.

5.7 Three of the projects will be administered by the Council ('Ropewalk Garden Urban Gym', 'Marner Family Community Play Spaces/Gym', and 'Chicksand East'.) The 'A12 Green Mile' initiative will however be

undertaken by Poplar HARCA, and as alternative projects could potentially be funded, the proposed payment for this scheme should be treated as a grant, which requires Commissioner approval under the terms of the Ministerial Direction of 17th December 2014.

5.8 The Mayor in Cabinet is asked to approve the adoption of capital estimates for the four projects above, and set out in Table 2, for inclusion within the Council's capital programme. The Wellington Way Health Centre project (outlined below) is already included within the Council's capital programme.

Wellington Way Health Centre - £3,119,000

5.9 Under the terms of the specific Section 106 agreements, the Council has to utilise the funding to increase the number of patient places in GP surgeries in the local area and towards the provision of health care facilities. Further detail is set out in Appendix E. The delivery of the health centre will however be undertaken by the NHS, and as alternative projects could potentially be funded, the proposed payment for this scheme should also be treated as a grant, which requires Commissioner approval under the terms of the Ministerial Direction of 17th December 2014 unless they take the formal decision that they do not consider this payment to be a grant.

6. LEGAL COMMENTS

6.1 Section 106 of the Town and Country Planning Act 1990 allows the Council as Local Planning Authority (LPA) to enter into an agreement to secure planning obligations which require sums to be paid to the Council. Known as s106 agreements, these are legal agreements negotiated between an LPA and a developer, normally entered into with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

6.2 As a contract the Council are required to spend any monies received in accordance with the terms of the agreement. It is therefore important to consider the provisions of each agreement when allocating monies to a particular project. Whilst some agreements allow for a particular contribution to be spent on a type of infrastructure or project across the borough as a whole, other agreements are more specific in requiring that a contribution be linked more closely to the locality of the development. Legal comments are set out in each individual PID which note the constraints around the spending of particular contributions.

6.3 Regulation 59 of the Community Infrastructure Levy Regulations 2010 (as amended) provides that a charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.

6.4 **Commissioners' Power in Relation to Grants** In this case, although the section 106 agreements limit what types of projects the monies can be used for, they do not specify any organisations to whom payment is to be made. Therefore the Council is not under a legal duty to provide the payments to Poplar HARCA in respect of the 'A12 Green Mile' initiative or to the NHS in respect of the Wellington Way Health Care Centre. As such these payments are discretionary to those organisations and are considered by Legal to be grants and therefore within the Commissioners' powers. There is some indication that the Commissioners have previously taken the view that money provided to a statutory organisation is not a grant and that this does not require a Commissioner decision, however, Legal are not aware that this has been formally recorded, and as such it is necessary to proceed on the assumption that the payment to the NHS should be subject to the approval of the Commissioners. Should the Commissioners decide that they do not consider this payment to be grant following the decision being taken by Cabinet, then the payment to the NHS can proceed without this step being necessary.

6.5 As a grant, then the power to approve payment rests with the Commissioners and which power arises from directions made by the Secretary of State on 17th December 2014 pursuant to powers under sections 15(5) and 15(6) of the Local Government Act 1999 (the Directions). Paragraph 4(ii) and Annex B of the Directions together provide that, until 31 March 2017, the Council's functions in relation to grants will be exercised by appointed Commissioners, acting jointly or severally. This is subject to an exception in relation to grants made under section 24 of the Housing Grants, Construction and Regeneration Act 1996, for the purposes of section 23 of that Act (disabled facilities grant).

6.6 To the extent that the Commissioners are exercising powers which would otherwise have been the Council's, there is a need to ensure the Council has power to make the grants in question. The Commissioners will wish to be satisfied that this is the case. It appears from the information provided in the report that the grants are capable of being supported under the Council's powers, specifically under section 1 of the Localism Act 2011 whereby the Council has the general power of competence. This means that the Council has the power to do anything that an ordinary human being could do, unless statute specifically restricts the Council from acting in the way it wishes. Therefore, in the absence of specific legislation to the contrary it would appear to be within the Council's power to issue this grant, subject always to the directions of the Secretary Of State For Communities and Local Government.

6.7 **Best Value Duty.** The Council has a duty under Section 3 of the Local Government Act 1999 to ensure that all agreements into which it enters satisfies the Council's Best Value duty. Therefore, the grant agreements with the providers must contain robust monitoring and performance clauses ensuring that value for money is achieved through the grant.

Information relevant to Best Value implications is contained in paragraph 8.1 of the report.

6.8 In making the grants, the Council must ensure that no part of the funds issued represents a profit element to any of the recipients. The inclusion of profit or the opportunity of making a profit from a grant or third parties indicates that a grant is really procurement activity and would otherwise be subject to the Council's Procurement Procedures and other appropriate domestic and European law. This would mean therefore, that the Council would have failed to abide by the appropriate internal procedures and external law applicable to such purchases.

6.9 The Treaty on the Functioning of the European Union (TFEU) provides that certain government activities may be prohibited because they give an advantage in a selective way to certain entities, which might affect competition within the internal market. Those advantages may amount to prohibited state aid, or may be state aid which is either expressly allowed by the Treaty, or which may be allowed, dependent on the circumstances. In this case, the individual grant for the 'A12 Green Mile' falls under the *de minimis* threshold of EUR 200 000 for the purposes of European restrictions on State aid. Providing funding to the NHS as another public body in connection with their statutory duties does not give rise to any state aid issues.

6.10 **Equality Duty.** 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 and information relevant to this is contained in the One Tower Hamlets section of the report.

7. ONE TOWER HAMLETS CONSIDERATIONS

7.1 This report proposes to allocate funding to help deliver infrastructure at a local level. In scoping these infrastructure projects the objectives of One Tower Hamlets and those of the Community Plan have been considered.

7.2 It is hoped that these infrastructure projects will contribute to the reduction of inequality and will foster cohesion in the borough.

8. BEST VALUE (BV) IMPLICATIONS

8.1 If approved, the projects referred to in this document are required to be delivered in consideration of best value implications and the Council's Best Value Strategy and Action Plan.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

9.1 This report seeks the approval of projects, including ones related to pocket parks which will enhance open spaces in the borough. These projects will contribute towards achieving a greener environment.

10. RISK MANAGEMENT IMPLICATIONS

10.1 The risks relating to the delivery of these projects as well as mitigating measures are set out in detail in the attached PIDs.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

11.1 It is hoped that these projects will improve places in the borough including underutilised spaces, making them less susceptible to crime or disorder and increasing natural surveillance.

12. SAFEGUARDING IMPLICATIONS

12.1 Not applicable.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

Appendix A: Idea Store Interactive Learning Project
Appendix B: Mile End Pavilion Air Conditioning
Appendix C: Idea Stores Technology Refresh
Appendix D: Pocket Parks Programme
Appendix E: Wellington Way Health Centre

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

- None

Officer contact details for documents:
Joseph Ward
Tel: 020 7364 2343

Appendix A

PROJECT INITIATION DOCUMENT

Idea Store Learning
Interactive Learning Project

Project Initiation Document (PID)

Project Name:	Idea Store Learning Interactive Learning Project		
Project Start Date:	January 2017	**Project End Date:**	April 2017
Relevant Heads of Terms:		CPAY	
Responsible Directorate:		CLC	
Project Manager:		David Walters	
Tel:	0207 364 5926	**Mobile:**	07507 842921
Ward:		Borough wide	
Delivery Organisation:		Idea Stores	
Funds to be passported to an External Organisation?		No	
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')		No	
Supplier:		Supplier of interactive education touch screen technology, hardware vendor, Civica schools licencing section	
Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)		No, the capital estimate will be adopted as part of Cabinet process.	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or		No	

through Full Council? ('Yes' or 'No')	
S106	
Amount of S106 required for this project:	£96,537.29
S106 Planning Agreement Number(s):	PA/13/00384 £47,069.00 PA/08/00195 £49,468.29
CIL	
Amount of CIL required for this project:	£135,804.71
Total CIL/S106 funding sought through this project	£232,342
Date of Approval:	

Distribution List

Organisation	Name	Title
LBTH – D&R	Aman Dalvi	Corporate Director
LBTH – D&R	Owen Whalley	Service Head – Planning & Building Control
LBTH – D&R	Chris Holme	Service Head – Resources
LBTH - D&R	Andy Scott	Service Manager – Economic Development
LBTH – D&R	Matthew Pullen	Infrastructure Planning Team Leader
LBTH – D&R	Helen Green	S106 Programme Coordinator
LBTH – Legal	Gillian Dawson	Principal Planning Lawyer
LBTH Legal	Marcus Woody	Planning Lawyer
LBTH - D&R	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH - CLC	Tope Alegbeleye	Strategy, Policy and Performance Officer
LBTH –CLC	Judith St John	Head of Idea Stores
LBTH- CLC	Shazia Hussain	Service Head Cultural Learning and Leisure

Organisation	Name	Title
LBTH – CLC	Simon Leveaux	Programme Standards and Improvement Manager
LBTH CLC	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH Public Health	Tim Madelin	Senior Public Health Strategist
LBTH ESCW	Pat Watson	Head of Building Development

Related Documents

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			

.

CONTENTS

1.0 Purpose of the Project Initiation Document....6
2.0 Section 106/CIL Context....6
3.0 Legal Comments....8
4.0 Overview of the Project....8
5.0 Business Case....10
6.0 Approach....10
7.0 Deliverables....11
8.0 Local Employment and Enterprise Opportunity....11
9.0 Programme Timeline....11
10 Project Team....15
11 Project Reporting Arrangements....16
12. Quality Statement....16
13. Key Project Stakeholders....17
14. Stakeholder Communications....17
15. Key Risks....17
16. Project Approvals....19

1.0 Purpose of the Project Initiation Document

1.1 This project is made possible by the implementation of a £2m public access ICT infrastructure improvement project by Agilisys. This new infrastructure will enable the Idea Stores to exploit new technology opportunities and this PID has been prepared to secure Section 106/ CIL funding to deliver new learning lab hardware and software across the Idea Store Learning service. The existing equipment has been in place since 2005 and as identified in the last two Ofsted inspections, is no longer fit for purpose.

1.2 IT facilities within Idea Store Learning labs are not fit for purpose. Despite IT limitations, the learning delivered continues to be popular and highly regarded by local residents. In the academic year 2015/16 Idea Store Learning ran over 900 courses for 7,500 learners, 9 out of 10 learners are Tower Hamlets residents of which 85% come from the boroughs' most deprived postcodes.

1.3 A key factor in the service maintaining its Ofsted rating of "Good" has been the dedication and innovation of learning staff. The last two Ofsted reports have both remarked that IT facilities are not fit for purpose and it is the highest risk to Idea Store Learning losing the current rating of Good when next inspected. Ofsted inspections are now done at short notice and it is highly likely that Idea Store Learning will be inspected before the end of 2016.

2.0 Section 106/CIL Context

Background

2.1 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 over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the Council's Regulation 123 List.

2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

2.4 In terms of the allocation of S106 funding, this PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the following developments

Planning Application	HOFT	Site Address	Expiry Date	Funding Requirement	Amount Agreed	Total Requested
PA/13/00384	CPAY	Former Queen Elizabeth Hospital	TBC [Expended in full or committed within 10 years from the date of practical completion]	Community and Leisure facilities in the Borough	£49,879	£47069.00
PA/08/00195	CPAY	14Field gate Street	04/03/2021[10 years from date of receipt - 04/03/2011]	Local Community Facilities in Whitechapel	£75,000.	49,468.29

The value of the deliverable for Whitechapel Idea Store, as shown in the break down in Appendix A and the costs listed within the Project Budget table (9.1), amounts to a total of £54,176, this figure exceeds the amount requested against contribution PA/08/00195.

CIL

2.5 In terms of the approval to allocate CIL funding, the project detailed within this PID complies with the requirements for spending CIL.

2.6 This project seeks the amount of £135,804.71, for the provision of Idea Store and library facilities.

3.0 Legal Comments

3.1 We are satisfied that this project is in accordance with the purposes of the S106 agreements listed in the table in paragraph 2.4 above. The funding from the agreement for the 14 Fieldgate Street development (PA/08/00195) must be used solely for the project in Whitechapel as that is an express requirement of that agreement. However, we are content that the use of that money for this project will be in compliance with that requirement on the basis that the whole of it will be used towards the provision of facilities at the Whitechapel Idea Store.

3.2 These comments are limited to addressing compliance with the terms of the s106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

4.0 Overview of the Project

4.1 Agilisys are in the midst of implementing a £2m public access ICT infrastructure improvement project and once complete, it will enable the much needed upgrade of the technology to deliver Idea Store Learning programmes.

This project will be delivered in two distinct phases. Phase 1 will see a service improvement brought about by the use of new computers and software. Phase 2 will cover the replacement of teaching aids, namely interactive touch screen technology and peripheral devices.

The Agilisys infrastructure project will result in a complete logical and physical separation between LBTH staff and public networks. The creation of an autonomous public network means that Idea Store Learning can now use modern industry standard software. Idea Store Learning requires modern software in order to impart skills that learners will need in the workplace. There has been a tension between this and the more cautious approach of corporate IT which requires new

software to be tested within a corporate environment, the fear being it could potentially cause problems in other areas on the staff network. Now the risk of contagion has been removed through the infrastructure project, Idea Store Learning is able to move forward with its service improvement.

4.2 Phase 1 – New PCs and software

The equipment used by the Idea Store learning tutors and students, is no longer fit for purpose. Learners are being taught in Microsoft Office 2003. With 13 year old software and PCs of a similar age Idea Store Learning is not adequately preparing students with the skills required in the modern workplace.

Idea Store Learning IT currently sits outside the Agilisys contract. As the learning environment is outside the contract, the computers will not be upgraded by Agilisys and are still running the now defunct Windows XP operating system. The onus to refresh learning equipment resides solely with the Idea Store service.

Now that Agilisys have completed the relevant infrastructure upgrade it will be possible to move the public access PC network into the council network , whilst maintaining appropriate security and segregation. In the future all Idea Store ICT equipment will be managed by Agilisys. It is therefore proposed to replace all 100 Idea Store Learning computers with modern equipment capable of running Windows 10 and Microsoft Office 2016.

With new computers and an autonomous network Idea Store Learning is able to take a new approach to software procurement. As a recognised learning provider Idea Store is able to lease the latest software at a fraction of the retail price. Rather than buying software that is not able to be upgraded without further expense, it is proposed that Idea Store Learning move to a software leasing model with software assurance. Under this model, which is only available to education providers, Idea Store Learning would automatically get the latest versions of Microsoft Office and Adobe Creative Cloud as soon as they are released. With a separate network there is no risk of these products adversely affecting IT in other areas of the council.

4.3 Phase 2 – New teaching aids and peripherals

Idea Store Learning labs are all fitted with Promethean Interactive Whiteboards connected to ceiling mounted projectors. The boards where purchased in 2003 and worked well for many years. However after 13 years of continual use they are at the end of life. The boards should be interactive and allow tutors to use smart pens to annotate presentations freehand and print the outcome for the class but many of the boards are damaged beyond repair. In the main the screens are now simply used as whiteboards for pre-prepared presentations. Tutors are adjusting their material accordingly with less classroom discussions because they know the technology does not support this mode of delivery.

It is proposed that Idea Store Learning labs are fitted with the same standard equipment now being used within Tower Hamlets schools, namely internet enabled

touch screens linked to wireless printers. Touch screen technology would revolutionise the way Idea Stores deliver learning. Tutors would be able to annotate presentations and instantly share this with the class or embed websites or video into lesson plans. There are two main suppliers in the education touch screen market, Promethean and Smart. Both suppliers have similar products at a similar price point; it is proposed that quotations are sought from both. The use of touch screen technology would remove the need for expensive ceiling mounted projectors and represent a leap forward in how courses delivered.

Tutors should have the facility to print work that has been collaboratively developed during a teaching session. At present the only printing facilities are within learning labs that have student computers. Learning has evolved and if we are to encourage group discussions and embed learning the outputs of facilitated learning need to be captured and shared with the class.

To reap the full benefit of wifi enabled touch screen devices each touch screen should be linked to a printer. Printing facilities are not only required by students who produce work in IT labs, the ability to print is needed in every learning lab.

5.0 Business Case

5.1 Without a major technology refresh Idea Store Learning will need to cut the range of courses offered. Some high fee generating courses such as web design have already been cancelled due to inadequate IT facilities, without a complete technology refresh further courses will come under threat. Tower Hamlets is in a unique position, with high tech jobs in both Canary Wharf and silicon roundabout demand for introductory and improver adult education courses is high but without adequate IT facilities Idea Store Learning is unable to service this demand.

5.2 Unless there is a radical improvement with the quality of IT hardware and software Idea Store Learning may lose its Ofsted rating of Good, making it more difficult to recruit and retain learners and potentially putting at risk income from the Skills Funding Agency.

The following extract is from the latest Ofsted report from March 2013:

"Accommodation for learning is good, particularly in the four Idea Store Learning centres which are highly popular, attractive and welcoming settings. Together with an extensive and diverse range of other premises across the borough, they ensure learning is easily accessible to local communities. Resources to support learning are generally good, but some computer hardware and software that learners use are not up to date."

6.0 Approach

6.1 Indicative costs have been sought for suppliers of promethean and smart for touch screen solutions. Promethean and smart are the two market leaders in the area of classroom technology. The quotes have come from the same installation company who installed touch screens in schools across Tower Hamlets.

6.2 Computer replacement costs have been derived after consultation with the ICT Client team.

6.3 A quotation for new learning lab software was sought from Civica under their Schools licencing agreement. As a learning provider Idea Stores can benefit from obtaining educational licences that attract a discount of up to 80%.
The maintenance of the software and the hardware will be covered by the suppliers of the equipment, as specified within the contract.

6.4 Costs for replacement learning lab wireless printers were obtained from Insight UK, a Council approved supplier of computer hardware.

7.0 Infrastructure Planning Evidence Base Context

7.1 This project is captured within the Idea Stores Improvement Programme referred to in the Infrastructure Delivery Framework Evidence Base. This is ranked as the equal top priority Idea Stores project.

8.0 Deliverables

8.1 This project will deliver the following:

- A complete refresh of all Idea Store Learning IT equipment
- A reliable and robust IT infrastructure
- The ability to run a wider range of courses and thus increase revenue
- The ability to incorporate blended learning into course delivery
- A basis to retain or improve the current Ofsted rating of Good

A detailed list of individual deliverables by site can be found in Appendix A.

9.0 Local Employment and Enterprise Opportunity

9.1 Consultation will be undertaken with the procurement team to ensure that where

practical opportunities for local businesses to supply goods and services are fully explored. However, due to the specialist market for education hardware and software it is unlikely that the equipment can be found locally. Installation will be undertaken by R2P approved suppliers.

10.0 Programme Timeline

10.1 Project Budget

	Table 1				
	Financial Resources				
Description	**Number**	**Unit cost**	**Amount**	**Funding Source**	**Funding (capital/revenue)**
60“ touch screens	39	£3,500	£136,500	S106/CIL	Capital
Wireless Keyboard & mouse	39	£50	£1,950		
Learning Lab PCs with Windows 10	100	£500	£50,000		
MS Office with software assurance (3 yrs. – Capitalised)	100	£24 / annum	£7,200		
Adobe Creative Cloud with software assurance (3 yrs. – Capitalised)	36	£90 / annum	£9,720		
Wireless Printers	39	£150	£5,850		
Contingency (10 %)			£21,122		
Total excluding VAT			**£232,342**		

- Any unused Contingency will be returned to the S106 portfolio / recycled for additional works.

10.2 Financial Profiling

Table 2									
Financial Profiling									
Description	**2016/17**				**2017/18**				**Total**
	Q1	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	
60“ touch screens					£136,500				£136,500
Wireless Keyboards & mice					£1,950				£1,950
Learning Lab PCs with Windows 10				£50,000					£50,000
MS Office with software assurance (3 yrs. - Capitalised)				£7,200					£7,200
Adobe Creative Cloud with software assurance (3 yrs. - Capitalised)				£9,720					£9,720
Wireless Printers					£5,850				£5,850
Contingency (10%)						£21,122			£21,122
Total				**£66,920**	**£144,300**	**£21,122**			**£232,342**

- No project management fees are to be applied in respect of this project.

10.3 Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	**Milestone Title**	**Baseline Spend**	**Baseline Delivery Date**
Phase 1	Delivery 100 new PCs	£50,000	January 2017
Phase 1	Delivery of new software	£16,920	January 2017
Phase 1	Creation of new software build	n/a, in-house	February 2017
Phase 1	Develop new course	n/a, in-house	February 2017
Phase 1	Install new PCs	n/a, in-house	March 2017
Phase 1	Advertise new courses	n/a, in-house	March 2017
Phase 2	Start of procurement process	n/a, in-house	November 2016
Phase 2	Select touch screen supplier	n/a, in-house	January 2017
Phase 2	Installation & configuration of touch screens	£136, 500	April 2017
Phase 2	Installation & configuration of wireless keyboards & mice	£1,950	April 2017
Phase 2	Installation & configuration of wireless printers	£5,850	April 2017
Total		**£211,220**[1]	

[1] This figure excludes contingency. If contingency was included the total would be £232,342

10.4 Realisation

Table 4	
Benefit	**Measure**
Improved learner satisfaction ratings	Learner surveys, social media feedback, increase in number of enrolments, Increase in number of learners who find jobs, maintain or improve current Ofsted rating, learners come from further afield as Idea Store Learning becomes their preferred choice
Improved staff morale	Staff surveys, feedback via team meetings,1:1's and PDR's, attract and retain skilled staff
Increase in enrolment revenue	Increase in number of courses on offer and thus number of enrolments
Reduction in number of complaints	Complaints monitoring procedure, reduction in instances of PC failure
Ability to offer industry recognised courses	Increase in number of learners who find jobs, increase in enrolments, courses are filled quicker
Develop ties with industry with increased opportunities for job placement and permanent employment	Organisations actively seek leaners who have been through Idea Store Learning courses

11. Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor: Shazia Hussain (Service Head, CLC)
- Project Manager: David Walters (Operations Manager, CLC)

- **Project Team Members**:

- Judith St. John (Head of Service, CLC)
- Simon Leveaux (Programme standards & Improvement Manager, CLC)
- Sergio Dogliani (Deputy Head of Idea Stores, CLC)
- Sunil Hirji (Lead ICT Officer, CLC)
- Andrew Chavez (Business Solution Architect, CLC)
- Simon King (Service Relationship Manager, CLC)
- Procurement category manager

12. Project Reporting Arrangements

Table 5			
Group	**Attendees**	**Reports/Log**	**Frequency**
Project Team	Judith St. John Simon Leveaux Sergio Dogliani Sunil Hirji Andrew Chavez Simon King	Forecast / Actual Spend and Delivery against outputs; Key risks and issues; Output/ Outcome Monitoring	Monthly, then fortnightly during delivery months. Delivery method likely to be voice conferences.
CLC Capital Board	Shazia Hussain (Chair), Project Managers, Heads of Service	Forecast / Actual Spend and Delivery against outputs; Key risks and issues; Output/ Outcome Monitoring.	Monthly

13. Quality Statement

The project will conform to CLC internal controls for assessment and reported as designated with the established control frameworks.

14. Key Project Stakeholders

Table 6

Key Stakeholders	Role	Communication Method	Frequency
Local residents	Active or potential learners	Idea Store website, in store notices, course guide, via tutors	Throughout the project, specifically at key milestones
Idea Store Learning tutors	Deliver courses	Team meetings, 1:1's, group email, staff conferences	Throughout the project, specifically at key milestones
Idea Store front line staff	Front line communication	Team meetings, 1:1's staff briefings	Throughout the project
Ward Members	Elected representatives	Via senior managers	When requested
Skills Funding Agency	Provide funding	Meetings and email	Delivery of key milestones

15. Stakeholder Communications

15.1 Please refer to table 6, Idea Stores will actively engage will all relevant stakeholders throughout the lifetime of the project.

16. Key Risks

16.1 The key risks to this project are provided in the Table 7 below:

Scale
Likelihood (1 – 5) where 1 is highly unlikely and 4 is almost certain
Impact (1 – 5) where 1 is minimal impact and 4 is devastating

Table 7							
Risk No.	**Risk**	**Triggers**	**Consequences**	**Existing Internal Controls – to be confirmed**	**Likelihood**	**Impact**	**Total**
1	Project spend exceeds budget	Hidden costs arising from additional works and/or equipment	Project stalls or is only part implemented, damage to LBTH reputation.	Clear costs for all works received. Contingency in place.	1	4	4
2	Procurement processes do not allow Idea Store Learning to only invite quotations from the market leaders in education touch screen technology	Advice from Procurement	The procurement exercise takes much longer, no standardisation between equipment used in Idea Store Learning and schools/colleges, tutors require additional training in use of new product, increase in instances of hardware failure	Seek procurement advice at the earliest possible stage. Develop a case for this being a specialist procurement exercise with limited suppliers.	2	3	6
3	The project is not adopted as part of the Capital Programme.	Failure to obtain the required budget, proposal rejected by cabinet	The entire Idea Store Learning Service could grind to a halt, fewer enrolments so courses are cut, reduced revenue, Skills Funding Agency withdraws	Council commitment to Idea Store Learning at the highest levels.	1	4	4

Table 7							
Risk No.	**Risk**	**Triggers**	**Consequences**	**Existing Internal Controls – to be confirmed**	**Likelihood**	**Impact**	**Total**
			support, drop in Ofsted rating, increase in learner dissatisfaction, damage to LBTH reputation, poor media coverage, campaigns against closures by local pressure groups				

Appendices

Appendix A: Detailed list of deliverables by site

The following items will be delivered as part of this project:

Idea Store Bow
- Learning lab touch screen x 4
- Wireless keyboard & mouse x 4
- Learning lab PC with Windows 10 x 14
- MS Office 2016 with software assurance x 14
- Wireless printer x 4

Idea Store Canary Wharf
- Learning lab touch screen x 4
- Wireless keyboard & mouse x 4
- Learning lab PC with Windows 10 x 4
- MS Office 2016 with software assurance x 4
- Wireless printer x 4

Idea Store Chrisp Street
- Learning lab touch screen x 4
- Wireless keyboard & mouse x 4
- Learning lab PC with Windows 10 x 22
- MS Office 2016 with software assurance x 22
- Adobe Creative Cloud with software assurance x 18
- Wireless printer x 4

Idea Store Whitechapel
- Learning lab touch screen x 9
- Wireless keyboard & mouse x 9
- Learning lab PC with Windows 10 x 28
- MS Office 2016 with software assurance x 28
- Adobe Creative Cloud with software assurance x 18
- Wireless printer x 9

Idea Store Watney Market
- Learning lab touch screen x 1
- Wireless keyboard & mouse x 1
- Learning lab PC with Windows 10 x 1
- MS Office 2016 with software assurance x 1
- Wireless printer x 1

Bethnal Green Library
- Learning lab touch screen x 1

- Wireless keyboard & mouse x 1
- Learning lab PC with Windows 10 x 1
- MS Office 2016 with software assurance x 1
- Wireless printer x 1

The Shadwell Centre

- Learning lab touch screen x 16
- Wireless keyboard & mouse x 16
- Learning lab PC with Windows 10 x 30
- MS Office 2016 with software assurance x 30
- Adobe Creative Cloud with software assurance x 18
- Wireless printer x 16

Technology requirements:

New PCs and software

- must be minimum Intel core i5
- must have minimum 4GB Ram
- must have minimum 64GB hard drive
- must be small form factor
- All PCs must be able to run Microsoft Windows 10 and Office 2016
- Learning lab PCs must be able to run Adobe Creative Cloud

New teaching aids and peripherals

Touch screens:

- must be minimum 60”
- must be wall mountable
- must be wifi enabled
- must be compatible with Microsoft Office products
- must be compatible with multimedia file formats
- must be able to direct output to either a local or network printer
- must be able to perform mouse functions by touching the screen with a pen or finger

Wireless printers:

- must be compact as when the learning lab is not in use the printers will be locked away
- must be compatible with selected touch screens

To minimise disruption all installation work must be planned well in advance, agreed with each local site manager and take place outside of term time.

This page is intentionally left blank

Appendix B

PROJECT INITIATION DOCUMENT

Mile End Play Pavilion Air Conditioning

Project Initiation Document (PID)

Project Name:	**Mile End Play Pavilion Air Conditioning**		
Project Start Date:	January 2017	**Project End Date:**	September 2017
Relevant Heads of Terms:		Parks and open spaces	
Responsible Directorate:		Communities, Localities and Culture	
Project Manager:		Paul Sammut	
Tel:	**X2253**	**Mobile:**	**07983106338**
Ward:		Mile End East, Mile End and Globe Town, St Dunstan and Stepney Green, Bow West	
Delivery Organisation:		Culture	
Funds to be passported to an External Organisation?		No	
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')		No	
Supplier:		Okrey	
Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)		No, the capital estimate will be adopted as part of Cabinet process.	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or		No	

through Full Council? ('Yes' or 'No')	
S106	
Amount of S106 required for this project:	£30,000
S106 Planning Agreement Number(s):	PA/07/00241
CIL	
Amount of CIL required for this project:	Nil
Total CIL/S106 funding sought through this project	£30,000
Date of Approval:	

Distribution List

Organisation	Name	Title
LBTH – D&R	Aman Dalvi	Corporate Director
LBTH – D&R	Owen Whalley	Service Head – Major Project Development
LBTH – D&R	Chris Holme	Finance, D&R
LBTH - D&R	Andy Scott	Service Manager – Economic Development
LBTH – D&R	Matthew Pullen	Infrastructure Planning Team Leader
LBTH – D&R	Helen Green	S106 Programme Coordinator
LBTH – Legal	Gillian Dawson	Principal Planning Lawyer
LBTH Legal	Marcus Woody	Planning Lawyer
LBTH - D&R	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH - CLC	Tope Alegbeleye	Strategy, Policy and Performance Officer
LBTH - D&R	Anna McGill	S106 Planning Obligations Officer
LBTH CLC	Thorsten Dreyer	Strategy & Business Development Manager -

Organisation	Name	Title
		Culture, Public Realm and Spatial Planning
LBTH Public Health	Tim Madelin	Senior Public Health Strategist
LBTH ESCW	Pat Watson	Head of Building Development
LBTH CLC	Shazia Hussain	Service Head Culture Learning and Leisure
LBTH CLC	Stephen Murray	Head of Arts and Events
LBTH CLC	Oscar Ford	Service Manager Strategy, Performance and Resources

Related Documents

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			

.

CONTENTS

PROJECT INITIATION DOCUMENT 1
1.0 Purpose of the Project Initiation Document 6
2.0 Section 106/CIL Context 6
3.0 Legal Comments 7
4.0 Overview of the Project 7
5.0 Business Case 7
6.0 Approach 8
7.0 Deliverables 8
8.0 Local Employment and Enterprise Opportunity 9
9.0 Programme Timeline 9
10. Project Team 11
10. Project Reporting Arrangements 11
12. Quality Statement 12
13. Key Project Stakeholders 12
14. Stakeholder Communications 12
15. Project Approvals 14
16. Project Closure 14
Once this project has been completed a project closure document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager 14
Appendices 14

1.0 Purpose of the Project Initiation Document

1.1 To provide improvements to the Children's Play Pavilion located to the south of Mile End Park. The improvements will enhance the physical environment of the building and enrich the visitor experience to the facility.

2.0 Section 106/CIL Context

Background

2.1 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 over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the Council's Regulation 123 List.

2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

2.4 This PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development at the Blackwall St, Lawrence Street, Gaselee Street, Blackwall Way PA N0 PA/07/00241.

The agreement obliged the Developer to pay the Council a *£40.000* "Open Space Payment" toward "Improvements to existing open space and recreational facilities within the borough". The Council received payment totalling *£40,000 on* 22nd February 2012. There is no expiry date.

3.0 Legal Comments

3.1 As stated in paragraph 2.5 above, the S106 contribution funding this project is

defined as being for the purposes of mitigating demand on local open space and recreational space facilities. The agreement goes on to specify that the Council must use the monies on "improvements to existing open space and recreational facilities within the Borough". There is perhaps a tension between addressing local impacts on one hand and funding improvements elsewhere in the Borough on the other, but this can be resolved if the agreement is interpreted such that the Borough wide improvements should be for the overarching objective of mitigating local demand.

3.2 The project is for an improvement to an existing recreational facility. Accordingly, we would be satisfied that the use of the contribution would be in accordance with the intention for which it was paid, if it can be demonstrated that the new air conditioning unit will result in more people from the locality of the Blackwall Way development using the Play Pavilion.

3.3 These comments are limited to addressing compliance with the terms of the s106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

4.0 Overview of the Project

4.1 The overall case for this work is the improvement of the visitor experience when attending the Mile End Children's Play Pavilion. In particular core users, adults, children, and SEN Users and school groups.

The play pavilion is south facing and the entire front of the pavilion comprises of glass windows. As a result of this the building is extremely hot when the sun is out, causing the environment to be extremely uncomfortable for the users of the facility.

This has resulted in low visitor numbers during the sunny periods. Installing air conditioning will allow comfortable use throughout the year, improving the experience of all users.

The pavilion acts as both a stand-alone facility and one that is used in conjunction with the outdoor play facilities in the park, more often the latter than former. So lack of air conditioning during hot days can have an impact on the use of the building and the park itself.

5.0 Business Case

5.1 The overall case for this work is the improvement of the visitor experience when attending the Mile End Children's Play Pavilion.

The Play pavilion has a busy programme of community activities 7 days a week from 10am until 5 pm and hosts:

- Early years soft play session
- Stay and play sessions
- Home education group
- Somali integration project
- Alhuda Play project
- Children's centres play sessions
- East London scouts group

On average we have between 400 to 500 users across the week. The majority of users are children, toddlers and school children with additional needs.

The installation of air conditioning within the public space of the play pavilion will allow greater use of the pavilion during the sunny summer period, allowing the user groups to use the facility comfortably. This will also increase our ability to attract more private party bookings which generate income to support the park maintenance.

During the busy summer period we intend to deliver a programme of structured community events and activities which will attract substantial footfall, particularly children. Therefore the need for air condition to provide a comfortable environment is important.

6.0 Approach

6.1 The contractor has been procured in line with the Council's established procedures to deliver the improvement to the park and the play facility. The project will be led by the CLC Directorate and will conform to the agreed Directorate project management and financial protocols.

Signage will also be displayed signifying the use of s106 contributions in delivering the play facility.

Any necessary maintenance has been factored into the parks and open spaces

maintenance programme.

7.0 Infrastructure Planning Evidence Base Context

7.1 This project is captured within the Open Spaces Improvement Programme referred to in the Infrastructure Delivery Framework Evidence Base. This is ranked as the equal top priority Open Spaces project.

8.0 Deliverables

8.1 This project will see the installation of a full VRF System in the public areas of the play pavilion.

Items to be delivered:

- Open Play Area 3no 12kw ceiling suspended units.
- Small play area 1no 5kw wall mounted unit
- The installation of 1 outdoor unit to roof area on new concrete plinth
- All Pipe work to be contained in white plastic trunking
- Testing and certificates will be provided upon completion

9.0 Local Employment and Enterprise Opportunity

9.1 Procurement imperative for maximising local benefits as agreed by members will be integrated into the tendering documentation in consultation with the council's Procurement team. Where current term contractors will be used to carry out any works, we will be contacting the Employment and Enterprise team to discuss initiatives that can be provided, such as work experience placements. The information will then be relayed onto our current term contractors. We recognise that providing local employment initiatives is an integral part of delivering upcoming projects, however where term contracts are in place we are limited in making changes.

10.0 Programme Timeline

10.1 Project Budget

Table 1			
Financial Resources			
Description	**Amount**	**Funding Source**	**Funding (capital/revenue)**
Air Conditioning	£ 25,000	106	Capital

Table 1			
Financial Resources			
Description	**Amount**	**Funding Source**	**Funding (capital/revenue)**
Contingency	£2,500	106	Capital
Project management (internal)	£2,500	106	Capital
Total excluding VAT	**£ 30,000**		

10.2 Financial Profiling

Table 2									
Financial Profiling									
Description	**Year 2016/2017**				**Year 2017/2018**				**Total**
	Q1	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	
Installation of air conditioning				£25,000					£25,000
Contingency					£2500				£2,500
Project management					£2500				£2,500
Total				**£25,000**	**£5,000**				**£30,000**

10.3 Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	**Milestone Title**	**Spend**	**Delivery Date**
1	Installation of air conditioning	£ 25,000	January 2017
2	Contingency 10%	£2,500	April 2017
3	Project management 10%	£2,500	April 2017
Total		**£30,000**	

11. Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor: Shazia Hussain
- Project Manager: Paul Sammut
- Project Team Members: Mohammed Raja, Ahkel Ahmed, Sam Brown

12. Project Reporting Arrangements

Table 7			
Key Stakeholders	**Role**	**Communication Method**	**Frequency**
IDSG	Owen Whalley	PIDS Quarterly updates Project closure	Adhoc
Project sponsor	Shazia Hussain	Quarterly updates	Every 12 weeks and Adhoc
Project Group	Mohammed Raja Ahkel Ahmed Sam Brown	Information on the scheme in terms of design, timing and co-ordination required for implementation	Site based information as works progress but minimum of quarterly meetings
S106 Programme Delivery Team Meeting	Finance S106 Programme Manager S106 Team Project Manager	Forecast / Actual Spend and Delivery against outputs; Key risks and issues; Benefit Outcome Monitoring; Satisfaction Surveys outputs.	Minimum: Financial Year Quarters

13. Quality Statement

13.1 The Project will conform to CLC internal controls for assessment and reporting as designated within the established control frameworks

14. Key Project Stakeholders

Table 8			
Key Stakeholders	**Role**	**Communication Method**	**Frequency**
Shazia Hussain	Accountable for the successful delivery of project	Email, telephone	Weekly
Paul Sammut	Accountable for the successful delivery of project	Email, telephone	Weekly
Pavilion user groups	Overview of project	E mail, telephone	Weekly
London Borough of Tower Hamlets	Provider	Email, letter and telephone	As required

15. Stakeholder Communications

15.1 The key messages of the project are:

- Reconfirming the aims of the Project as appropriate
- Communicating successes
- Providing stakeholder comments and review of outputs delivered (Quantitative and qualitative)
- Reporting Progress against project milestone delivery and spend
- Reporting the benefits to citizens living and working in and around Mile End Park.
- Every effort made by project manager to ensure opportunities for communications are highlighted and to liaise with S106 Officers regarding the key risks.

16. Key Risks

16.1 The key risks to this project are provided in the Table 9 below:

Table 9

Risk No.	Risk	Triggers	Consequences	Existing Internal Controls – to be confirmed	Likelihood	Impact	Total
1	Designs / funding / other issues not agreed in time prompt start of works on site	Delay or changes to implementation of the work programme.	Potential increase in costs depending on length of delay.	Discussions with project steering group, engagement with external stakeholders	1	1	1
2	Potential cost exceeds budget	Increase scope of project deliverables	Overspend / phase implementation	Potential to reduce scope or standard of works A contingency has been allowed for each deliverable element of the project	1	1	1
3	Unforeseen site conditions	Results of surveys, site inspections and scans.	Increase costs due to additional works and delay or changes to the implementation works programme	Use of design information already available project/steering group; limit disturbance	1	1	1
4	Works not of satisfactory quality	Results of surveys and post installation inspection	Additional cost of rectifying	Check quality of work at regular intervals Set out criteria of works in the specification for contractors	1	1	1

Appendix C

PROJECT INITIATION DOCUMENT

Idea Stores Technology Refresh

Project Initiation Document (PID)

Project Name:	Idea Stores Technology Refresh		
Project Start Date:	December 2016	**Project End Date:**	September 2017
Relevant Heads of Terms:		CPAY	
Responsible Directorate:		CLC	
Project Manager:		David Walters	
Tel:	0207 364 5926	**Mobile:**	07507 842921
Ward:		Borough wide	
Delivery Organisation:		Idea Stores, RFID Library Management System supplier	
Funds to be passported to an External Organisation?		No	
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')		No	
Supplier:		RFID Library Management System supplier, computer hardware supplier	
Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)		No, the capital estimate will be adopted as part of Cabinet process.	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or		No	

through Full Council? ('Yes' or 'No')	
S106	
Amount of S106 required for this project:	£249,238.42
S106 Planning Agreement Number(s):	PA/11/00829, £39,420.00 PA/13/02692 £10,584.42 PA/12/00637 £147,266.96 PA/11/01944 £22,160.88 PA/14/00293 £5640.16 PA/13/02529 £17,423.00 PA/13/02722 £3933.00 PA/13/00384 £2810
CIL	
Amount of CIL required for this project:	None
Total CIL/S106 funding sought through this project	£249,238.42
Date of Approval:	

Distribution List

Organisation	Name	Title
LBTH – D&R	Aman Dalvi	Corporate Director
LBTH – D&R	Owen Whalley	Service Head – Major Project Development
LBTH – D&R	Chris Holme	Finance, D&R
LBTH - D&R	Andy Scott	Service Manager – Economic Development
LBTH – D&R	Matthew Pullen	Infrastructure Planning Team Leader
LBTH – D&R	Helen Green	S106 Programme Coordinator
LBTH – Legal	Gillian Dawson	Principal Planning Lawyer
LBTH Legal	Marcus Woody	Planning Lawyer

Organisation	Name	Title
LBTH - D&R	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH - CLC	Tope Alegbeleye	Strategy, Policy and Performance Officer
LBTH - D&R	Anna McGill	S106 Planning Obligations Officer
LBTH CLC	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH Public Health	Tim Madelin	Senior Public Health Strategist
LBTH ESCW	Pat Watson	Head of Building Development
LBTH CLC	Shazia Hussain	Service Head Cultural Learning and Leisure
LBTH	Judith St John	Head of Idea Stores

Related Documents

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			

.

CONTENTS

PROJECT INITIATION DOCUMENT 1
1.0 Purpose of the Project Initiation Document 6
2.0 Section 106/CIL Context 7
3.0 Legal Comments 8
4.0 Overview of the Project 9
5.0 Business Case 11
6.0 Approach 12
7.0 Deliverables 12
8.0 Local Employment and Enterprise Opportunity 12
9.0 Programme Timeline 13
10. Project Team 16
11. Project Reporting Arrangements 17
12. Quality Statement 17
13. Key Project Stakeholders 17
14. Stakeholder Communications 18
15. Key Risks 18
16. Project Approvals 19
17. Project Closure 20
[Once this project has been completed a project closure document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager] 20

1.0 Purpose of the Project Initiation Document

1.1 Agilisys are in the midst of implementing a £2m public access infrastructure improvement project for all council public access ICT. Now that the project is nearing completion, Idea Stores are able to exploit new technology opportunities. It has not been possible to implement any of the service improvements contained within this PID until the completion of the infrastructure improvement project.

1.2 This PID has been prepared to secure Section 106 funding to deliver upgraded Radio Frequency Identification (RFID) self-service equipment that complies with International Organisation for Standardisation (ISO) 28560-2:2014. Idea Stores have been pioneers in using RFID self-service technology to empower customers, prevent theft, automate stocktakes, locate items and free up staff from being tied to a helpdesk therefore enabling staff to better help customers. RFID, particularly self-service kiosks have become a vital operational tool with approximately 80% of all transactions being done by customers using self-service kiosks. RFID shelf readers have cut the time taken to undertake a stock take from days to hours. Stock security is provided by RFID security gates which record every item that leaves an Idea Store. If an item has not been correctly discharged the security gates will sound alerting staff.

1.3 The RFID equipment currently in use across Idea Stores is now end of life and must be replaced. The equipment has been in use since 2007 and is based on the now defunct Windows XP operating system; furthermore the equipment does not meet the new ISO standard. Bibliotheca, who maintain Idea Store RFID equipment have given notice that as of 1st July 2016 the existing Idea Store equipment will no longer be supported. It is therefore imperative that Idea Stores have an agreed replacement plan with a supplier who will continue support throughout the transition period. To ensure Public Service Network compliance, LBTH ICT Client team has taken the decision to remove all Windows XP devices from the corporate network therefore Idea Stores have no option but to replace all self-service kiosks. The self-service kiosks cannot be upgraded and the only option is complete replacement.

1.4 Idea Stores are part of the London Libraries Consortium (LLC) and purchase stock under a London wide stock contract. Items arrive with their RFID tags pre-programmed and ready to go on the shelf. The new ISO standard means that stock for Idea Stores will need to be specially programmed to the old standard so it is compatible with our legacy equipment. The stock supplier has stated that as of 1st July 2016 Idea Stores will be charged an additional charge to deliver stock programmed to the old standard. If Idea Store RFID equipment met the current

standard there would not be an additional charge, of £1.00 per book, this amounts to approximately £22,000 per year for the children books alone. This project seeks to replace all Idea Store RFID equipment namely self-service kiosks, shelf readers, staff deactivation pads and security gates so they meet the current ISO standard. This will improve Library provision for current and future residents and users.

1.5 To further enhance the customer experience this project goes beyond the evolutionary replacement of legacy RFID equipment and proposes the use of wifi enabled mobile technology giving staff full access to the entire Library Management System (LMS) as they floor walk and interact with customers.

2.0 Section 106/CIL Context

Background

2.1 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 over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the Council's Regulation 123 List.

2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

2.4 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development at the following *sites* PA/11/00829-. Greenheath Business Centre, 31 Colts Lane, PA/13/02692- Sceptre court, PA/12/00637- land adjacent Langdon Park Station, PA/11/01944-Thomas Road, PA/14/00293- 7 Lime harbour, PA/13/02529- Car Park Cygnet Street,

PA/13/02722-Peterley Business Centre , PA/13/00384 -Former Queen Elizabeth Hospital.

2.5 The agreement obliged the Developer to pay the Council (See below) for the purposes of (see table below)

Planning Application	HOF T	Site Address	Expiry Date	Funding Requirement	Amount Agreed	Total Requested
PA/11/00829	CPAY	Greenheath Business Centre, 31 Colts Lane	23/10/2022[10 years from of practical completion	Provision of additional leisure and community facilities or for useful planning purposes for the benefit in which the development is situated.	£39,420	£39,420.00
PA/13/02692	CPAY	10 years from practical completion	10 years from practical completion	towards idea stores, libraries and archives in the borough	£ 10,584.42	£10,584.42
PA/12/00637	CPAY	land adjacent Langdon park station	expended or committed within 7 years from date of practical completion of the whole development	additional community facilities (idea store and leisure) in the borough	£259,755	£147,266.96
PA/11/01944	CPAY	Thomas Road	expended in full or committed for expenditure within 5 years from the date of practical completion of the whole development	Provision of and improvements to idea stores, libraries and archives within the general locality of the development(See Appendix C)	£ 17,263	£22,160.88
PA/14/00293	CPAY	7 Lime harbour	expended in full or committed within 10 years from date of practical completion	library and Idea store facilities in the borough	£ 35,698	£17,423

PA/13/02529	CPAY	car park cygnet street	expended in full or committed within 10 years from date of practical completion of the whole development	Idea Stores, archives and library facilities in the borough	£ 10,599	£5,640.16
PA/13/00384	CPAY	Former Queen Elizabeth Hospital	expended in full or committed within 10 years from the date of practical completion of the whole development	community and Leisure Facilities in the Borough	£49,879	£2810
PA/13/02722	CPAY	Peterley Business Centre	expended in full or committed within 10 years from the date of practical completion	towards Idea Stores in the borough	£ 17,100	£3933.00

.

3.0 Legal Comments

3.1 Legal Services consider Idea Stores to be community facilities for the purposes of the various S106 agreements listed in the table in section 2.5 above.

3.2 We note that the agreements for the developments at: the Greenheath Business Centre, 31 Colts Lane (PA/11/00829); and land adjacent Langdon park station (PA/12/00637); expressly require that the monies be spent on the provision of "additional" community or leisure facilities. In terms of the agreement for PA/11/00829, the Council has the flexibility to use the monies for any planning purposes that will benefit the locality of that particular development. However, the contribution from PA/12/00637 does not have that fall back. Arguably then the monies from that agreement should only be used for new further facilities rather than an upgrading of what is already available. That said, if it can be demonstrated that the project will tangibly result in new facilities that will supplement those presently provided then a case could be made that it is within the scope of that

S106 agreement.

3.3 The funding from the S106 agreement for the Thomas Road development (PA/11/01944) requires the money to be used for improvements to Idea Stores in the vicinity of the development. There is no legal definition of vicinity and a number of factors should be borne in mind such as proximity, accessibility, the availability of other such facilities and the extent to which occupiers of the land can be reasonably be expected to be served by the project. Appendix C is helpful in this regard. If the Chrisp Street Idea Store is the nearest (or only) facility serving that development then it would go some way in supporting the proposition that it is in the vicinity. The relevant funding from the S106 for that development, however, should be spent on the improvements to that Idea Store specifically.

3.3 Subject to the above comments, we consider that the funding for this PID is in line with the purposes for the contributions under the S106 agreements listed above.

3.4 These comments are limited to addressing compliance with the terms of the s106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

4.0 Overview of the Project

Agilisys are in the midst of implementing a £2m public access infrastructure improvement project. Now that the project is nearing completion, Idea Stores are able to exploit new technology opportunities.

Up until now Idea Stores have not been able to exploit the new technological improvement opportunities, however, now that the infrastructure project is nearing completion the service requires a full refresh of this technology.

This project will be delivered in two distinct phases. Phase 1 will see a service improvement brought about by the use of wifi enabled mobile technology. Phase 2 will cover the replacement of legacy RFID equipment.

4.2 <u>Phase 1 – wifi enabled mobile technology</u>

A key part of the project will see upgraded wifi installed at all Idea Stores, thus for the first time Idea Stores can use the cloud-based version of our LMS. Rather than having customers queue up at a helpdesk, the helpdesk can essentially be brought

to the customer.

With customers using self-service, the need for staff to be assigned to helpdesks will reduce. Staff freed from helpdesk duty will be assigned to floor walk and thus better engage with customers. To assist customers with enquiries floor walking staff will need access to information, specifically the LMS. It is proposed that up to six tablet devices are purchased for each Idea Store so that when staffs are assigned to floor walk they can pick up a tablet from the workroom and roam the building with access to all the information they need. This model is already in use by other LLC members and now that improved wifi is in place, it has become an option for Idea Stores. To access the cloud-based LMS Idea Stores need wifi enabled mobile devices (tablet PCs), software licences and training. As the service is cloud-based it opens the possibility of bringing the LMS to outreach locations and improving the effectiveness of housebound services.
The introduction of the tablets will offer residents greater accessibility to Idea Store facilities. For the first time, the Idea Stores will be able to provide a comprehensive mobile outreach service; the tablets will be able to connect from any location which has a telephone signal. Customers will be able to view the book stock and register to join the Idea Store, at community events, markets, schools etc.

In addition, this facility will prove extremely beneficial to vulnerable residents, such as the elderly and the housebound, who are unable to visit an Idea Store or library, they will be able to view the entire LLC book stock and reserve books using the tablets, This means that they will be able to choose the books that they want to read, rather than a member of staff choosing books for them.

4.3 Phase 2 – Replacement of legacy RFID equipment

4.3.1 Self-service kiosks

Self-service is now part of everyday life, consumers expect to see it. Idea Stores were one of the first public libraries to introduce self-service in every branch. This project seeks to replace twenty eight self-service kiosks across five Idea Stores and two libraries enabling a quicker throughput of customers who will not need to queue at a helpdesk. Nineteen of the kiosks will be for issuing and returning books with each site also receiving at least one dedicated kiosk to manage public access PC bookings and print management.

Print release kiosks will be a completely new facility that the Idea Store will be able to offer to its customers. At present if a customer wants to print they need to log onto a public access computer, send their job to the printer and then find a member of staff to pay for their print job. The introduction of print release kiosks will mean that customers will be able to pay at a kiosk and release their own print job; they will no longer have to wait for a member of staff to print their work. With print release kiosks, for the first time the entire process of booking a PC to printing work will be entirely self-service, thus freeing up staff time to interact and help those customers who need assistance.

4.3.2 RFID shelf readers

Before the advent of RFID tags and shelf readers a library stock take would require a complete closure of the service for days. With RFID shelf readers the same stock take can be performed in hours with little disruption to normal operations. The RFID tag contains all the information about an item. With a RFID shelf reader all a librarian needs to do is walk down each aisle touching each shelf with the reader. Stock information is then downloaded to a laptop and compared to information held on the LMS.

Shelf readers are not limited to being used for the annual stock take. Everyday each branch is given a list of items to be pulled from shelves for customer reservations. Items are not always shelved correctly so it can be a time consuming to go through the list and identify all customer reservations. Shelf readers can be used to lead a librarian to a specific stock item. This project proposes the purchase of seven shelf readers, one for each site.

4.3.3 RFID security gates

All Idea Store stock has a programmed RFID tag that is fixed into a book or CD cover. If an item is removed from site without being correctly discharged the security alarm is activated. With the change in ISO standards our existing gates will not be able to read new tags and thus the security process will be flawed. To ensure continued stock security, new gates will be required at all locations.

4.3.4 Deactivation pads

Not all customers are comfortable using self-service kiosks. A minority still prefer to interact with a member of staff and want their items to be checked out at the helpdesk. Occasionally self-service machines fail and in these circumstances the only option is to use the helpdesk. Idea Stores cannot rely entirely upon self-service machines and there must be a back-up option. Issuing items at the helpdesk is not desirable but when it is necessary there must be a mechanism to deactivate the RFID security tag so that when the customer leaves the building the alarm does not sound. RFID deactivation pads are connected to helpdesk PCs and allow staff to discharge items. Existing deactivation pads will not read RFID tags programmed to the new ISO standard and thus all deactivation pads will need to be replaced.

5.0 Business Case

5.1 The Idea Store model is based on self-service and customer empowerment. Self-service kiosks and using shelf readers to automate stock checks has improved efficiency and is well used by customers. If self-service kiosks and shelf readers are not replaced the likelihood is opening hours will need to be reduced and/or sites closed. At present smaller library sites can be operated with a skeleton staff team.

This may not be feasible if we do not have self-service or need to undertake labour intensive stock takes. This would lead to a reduction in library service capability while demand from a growing population increases.

5.2 The RFID element within the self-service kiosks provides both stock security and stock management. Stock is delivered to each branch shelf ready with programmed RFID tags. The tags perform two key tasks, they hold all the information about item and they also have a security bit that toggles between on and off. When an item arrives in store the security bit is set to on so if the item leaves, without being correctly discharged the door alarm will sound and a message will flash up on a nominated staff PC detailing exactly what item has been removed from store. If an item is correctly discharged then the security bit will toggle to off and the door alarm will not sound. The use of RFID tags and RFID security gates is how Idea Stores protect and manage stock. If Idea Store security gates cannot read new RFID tags then the entire stock security process breaks down, impacts on value for money.

5.3 Idea Stores are part of the LLC stock contract. Stock now arrives direct to each site shelf ready. All staff need to do is simply put the items on display as the stock supplier has already programmed the tags. In 2014 a new ISO RFID standard was introduced (ISO 28560), Idea Store RFID equipment cannot read tags programmed to the new ISO standard. The LLC stock supplier has given notice that as of 1st July 2016 all items supplied under the stock contract will be programmed to the new ISO standard. Idea Stores now have three options:

- Replace RFID equipment so it is compliant to the new ISO data model
- Manually program stock in-house using the old data model
- Pay a premium for the stock supplier to manually apply the old data model to Idea Store stock

To bring tag programming back in-house would require significant work redesign. Idea Store staff would need to manually programme c. 25,000 items per year. In addition to the tedious and repetitive task of programming tags, items would also need to be centrally stored and then distributed to each site. Idea Stores do not have the staff, space or logistics required to programme tags in-house. Equally the stock fund cannot absorb the additional cost required (estimated to be at least £25,000 per annum) to have Idea Store tags programmed with a legacy data model. The preferred option is to update our entire RFID estate with industry standard ISO 28560 compliant equipment.

5.4 With staff free from the helpdesk and able to floor walk they will need mobile access to information so they can better assist customers. There seems little point in removing staff from the helpdesk if they need to constantly return to access information. If staff are sent out to floor walk and help customers wherever they are in an Idea Store then they need mobile access to the LMS. This project aims to deliver substantial improvements to the customer experience. Rather than queue up at a helpdesk customers will be able to process their own items and be given detailed assistance wherever they are in store. With a wifi enabled tablet connected to the LMS staff will be taking the power of the helpdesk out into the store.

6.0 Approach

6.1 Indicative costs have been sought from RFID market leaders for self-service kiosks, shelf readers, security gates and deactivation pads. Prospective suppliers must be able to support Idea Stores existing equipment during the transition phase. Due to the specialist nature of RFID library equipment and the need to support existing equipment as part of any agreement, it is proposed that a supplier is selected through restricted tender. Suppliers must offer a full turnkey solution with installation, testing, training and project management.

6.2 Tablet devices can be supplied from any hardware manufacturer as the only requirement is for a wireless connection, internet browser and current operating system. Tablet devices will not be connected to the staff network so do not need to be supplied by Agilisys.

6.3 Support and maintenance will be provided by the LMS supplier, the equipment will not be supported by Agilisys. Idea Stores have a contract in place with the LMS supplier and this equipment will be added to that contract. The RFID equipment will connect to the public not staff network, Idea Store ICT technicians have been given admin rights over the public network, and therefore Agilisys involvement will be minimal.

7.0 Infrastructure Planning Evidence Base Context

7.1 This project is captured within the Idea Stores Improvement Programme referred to in the Infrastructure Delivery Framework Evidence Base. This is ranked as the equal top priority Idea Stores project.

8.0 Deliverables

8.1 This project will deliver the following:

- A fully ISO compliant and refreshed RFID system
- Continued stock security
- Web based LMS access
- A new service model with more staff floor walking
- An improved Outreach and Housebound service

A detailed list of individual deliverables by site can be found in Appendix A.

9.0 Local Employment and Enterprise Opportunity

9.1 Consultation will be undertaken with the procurement team to ensure that where practical opportunities for local businesses to supply goods are fully explored. However, due to the specialist market of RFID library management equipment it is unlikely that the kiosks or shelf readers can be sourced locally. It may be possible to source the tablet PCs from a local business.

10.0 Programme Timeline

10.1 Project Budget

	Table 1				
	Financial Resources				
Description	**No.**	**Unit cost**	**Amount**	**Funding Source**	**Funding (capital/revenue)**
Self-service kiosk	19	£5,000	£95,000	S106	Capital
Print release kiosk	9	£5,000	£45,000		
Shelf reader	7	£3,000	£21,000		
Tablet PC	36	£110	£3,960		
Deactivation pads	22	£1,000	£22,000		
Security gates	7	£5,000	£35,000		
Project Mgt (External)	7 days	£660	£4,620		
Contingency (10%)			£22,658.42		
Total excluding VAT			£249,238.42		

- Any unused Contingency will be returned to the S106 portfolio or used for additional works.

10.2 Financial Profiling

Table 2									
Financial Profiling									
Description	**2016/17**				**2017/18**				**Total**
	Q1	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q 4**	
Self-service kiosk				£95,000					£95,000
Print release kiosk					£45,000				£45,000
Shelf reader					£21,000				£21,000
Tablet PCs				£3,960					£3,960
Deactivation pads				£22,000					£22,000
Security gates				£35,000					£35,000
Professional services					£4,620				£4,620
Contingency (10%)						£22,658.42			£22,658
Total				£155,960	£70,620	£22,658.42			£249,238.42

10.3 Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	**Milestone Title**	**Baseline Spend**	**Baseline Delivery Date**
Phase 1	Delivery of Tablet PCs	£3,960	February 2017
Phase 1	Promote new service to Idea Store users	n/a	February 2017
Phase 1	Training in use of cloud based LMS	n/a – online training video	February 2017
Phase 2	Agree procurement process agree and undertake	n/a	November 2016
Phase 2	Installation & configuration of self-service kiosks	£95,000	March 2017
Phase 2	Installation & configuration of helpdesk deactivation pads	£22,000	March 2017
Phase 2	Installation & configuration of security gates	£35,000	March 2017
Phase 2	Installation & configuration of shelf readers	£21,000	May 2017
Phase 2	Installation & configuration of print release kiosks	£45,000	May 2017
Total		**£221,960***	

*This figure excludes professional services and contingency, if these two items were included the figure would be £249,238.42

10.4 Realisation

Table 4	
Benefit	**Measure**
Improved customer satisfaction ratings	Annual CIPFA library survey, social media feedback, visitor numbers
Reduction in number of complaints from customers who feel they have had to wait too long before being served	Annual Residents Survey and number of complaints received
Fast, reliable equipment and mobile technology enabling staff to roam and engage with customers improved staff morale is another expected benefit.	Staff surveys, feedback via team meetings,1:1's and PDR's
Quick and easy to find stock and undertake full stocktakes.	Improved stocktake accuracy
Provide a comprehensive Outreach and Housebound service, with the ability to sign up new members and renew items from remote locations.	Increase in Idea Store membership, increase in stock issues

11. Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor: Shazia Hussain (Service Head, CLC)
- Project Manager: David Walters (Operations Manager, CLC)
- Project Team Members:
  - Judith St. John (Head of Idea Store, CLC)
  - Sergio Dogliani (Deputy Head of Idea Store, CLC)
  - Kate Pitman (Idea Store Development Manager, CLC)
  - Sunil Hirji (Lead ICT Officer, CLC)
  - Andrew Chavez (Business Solution Architect, CLC)
  - Simon King (Service Relationship Manager, CLC)

- Procurement category manager

12. Project Reporting Arrangements

Table 5			
Group	**Attendees**	**Reports/Log**	**Frequency**
Project Team	Judith St. John Sergio Dogliani Kate Pitman Sunil Hirji Andrew Chavez Simon King	Forecast / Actual Spend and Delivery against outputs; Key risks and issues; Output/ Outcome Monitoring	Monthly, then weekly during delivery months. Delivery method likely to be voice conferences.
CLC Capital Board	Shazia Hussain (Chair), Project Managers, Heads of Service	Forecast / Actual Spend and Delivery against outputs; Key risks and issues; Output/ Outcome Monitoring.	Monthly

13. Quality Statement

13.1 The project will conform to CLC internal controls for assessment and reporting as designated with the established control frameworks.

14. Key Project Stakeholders

Table 6			
Key Stakeholders	**Role**	**Communication Method**	**Frequency**
Local residents	Idea Store users	Idea Store website, Newsletters, in store notices	Throughout the project
Idea Store staff	Staff	Team meetings, 1:1's staff briefings	Throughout the project
Ward Members	Elected	Via senior managers	When requested

Table 6			
Key Stakeholders	**Role**	**Communication Method**	**Frequency**
	representatives		

15. Stakeholder Communications

15.1 Please refer to table 6, Idea Stores will actively engage will all relevant stakeholders throughout the lifetime of the project.

16. Key Risks

16.1 The key risks to this project are provided in the Table 7 below:

Scale
Likelihood (1 – 5) where 1 is highly unlikely and 4 is almost certain
Impact (1 – 5) where 1 is minimal impact and 4 is devastating

Table 7							
Risk No.	**Risk**	**Triggers**	**Consequences**	**Existing Internal Controls – to be confirmed**	**Likelihood**	**Impact**	**Total**
1	Project spends exceed budget	Hidden costs arising from additional works and/or equipment	Project stalling and ceasing. Damage to LBTH reputation with external groups	Clear costs for all works received. Contingency in place.	1	5	5
2	Procurement processes do not allow a restricted tender or direct appointment so Idea Stores are unable to use a	Advice from Procurement	Idea Stores will have an entire estate of old unsupported equipment that is increasingly prone to failure. Potential for	If possible, it will be a tender requirement that potential suppliers must be able to support	2	3	6

Table 7							
Risk No.	**Risk**	**Triggers**	**Consequences**	**Existing Internal Controls – to be confirmed**	**Likelihood**	**Impact**	**Total**
	supplier who will maintain current equipment during transition period.		reputational and increased staff costs as more transactions go through helpdesks and it takes longer to locate items.	Idea Store existing equipment throughout the transition.			
3	The project is not adopted as part of the Capital Programme.	Failure to obtain the required budget, unable to appoint a supplier.	The entire Idea Service could grind to a halt.	Council commitment for Idea Stores has been shown at the highest levels.	1	5	5

Appendices

Appendix A: Detailed list of deliverables by site

The following items will be delivered as part of this project:

Idea Store Bow
- Self-service kiosk x 3
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 3
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

Idea Store Canary Wharf
- Self-service kiosk x 3
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 3
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

Idea Store Chrisp Street
- Self-service kiosk x 3
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 3
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

Idea Store Whitechapel
- Self-service kiosk x 3
- Print release and PC booking kiosk x 2
- Staff deactivation pad x 5
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

Idea Store Watney Market
- Self-service kiosk x 3
- Print release and PC booking kiosk x 2
- Staff deactivation pad x 4
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 6

Bethnal Green Library

- Self-service kiosk x 2
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 2
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 3

Cubitt Town Library

- Self-service kiosk x 2
- Print release and PC booking kiosk x 1
- Staff deactivation pad x 2
- Security gates x 1
- Shelf reader x 1
- Tablet PC x 3

Appendix B

Details of Quality Criteria for Equipment

Self-service kiosks

- must be able to read RFID tags programmed to the current ISO data model
- must be able to read Idea Store membership cards presented by physical card or phone/tablet on the Idea Store app
- must be based on a current supported operating system approved by the ICT Client team
- must be able to read a RFID tag within 2 seconds of the item being placed in the scanning zone
- must allow a customer to review all current activity on their account
- must allow the issue, return and renewal of Idea Store items
- must be able to print a receipt after every transaction
- must have a customisable interface allowing Idea Stores to add branding and site specific messages
- should be able to read items presented from other LLC members
- should be able to read membership cards from other LLC members

Print release kiosks

- must allow customers to release print jobs without the intervention of staff
- must be compatible with current Idea Store PC booking software
- must accept Idea Store membership cards
- must be compatible with all Idea Store public access printers
- must accept coin payment
- must have a full audit trail detailing when a print job was paid for and released
- must have the ability to allow customers to print over wifi once wifi printing is enabled
- should allow customers to make advanced PC bookings
- should accept membership cards from other LLC authorities

Shelf readers

- must detect all RFID tagged stock
- must locate and guide staff to specific RFID tagged items
- must be able to download stock onto a portable device that can be used to compare details to those held on the LMS

RFID security gates

- must sound when an item leaves the store without being discharged

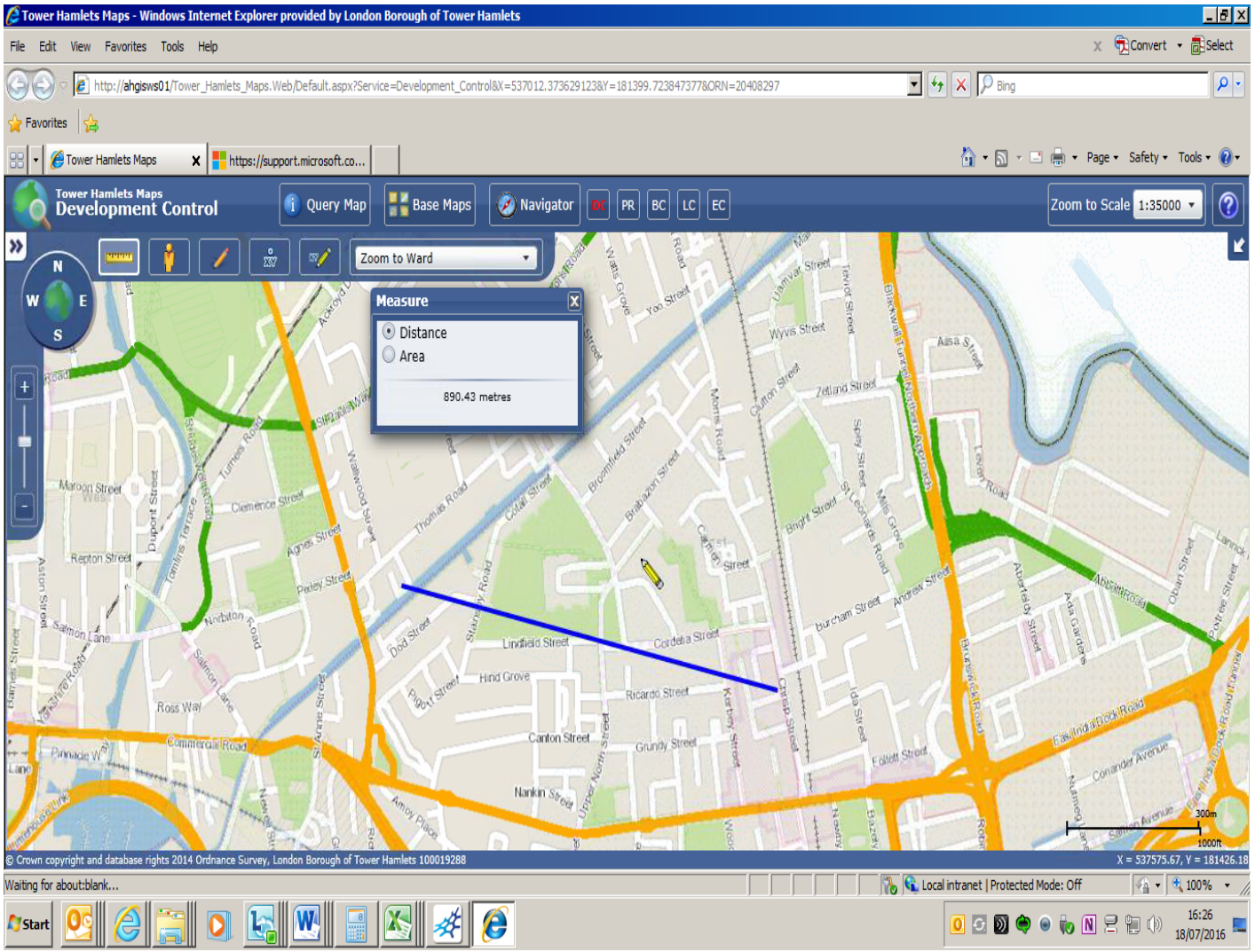
- must be able to read all Idea Store RFID tagged stock
- must detail on a nominated staff PC the item that has activated the alarm
- must create a log file of all items that activate the security alarm
- should include a patron counter recording number of visitors

12.1 Tablet PCs

- must have wifi
- must weigh less than 600g
- must run IOS 9 or Android 5
- must have minimum 10” screen

Appendix C

Distance from to PA/11/01944 (Thomas Road) to Chrisp Street Idea Store = 890.43m



Appendix D

PROJECT INITIATION DOCUMENT

(April 2016)

Pocket Parks Programme

Project Initiation Document (PID)

Project Name:	**Pockets Parks Project**		
Project Start Date:	June 2016	**Project End Date:**	April 2017
Relevant Heads of Terms:		LSOS	
Responsible Directorate:		Communities, Localities and Culture	
Project Manager:		Sade Johnson	
Tel:	X 5480	**Mobile:**	
Ward:		Borough Wide	
Delivery Organisation:		London Borough of Tower Hamlets	
Funds to be passported to an External Organisation?		Yes	
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')		Yes	
Supplier:		CLC, Strategic Partners	
Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)		No	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or		No – Approval for capital expenditure will be sought subsequently.	

through Full Council? ('Yes' or 'No')	
S106	
Amount of S106 required for this project:	£200,000
S106 Planning Agreement Number(s):	PA/09/02657 PA/13/00494 PA/13/00218 PA/13/01991
CIL	
Amount of CIL required for this project:	£0
Total CIL/S106 funding sought through this project	£0
Date of Approval:	£0

Distribution List

Organisation	Name	Title
LBTH – D&R	Aman Dalvi	Corporate Director
LBTH – D&R	Owen Whalley	Service Head – Major Project Development
LBTH – D&R	Chris Holme	Finance, D&R
LBTH - D&R	Andy Scott	Service Manager – Economic Development
LBTH – D&R	Matthew Pullen	Infrastructure Planning Team Leader
LBTH – D&R	Helen Green	S106 Programme Coordinator
LBTH – Legal	Gillian Dawson	Principal Planning Lawyer
LBTH Legal	Marcus Woody	Planning Lawyer
LBTH - D&R	Andy Simpson	Business Improvement & S106 Programme Manager

Organisation	Name	Title
LBTH - CLC	Tope Alegbeleye	Senior Support Services Manager, S&R
LBTH - D&R	Anna McGill	S106 Planning Obligations Officer
LBTH CLC	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH Public Health	Tim Madelin	Senior Public Health Strategist
LBTH ESCW	Pat Watson	Head of Building Development
LBTH - CLC	Shazia Hussain	Service Head Culture, Learning and Leisure
LBTH - CLC	Stephen Murray	Head of Art, Parks and Events

Related Documents

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			

.

CONTENTS

PROJECT INITIATION DOCUMENT 1
1.0 Purpose of the Project Initiation Document 6
2.0 Section 106/CIL Context 6
3.0 Legal Comments 7
4.0 Overview of the Programme 8
5.0 Business Case 10
6.0 Approach 11
7.0 Deliverables 13
8.0 Local Employment and Enterprise Opportunity 14
9.0 Programme Timeline 14
10. Project Team 15
11. Project Reporting Arrangements 15
12. Quality Statement 16
13. Key Project Stakeholders 16
14. Stakeholder Communications 16
15. Key Risks 17
16. Project Approvals ..... **Error! Bookmark not defined.**
17. Project Closure ..... **Error! Bookmark not defined.**

1.0 Purpose of the Project Initiation Document

1.1 The Pocket Parks Programme aims to deliver a package of projects which will

a) Improve existing small green spaces

b) Transform disused or neglected areas of land into pocket parks for community use. The programme focusses on a number of sites which will be developed and delivered over the course of a year.

2.0 Section 106/CIL Context

Background

2.1 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 over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the Council's Regulation 123 List.

2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

2.4 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development at the following PA/09/02657- Land bounded by Cordelia St, Carron Close and Chrisp Street, PA/13/000494 – 86 Brick Lane, E1 6RL, PA/13/00218- Aldgate Place, PA/13/01991 Former St Andrews Hospital.

2.5 The agreements obliged the Developer to pay the Council (see table below).

Planning Application	HOFT	Site Address	Expiry Date	Funding Requirements	Total Agreed	Total requested for this project
PA/09/02657	LSOS	Land bounded by Cordelia St, carron close and chrisp St	27/06/2020	provision of open space within the LBTH	£65,452.36	£65,452.36
PA/13/00494	LSOS	86 Brick Lane, E1 6RL	10 years from date of practical completion	towards open space improvements in the vicinity of the land	£200,000	£38,000
PA/13/00218	LSOS	Aldgate Place	10 years from date of practical completion	for the provision of new open space or improvements to existing open space in the following locations (in order of priority) (a) Whitechapel ward, (b) wards adjoining Whitechapel ward, (c)and other part of the borough	863,392.00	£70,049.68
PA/13/01991	LSOS	Former St. Andrews Hospital	16/07/2024	towards public open space in the borough	£26,497.96	£26,497.96
						£200,000

3.0 Legal Comments

3.1 In terms of the allocation of the £200,000 for the Ropewalk Gardens project contemplated by this PID from the S106 agreement for the 86 Brick Lane development (PA/13/00494) - we note that the agreement requires the Council to use the monies for the relevant purposes in the vicinity of the land. The proposed

project is an improvement to existing open space and therefore accords with the specified purpose for the use of that money.

3.2 As to whether the project is in the vicinity or not will be a matter of fact and degree. There is no legal definition of vicinity and it will vary depending on the context of each case. Factors such as proximity, accessibility, the availability of other such facilities and the extent to which occupiers of the land can be reasonably be expected to be served by the project will all be relevant to the consideration of this question. In this case, we consider that an argument could be made that the project is reasonably in the vicinity of the development where it is located 881 metres from it, particularly if it transpires that is the nearest, or the only, public open space for the residents and they already use it.

3.3 Subject to those comments, we consider that the funding for this PID is in line with the purposes for the contributions under the S106 agreements listed in paragraphs 2.4 and 2.5 above.

4.0 Overview of the Programme

4.1 Parks and open spaces are a scarce resource in Tower Hamlets with many parts of the borough significantly below national access standards. The Pocket Parks programme provides a creative means of bringing neglected, poorly used spaces back into vibrant use. In addition as a Mayoral priority it also meets the desires of residents to be engaged and involved in improving local small spaces in partnership with the Council. This is an innovative approach to both sustaining and managing open spaces. The programme comprises of 4 sites across the borough as follows:-

Project	Description	Location	Cost/ Maintenance
A12 Green Mile	This a pilot that aims to test out the effectiveness and impact of various initiatives around, noise attenuation, reduction in air pollution, retro-fitted sustainable drainage techniques, and environmental enhancement as a	TFL owned land between the A12 Blackwall Tunnel and Gillender Street – close to the south of the new Bow School in Lansbury Ward. Map of location – (Click Here) This will be	Total Project Cost: £205K Total S106 Contribution sought: £30K Grant funding of £30k is being provided onto Poplar HARCA.

	demonstration project within a compact site. The project will include a new demonstration pocket park public space protected from the A12 road by an innovative 'green' acoustic barrier incorporating techniques and a design to cope with the above mentioned constraint.	maintained by TFL Please refer to Appendix D.	Other funding from the GLA and TFL. To be maintained by T FL.
Ropewalk Garden Outdoor Gym	An outdoor gym -with equipment options and design chosen by the local community – possibly with equipment to suit children and early teens. This element of the project is funded from PA/13/00494 (Brick Lane). This will be a provision that local people in the Whitechapel area will benefit from. It is also reflects the Whitechapel Vision and its ambition to transform the public realm and create a better environment.	Tower Hamlets Council owned land. The location of this project is 881m from the development as outlined in Appendix B. A more detailed map of the location of this project is attached at Appendix E. This will be added to the existing Clean and Green maintenance contract. In addition the outdoor gym has its own 5 year maintenance built in which is paid upfront	Total Project Cost: £38K Total S106 Contribution sought: £38K Area maintained by LBTH Clean and Green Team. Gym equipment via formal 5 year maintenance plan.
Marner Family Community Play Spaces/ Gym	This project will be designed in consultation with families and residents with the aim to create an outdoor green/social space for mixed community use, including adventure	This is located to the east of the borough adjacent to the A12. Please refer to Appendix F.	Total Project Cost: £34K Total S106 Contribution sought: £34K

	playground and gym with paths, seating, picnic tables - and a range of play resources and playful features such as a nest swing and a sunken trampoline.		Area maintained by Poplar HARCA and others. Gym equipment via formal 5 year maintenance plan.
Chicksand East	The project aims to transform the underused green space between Kingwood and Bloomfield House on the Chicksand East Estate into a welcoming, safe open space for children and adults, including, seating, quiet spaces, natural planting areas and community growing garden that will encourage residents to use, care and value their green space.	Tower Hamlets Homes land Located near Kingwood and Bloomfield House on the Chicksand East Estate Please refer to Appendix G.	Total Project Cost: £48K Total S106 Contribution sought: £48K Area maintained by Tower Hamlets Homes

5.0 Business Case

5.1 Whilst Tower Hamlets has limited parks and open spaces, it is committed to working with partners to identify and make available green spaces on their land for residents to access and enjoy. The overall aim of the Pocket Parks Programme is therefore in keeping with this ambition to deliver improvements to small green spaces by transforming underutilised or neglected areas of land into viable pocket parks for community use. Such provision increases use of pocket parks and increase health and wellbeing of residents. Past experience has proved that tangible improvements can be made to transform local spaces and increase use and take up which also enhances community cohesion and involvement. This is a partnership approach that has proved a cost effective method of achieving sustainable management of small open spaces.

5.2 The Pocket Parks programme will improve the outlook of the borough and transform under used green spaces into attractive areas that people choose to use. The A12 Green Mile will be managed by Transport for London, with the remaining ones managed by a combination of the Council, Poplar HARCA and Tower Hamlets Homes with residents and community organisations taking an active role. Both Poplar HARCA and Tower Hamlets Homes has experience in maintaining green

spaces as part of their property portfolio.

5.3 By empowering local residents, community organisations or other strategic partners to take responsibility for identified open space, the financial burden on the Council is greatly reduced. In the long term there are also significant benefits to be gained from this approach with residents more engaged and involved. This is in addition to gains from increased health and wellbeing from accessing and making use of outdoor spaces and gyms.

6.0 Approach

6.1 The Pocket Park Programme compliments the Councils existing provision by working with parks. It also links in with key Councils Open Space Strategy, which is to ensure the borough's parks and open spaces improve the quality of life for those living and working in the borough. Tower Hamlets Parks and open spaces are important elements of all the borough's community plan themes: living safely; living well; creating and sharing prosperity; learning achievement, leisure and excellent public services.

6.2 Under the key priority of the Community Plan of creating a better place for learning, achievement and leisure, the Strategic Plan states that the Council wants to improve the provision and quality of public open space. This is underpinned by the Council's Open Space Strategy.

6.3 Furthermore the projects also address the All London Green Grid policy, as set out by the Mayor of London. The policy aims to achieve the following:

- Increase access to open spaces
- Encourage healthy living
- Promote sustainable food growing
- Promote green skills and sustainable approaches to design, management and maintenance.

6.4 In addition, the A12 Green Mile project links in with a number of strategies developed by TFL, Central Government and LBTH. Furthermore, the Local Development Framework: Core Strategy from LBTH also identifies several improvements which will come about by improving parts of the A12 which is also supported by TFLs' A12 strategy. All of these strategies aim to secure the following benefits:-

- Improve local landscape
- Improve air quality
- Reduce pollution
- Improve community cohesion

Recent work has taken place on the site to combat local concerns re broken paving which resulted in TFL putting in grass and planters into the space. The project will build on that and start to test how such spaces can both reduce pollution and make a less inhospitable A12. In addition the Future Streets funding (£75K) will allow a

noise attenuation system to be built alongside the green area, whilst the pocket park will introduce green infrastructure to make the place more pleasant to use and allow testing of pollution reduction through planting. Ultimately the project is combating the A12 being a just a motorway inhospitable to residents and splitting communities. It is worth noting that this project will improve an area expecting significant development as a result of the Poplar Riverside Housing Zone.

6.5 The projects will be coordinated by CLC, working with the following groups delivering the projects:

- Parks
- Poplar HARCA
- Public Health
- TFL
- Play Association Tower Hamlets (PATH)
- Tower Hamlet Homes
- Clinical Commissioning Group (CCG)

6.6 The projects mentioned in section 4, will be coordinated and monitored by the Localisation Team. External partners will project manage their relevant project, however this will also be monitored robustly and rigorously, ensuring that the project is being delivered on time and within budget.

6.7 The programme will commence in June/July 2016 with the A12 Green Mile, with Ropewalk Gardens, Chicksand Estate and Marner Family following thereafter. The programme will be coordinated by CLC, working with the following directorates and groups in delivering the programme:

- Parks
- Poplar HARCA
- Public Health
- Tower Hamlets Homes
- TFL
- Play Association Tower Hamlets (PATH)
- Clinical Commissioning Group (CCG)

6.8 The Pocket Parks programme links into a number of strategies and aims of the Council and its Partners in engaging residents in decision making and also the meets the CCG mission of securing health improvements for the borough. Play Association Tower Hamlets (PATH) is a registered charity have also steered and contributed to the programme to ensure the best outcomes for all children and young people in the borough as part of their mission for healthier, happier children playing in improved environments.

6.9 A12 Green Mile will be delivered in partnership with TFL, Poplar HARCA and LBTH, this project t will be grant funded to HARCA. This project is uniquely innovative proposals that have not been delivered before in this country. As pilot project, if successful, the intention is to roll them out London-wide.

6.10 The A12 Green Mile works will be carried out by TFL contractors. The S106 funding will be used to match fund both projects and will be paid to Poplar HARCA. Designers and highway contractors for this project will be procured in line with the Council's and TFL's established procedures to deliver infrastructure and landscape works. The project will be led by the 'A12: Green Mile Pilot Project Steering Group' with representatives from London Borough of Tower Hamlets, TFL, University of East London (who have been commissioned to carry out the analysis of the impact of the Project) and Poplar HARCA.

6.11 Ropewalk Gardens, Marner Family and Chicksand East Estate are internal projects that will be subject to Tower Hamlets procurement processes.

6.12 The projects mentioned in section 4, will be coordinated and monitored by the Localisation Team through the Pocket Parks Project group which meets regularly. External partners will project manage their relevant project, however this will be monitored robustly and rigorously, ensuring that the project is being delivered on time and within budget.

6.13 Please refer to the table below which clarifies the position regarding the provision of grants in respect of these projects:

Project	Grant Provision	Recipient
Green Mile	£30k	Poplar HARCA
Ropewalk Gardens	£0	N/A
Marner Family	£0	N/A
Chicksand	£0	N/A

7.0 Infrastructure Planning Evidence Base Context

7.1 These projects are captured within the Open Spaces Improvement Programme referred to in the Infrastructure Delivery Framework Evidence Base. This is ranked as the equal top priority Open Spaces project.

8.0 Deliverables

8.1 The project intends to deliver the following but is not limited to:

- Improve disused, undeveloped open space
- Open and increase green space on land owned by partners
- Provide local pocket parks with growing spaces
- Mixed use family outdoor space
- Promote healthy

- Promote exercise through implementation of outdoor gyms
- Reduce noise pollution on busy A road and create a new pocket park with planting and a green wall
- Involve and engage local residents and local community organisations

9.0 Local Employment and Enterprise Opportunity

9.1 As part of the procurement process, partner organisations will be encouraged to offer local employment initiatives.

9.2 Any internal procurement, successful contractors will be encouraged to offer local employment opportunities.

10.0 Programme Timeline

10.1 Project Budget

Table 1			
Financial Resources			
Description	**Amount**	**Funding Source**	**Funding (capital/revenue)**
Green Mile	75,000 30,000 100,000	TFL S106 GLA £205,000 total project cost	Capital Capital Capital
Ropewalk Gardens	38,000	S106	Capital
Marner Family	34,000	S106	Capital
Chicksand	48,000	S106	Capital
Total excluding VAT	**£325,000**		

10.2 Financial Profiling
See attached Appendix A

10.3 Outputs/Milestone and Spend Profile
See attached Appendix A

10.4 Please refer to the table below that sets out the status of the Council's project management fees in respect of these projects:

Project	Project Management Fees	Description
Green Mile	£11,750	TfL's project management fee.
Ropewalk Gardens	£0	No internal project management fees – within scope of work of existing team.
Marner Family	£0	No internal project management fees – within scope of work of existing team.
Chicksand	£0	No internal project management fees – within scope of work of existing team.

11. Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor – Shazia Hussain
- Project Manager – Sade Johnson
- Project team members – Omar Faruque

12. Project Reporting Arrangements

Group	Attendees	Frequency
Pocket Parks Working Group	Shazia Hussain Steve Murray Tim Madelin Sade Johnson Omar Faruque Chris Sawyer	Monthly

Group	Attendees	Frequency
	Brenda Scotland Ashlee Mulimba Eleanor Image Jessica Neece Dave Pilkington Dave Black	

13. Quality Statement

13.1 Procurement guidelines will be followed to ensure best value and high quality provision for the Pocket Parks Programme.

14. Key Project Stakeholders

Table 8			
Key Stakeholders	**Role**	**Communication Method**	**Frequency**
Shazia Hussain	Project Sponsor	Face-face, telephone, email	Monthly
Poplar HARCA	Delivery agent and RSL Partners	Face-face, telephone, email	Monthly
Play Association Tower Hamlets	Strategic partners	Face-face, telephone, email	Monthly
TFL	Sponsor	None	None
GLA	Sponsor	None	None
Clinical Commissioning Group (CCG)	Strategic partners	Face-face, telephone, email	Monthly
Parks	Delivery agent	Face-face, telephone, email	Monthly

15. Stakeholder Communications

15.1 The key messages of the projects are:

- Reconfirming the aims of the projects as appropriate
- Communicating successes
- Providing stakeholder comments and review of outputs delivered
- Reporting progress against project milestones delivery and spend
- Every effort made by Project Manager to ensure opportunities for communications are highlighted and to liaise with Tower Hamlets Council's S106 Officers

16. Key Risks

Table 9

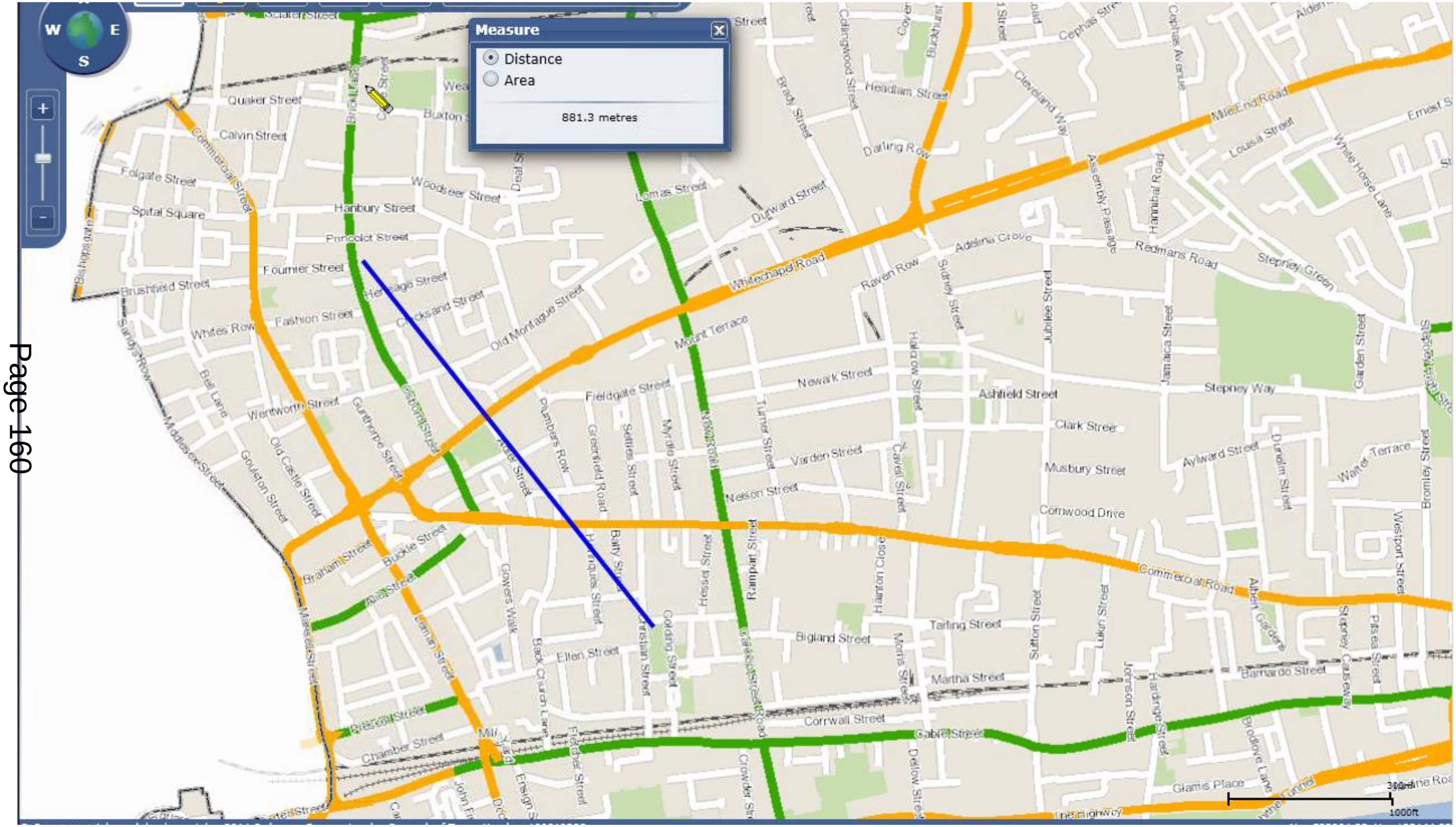
Risk No.	Risk	Triggers	Consequences	Existing Internal Controls – to be confirmed	Likelihood	Impact	Total
1	Potential cost exceeds budget	Increase scope project deliverables	Overspend/ phase implementation	Regular finance meetings with contractors to manage costs	2	3	6
2	Works not delivered on time	Alteration to scope of work, unidentified additional works	Lose time Additional funding may be required	Tightly defined plan and agreed delivery programme	2	4	8
3	Work not of satisfactory quality		Additional cost in rectifying	Consult with residents on each project prior to implementation	1	2	2
4	Unforeseen site conditions	Results of site survey, feasibility studies	Increase costs Delay in delivery	Use of design information already available	1	2	2

Appendices

Appendix A: Schedule of Works
Appendix B: Location of Ropewalk Gardens Project and Distance from Contributing Development
Appendix C: Table of Finance and Key milestones
Appendix D: Map of Green Mile Project.
Appendix E: Map of Ropewalk Gardens.
Appendix F: Map of Marner Project.
Appendix G: Map of Chicksand Project.

Planning Applications & Site Address	Purpose of Funding	Amount Secured	Amount Received	Amount to be Received/Expected date to be received	Amount to be allocated to project	Project Name	Project Manager	Comments / Additional Supporting Information	Prject Start Date / Project Completion Date	Project Outputs	Milestone	Baseline Spend	Baseline Delivery Date	Financial Profiling							
														2016/17				2017/18			
														Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PA/09/02657	provision of open space within the LBTH	£65,452.36	£65,452.36	£0.00	£30,000.00	A12 Green Mile	Dave Black	This aims to test out the effectiveness and impact of various initiatives around, noise attenuation, reduction in air pollution, retro-fitted sustainable drainage techniques, and environmental enhancement as a demonstration project within a compact site area between the A12 Blackwall Tunnel and Gillender Street – close to the south of the new Bow School		Reduction in noise level Evidence of to show the capture of pollution in the air Visual improvement of the roadside area	Design and procurement Enabling works Main works Testing and snagging Research and reporting	£30,000.00	£30,000.00			£7,500.00	£7,500.00	£7,500.00	£7,500.00		
PA/13/00494	Towards open space improvements in the vicinity of the land	£200,000.00	£38,000.00	£0.00	£38,000.00	Ropewalk Garden	Susie Crome	An outdoor gym -with equipment options and design chosen by the local community – possibly with equipment to suit children and early teens		Promotion of healthy lifestyle with access to outdoor gyms Engagement with local GP surgeries	Ropewalk design and build Programme of activities Launch Promotion and communication of project successes to both internal	£38,000.00	£38,000.00			£9,500.00	£9,500.00	£9,500.00	£9,500.00		
PA/09/02657	provision of open space within the LBTH	£65,452.36	£65,452.36	£0.00	£34,000.00	Marner Family Community Play Space/Gym	Ashelee Mulimba	This project will be informed by a consultation with families and residents with the aim to create an outdoor green/social space for mixed community use, including adventure playground and gym with paths, seating, picnic tables - and a range of play resources and playful features such as a nest swing and a sunken trampoline		Refresh priory site Install new play equipment Provide an environment which will be open to all	Consultation, site survey and design Clearance, landscape and planting Purchase and installation of natural play and Physical activity equipment Community planting day and forest school training for parents	£34,000.00	£34,000.00			£8,500.00	£8,500.00	£8,500.00	£8,500.00		
PA/09/02657	provision of open space within the LBTH	£65,452.36	£65,452.36	£0.00	£1,452.36	Chicksand East Estate	Brenda Scotland	The project aims to transform the underused green space between Kingwood and Bloomfield House on the Chicksand East Estate into a welcoming, safe open space for children and adults, including play areas, seating, MUGA, quiet spaces natural planting areas and community growing garden that will encourage residents to use, care and value their green space		Increase play Increased usage of green space Improved mental wellbeing and community connectedness	Detailed design plan Commission contractors Removal and prep Play installation Planting and landscaping	£48,000.00	£48,000.00			£12,000.00	£12,000.00	£12,000.00	£12,000.00		
PA/13/00218	For the provision of new open space or	£863,392.00	£70,049.68	£0.00	£20,049.68																
PA/13/01991	Towards public open space in the borough	£26,497.96	£26,497.96	£0.00	£26,497.96																

Appendix B: Distance between contributing development and project



Appendix C: Table of Finance and Key Milestones

Green Mile Pocket Park

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	**Milestone Title**	**Baseline Spend**	**Baseline Delivery Date**
01	Design and procurement	£15,500	Oct 2016
02	Enabling works	£8,500	Nov 2016
03	Main works	£151,500	April 2017
04	Testing and snagging	£20,500	May 2017
05	Research and reporting	£9,000	June 2017
06	Contingency	£20,500	
Total		**£205,000**	

Ropewalk Gardens Pocket Park

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	**Milestone Title**	**Baseline Spend**	**Baseline Delivery Date**
01	Ropewalk design and build	£25,000	Oct 2016
02	Programme of activities	£5,000	Nov 2016
03	Launch	£5,000	April 2017
04	Promotion and communication of project successes to both internal and external stakeholder	£3,000	June 2017
Total		**£38,000**	

Marner Pocket Park

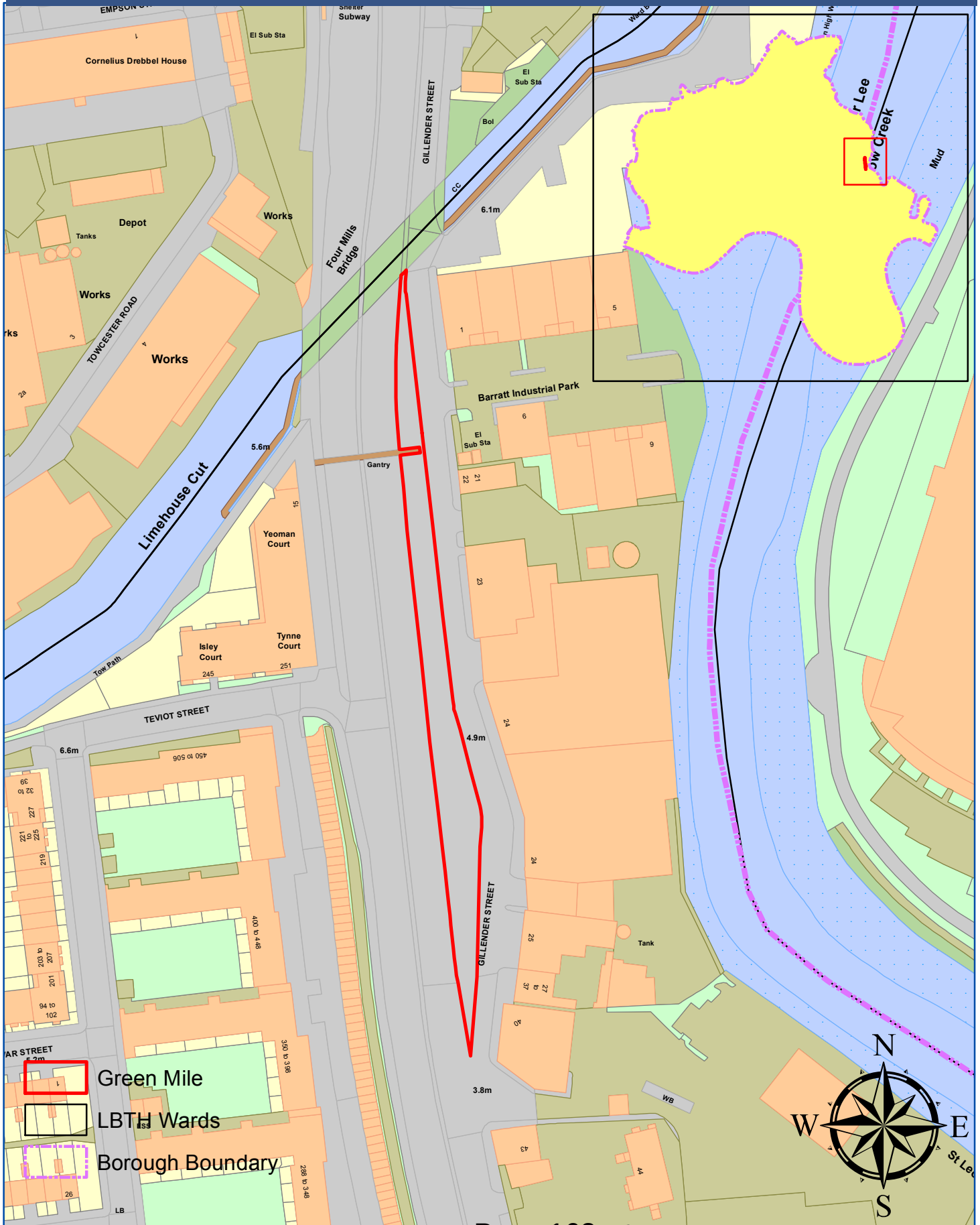
Table 3			
Project Outputs/Milestone and Spend Profile			
ID	**Milestone Title**	**Baseline Spend**	**Baseline Delivery Date**
	Consultation, site survey and design	£4000	July 2016
	Clearance, landscape and planting	£4000	September 2016
	Purchase and installation of natural	£20,000	October 2016

	play and Physical activity equipment		
	Community planting day and forest school training for parents	£6000	October 2016
Total		**£34,000**	

Chicksand Pocket Park

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	**Milestone Title**	**Baseline Spend**	**Baseline Delivery Date**
	Commission contractors	£8100	July 2016
	Removal and prep	£900	Aug 2016
	Play installation	£32,000	Aug-Sept 2016
	Planting and landscaping	£7000	Sept – Nov 2016
Total		**£48,000**	

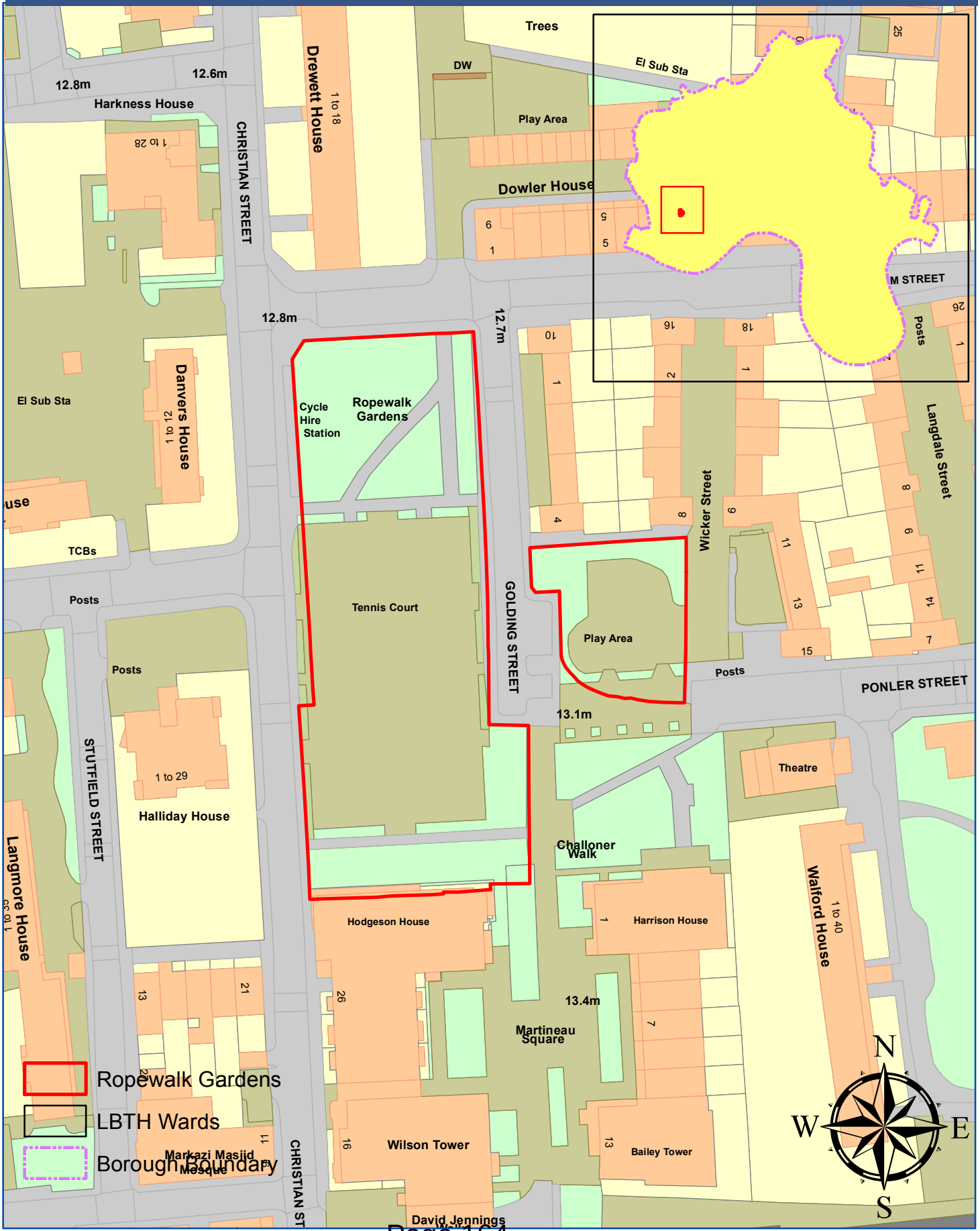
Pocket Parks: Green Mile



This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. London Borough of Tower Hamlets 100019288, 2016.

Drawn by WN GIS for CLC June 2016

Pocket Parks:Ropewalk Gardens. Burslem, Christian and Golding Street



This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. London Borough of Tower Hamlets 100019288, 2016.

Drawn by WN GIS for CLC June 2016

Pocket Parks : St Leonard's Priory, Bromley High St/St Leonard St, E3 3EG

1 to 30

Shelter

9.4m

Adventure Playground

102

100

96

86

19

13

9.8m

PRIORY STREET

Post

10

1

1b

1a

St Leonard's

LBTH Wards

Borough Boundary

N

W

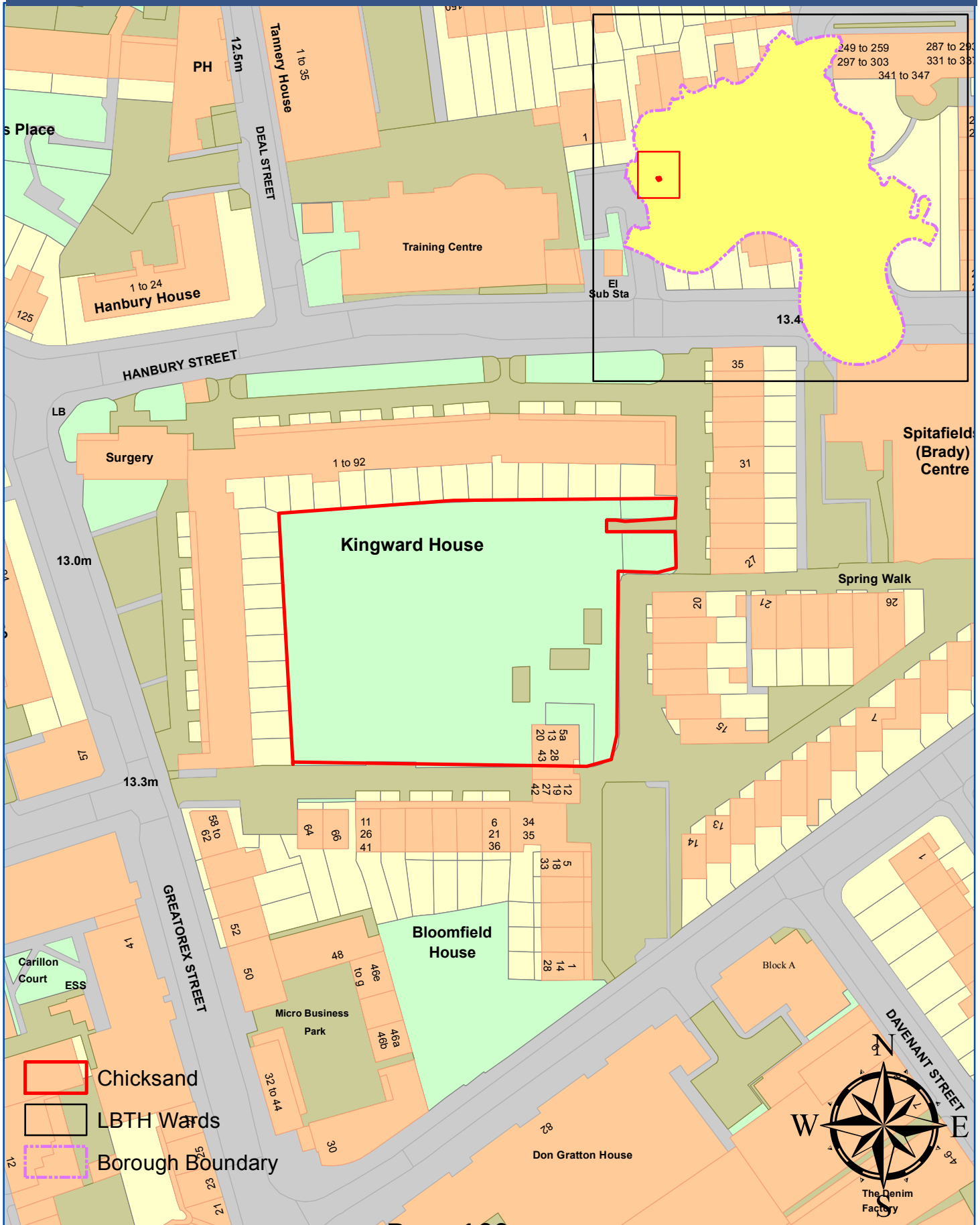
E

S

This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. London Borough of Tower Hamlets 100019288, 2016.

Drawn by WN GIS for CLC June 2016

Pocket Parks: Chicksand



This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. London Borough of Tower Hamlets 100019288, 2016.

Drawn by WN GIS for CLC June 2016

Appendix E

PROJECT INITIATION DOCUMENT

Wellington Way Health Centre

Project Initiation Document (PID)

Project Name:	**Wellington Way Health Centre**		
Project Start Date:	**November 2016**	**Project End Date:**	**June 2017**
Relevant Heads of Terms:		Health	
Responsible Directorate:		Adults Services	
Project Manager:		Tim Madelin	
Tel:		**Mobile:**	
Ward:		Mile End	
Delivery Organisation:		NHS Tower Hamlets CCG/ NHS Property Services	
Funds to be passported to an External Organisation?		Yes	
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')		No	
Supplier:		CCG	
Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)		No	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or		No	

through Full Council? ('Yes' or 'No')	
S106	
Amount of S106 required for this project:	£3,119,000
S106 Planning Agreement Number(s):	PA/08/01763 - £460,222.7 PA/05/01647 -£1,887,078.05 PA/07/01201 - £500,000 PA/09/00203 -£271,699.25
CIL	
Amount of CIL required for this project:	£0
Total CIL/S106 funding sought through this project	£3,119,000
Date of Approval:	October 2016

Distribution List

Organisation	Name	Title
LBTH – D&R	Aman Dalvi	Corporate Director
LBTH – D&R	Owen Whalley	Service Head – Major Project Development
LBTH – D&R	Chris Holme	Finance, D&R
LBTH - D&R	Andy Scott	Service Manager – Economic Development
LBTH – D&R	Matthew Pullen	Infrastructure Planning Team Leader
LBTH – D&R	Helen Green	S106 Programme Coordinator
LBTH – Legal	Gillian Dawson	Principal Planning Lawyer
LBTH Legal	Marcus Woody	Planning Lawyer
LBTH - D&R	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH - CLC	Tope Alegbeleye	Senior Support Services Manager, S&R

Organisation	Name	Title
LBTH CLC	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH Public Health	Tim Madelin	Senior Public Health Strategist
LBTH ESCW	Pat Watson	Head of Building Development

Related Documents

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			

.

CONTENTS

PROJECT INITIATION DOCUMENT 1
1.0 Purpose of the Project Initiation Document 6
2.0 Section 106/CIL Context 6
3.0 Legal Comments 9
4.0 Overview of the Project 9
5.0 Business Case 10
6.0 Approach 10
7.0 Deliverables 10
8.0 Local Employment and Enterprise Opportunity 11
9.0 Programme Timeline 11
10. Project Team 12
11. Project Reporting Arrangements 12
12. Quality Statement 13
13. Key Project Stakeholders 13
14. Stakeholder Communications 13
15. Key Risks 13
16. Project Approvals 14

1.0 Purpose of the Project Initiation Document

1.1 This Project Initiation Document (PID) will define the Wellington Way project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:

- Justify the expenditure of pooled s106 contributions on the named project which will provide the IDSG with a sound basis for their decision;

- Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

1.2 Within the context of increasing financial challenges it is becoming ever more difficult for the NHS to fund new health centres. It is vital that alternative funding sources are pursued to cross-subsidise much needed developments; S106 funds are one such essential source.

2.0 Section 106/CIL Context

Background

2.1 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 over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the Council's Regulation 123 List.

2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

2.4 The 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 over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

2.5 The Directorate of Development and Renewal in Tower Hamlets Council has put in place a corporate structure, leading to a transparent process for assessment, negotiation, agreement, expenditure and monitoring of section 106 resources.

2.6 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Deed creating Planning Obligations and undertakings for the following:

PA/05/01647 Caspian Works And, 1-3 Yeo Street (Caspian Wharf), London, E3

2.7 The s106 agreement dated 3 May 2007 required the developer to pay to the Council the "Healthcare contribution" of £1,597,879.00 to '*increase the number of patient places in General Practitioners (GPs) Surgeries in the local area'*.

2.8 This contribution was received index linked in 3 x instalments of £639,151.60, £112,517.96 and £1,135,408.49 dated 02/07/12, 16/07/12 and 13/12/2012. The contribution is required to be expended or committed for expenditure for the purposes for which that sum of money was paid within 5 years or such longer period as agreed between the parties.

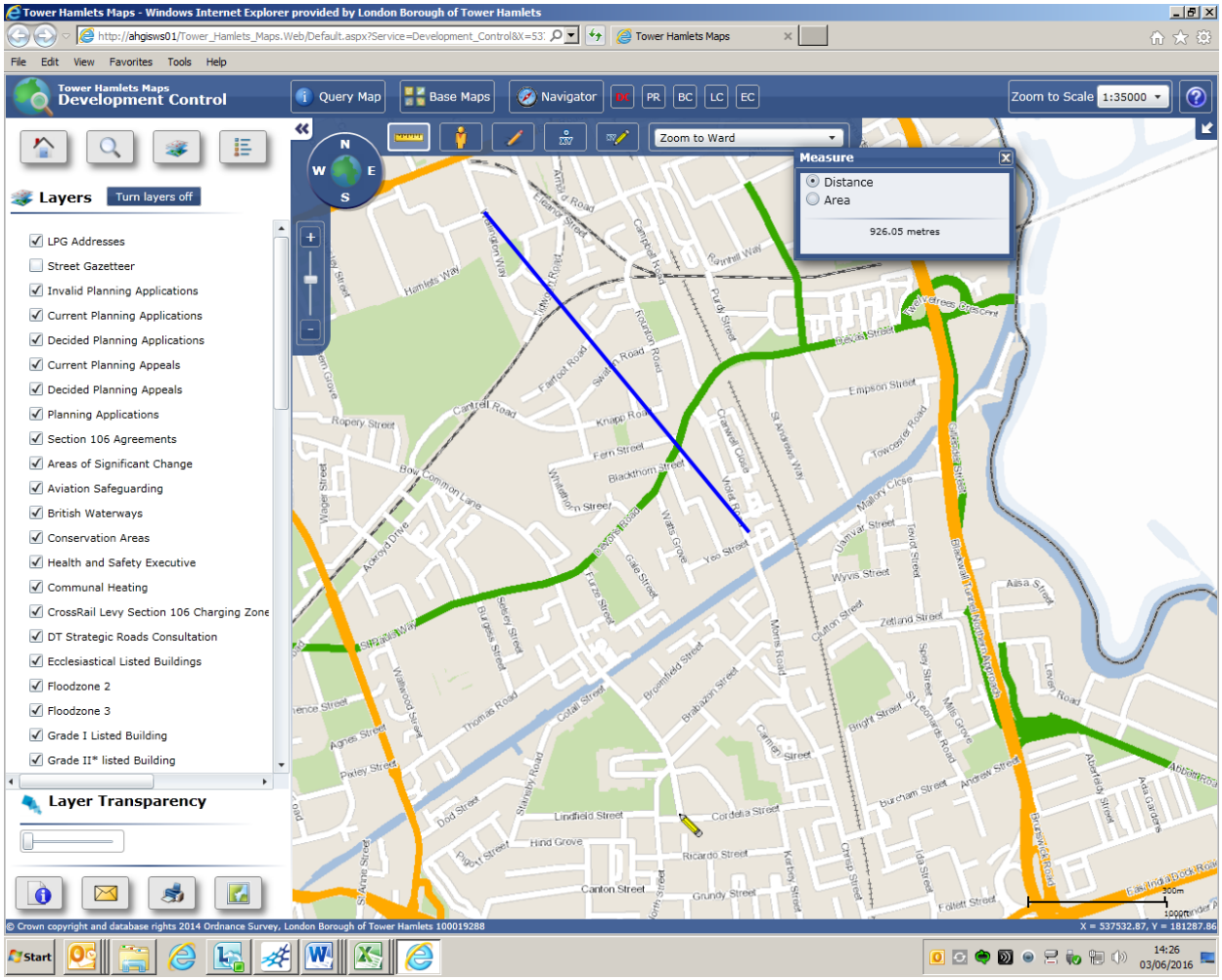
2.9 It is proposed to use the full £1,887,078.05 contribution.

PA/08/01763 Caspian Works And, 1-3 Yeo Street (Caspian Wharf), London, E3

2.10 The s106 agreement dated 29 January 2009 required the developer to pay to the Council the "Healthcare contribution" of £626,860.22 to '*increase the number of patient places in General Practitioners (GPs) Surgeries in the local area as soon as reasonably practicable'*.

2.11 This index linked contribution was received in 2x instalments of £250,774.08 and £442,328.68 dated 12/10/2011 and 13/12/2012 respectively. The contribution is required to be expended or committed for expenditure for the purposes for which that sum of money was paid within 5 years or such longer period as agreed between the parties. This money has remained in the account as it is geographically restricted but following the Wellington Way facility coming forward, which is in the local area, it is now reasonably practicable to allocate the contribution to this project.

2.12 It is proposed to use the residual balance of this contribution, £460,222.70



Distance from Caspian Wharf development to Wellington Way Health Centre (926m)

PA/07/01201 61-75 Alie Street

2.13 The s106 agreement dated 14 March 2008 required the developer to pay the sum of £500,000 as a contribution towards the health care facilities to mitigate the demand of additional population on medical facilities.

2.14 This contribution was received in 2x instalments of £250,000 dated 14/12/11 and 13/11/13.

2.15 The expiry date for this contribution is 10 years from date of payment; 14/12/2021 and 13/11/2023 respectively.

2.16 It is proposed to use the full £500,000 contribution.

PA/09/00203 2 Gladstone Place

2.17 The s106 agreement dated 7 August 2009 required the developer to pay to the council £293,324 for '*the provision of health care facilities'*. This contribution was received 09/03/2012. The expiry date for this contribution is 10 years from date of receipt; 09/03/2022

2.18 It is proposed to use £271,699.25 of this contribution.

3.0 Legal Comments

3.1 Legal will be satisfied that the funding for this PID complies with the terms of the S106 agreements for the schemes PA/05/01647, PA/08/01763 and PA/7/01201 listed in section 2.0 above, so long that the project will result in increased GP patient places for the residents of the areas in which those developments are located. These are specific conditions for those payments.

3.2 Subject to that point, we consider that this PID is in accordance with the purposes for the payments in all of the agreements summarised in section 2.0 above. It reflects the parties' intentions when those agreements were entered, that the monies would be used by the Council to increase GP placement capacity or (in the case of the agreement for PA/09/00203 2 Gladstone Place) new health care facilities.

3.3 These comments are limited to addressing compliance with the terms of the s106 agreement (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

4.0 Overview of the Project

4.1 This project, to the existing Wellington Way health facility will provide a suitable, fit for purpose, primary care premises catering to the populations of the Bow West, Bow East, Mile End, Bromley North and Bromley South Wards. This facility will work in collaboration with the St Andrews facility to provide some specialist local services.

4.2 This project will involve the conversion and fit out of the existing community health services facility into a new dedicated GP surgery facility. The existing community health services will move to Mile End hospital following some enabling works. The new development will allow the integration of the Merchant Street Practice and Stroudley Walk Practice into the new facility. The current Merchant Street facility is deemed inadequate for the services it provides and the landlord wishes to take back possession of the facility. The current Stroudley Walk Practice is located in a building scheduled for redevelopment.

4.3 NHS property services have estimated that after conversion and fit out, the facility

will serve a list size of c.12, 000 patients, which is an uplift of c. 2,000 patients from the current provision.

4.4 The Wellington Way building and site is owned by the NHS. This negates the risk that the building could be redeveloped for another purpose in the short to medium term following the Council's investment. If this building was owned by a private surgery, this risk would be greater.

5.0 Business Case

5.1 There are clear needs to further develop healthcare services for the growing population of the east of the borough. The challenge is that primary care services in E3 are under pressure. It is an area of high healthcare need and significantly growing population. It is close the Lower Lea Valley Opportunity Area, for which a planning framework was adopted in 2007, estimating it would deliver 32,000 new homes. It is estimated that the populations of Bow East, Bow West, Mile End, Bromley South and Bromley North wards will grow by at least 14,000 up to 2025/26.

5.2 In Tower Hamlets there are is a high incidence of long term health conditions but also considerable variation by ward. Bow East and Bow West have similar prevalence to the borough with slightly higher prevalence of asthma, hypertension and depression. The Mile End and Bromley South wards have a generally higher prevalence of most conditions and particularly asthma, depression and vascular conditions.

5.3 NHS Tower Hamlets Clinical Commissioning Group advised that both the current Merchant Street and Stroudley Walk practices are in need of urgent replacement. The Merchant Street premises are in extremely poor condition and do not comply with modern healthcare standards, whilst the Stroudley Walk building is situated within a regeneration area and is due to be demolished. With limited future lifespan and no potential for future expansion or development, neither of these practices are able to meet the demands of an increasing population. The Wellington Way proposals to relocate these surgeries will provide a modern fit for purpose primary care facilities as well as creating some additional capacity and have been endorsed by the NHS Strategic Capital and Estates Meeting as the best option for addressing the current premises issues at these surgeries and meeting the demands on these practices.

5.4 On a borough wide basis, there are currently enough GPs to accommodate current demand. However, the borough is expected to be the subject of significant population growth over the next 15 years which will result in the need to deliver more health facilities, such as the project proposed in this PID. Table 1 below describes that by 2030/31, the borough will have a deficit in provision of 38 GPs unless further provision is delivered.

Table 1

Year	Provision (GP's -	Projected Population	Demand (GP's)	Deficit / Surplus	Deficit / Surplus (% of

	FTE)				Provision)
2015/16	182.13	284,106	157.84	24.29	13.34
2020/21	182.13	344,196	191.22	-9.09	-4.99
2025/26	182.13	384,166	213.43	-31.30	-17.18
2030/31	182.13	396,977	220.54	-38.41	-21.09

6.0 Approach

6.1 In April 2013 NHS North East London and the City was subsumed by NHS England London Area Team and NHS Tower Hamlets Clinical commissioning Group. Both organisations are committed to maintaining and continuing to develop local borough based work and partnerships already in place.

6.2 The Improving Health and Well Being Strategy, first developed in 2006 and refreshed in 2010 and 2012, sets, out an ambitious programme to improve and develop local services and underpins the borough's vision to improve the quality of life for everyone who grows up, lives and works in Tower Hamlets. As part of the original HWB strategy, a number of capital schemes were proposed across the Borough for new health and wellbeing centres. One of the proposed schemes was the provision of the new Wellington Way facility. Funding is required to redevelop the existing premises to enable a re-provision for the Merchant Street and Stroudley Walk Practices.

7.0 Infrastructure Planning Evidence Base Context

7.1 This project is referred to in the Infrastructure Delivery Framework Evidence Base and is ranked as the equal top priority health project.

8.0 Deliverables

8.1 This document describes a project to help deliver a new health facility, enabling the integration of two existing facilities and increasing the list size of the area by 2,000.

9.0 Local Employment and Enterprise Opportunity

9.1 NHS Tower Hamlets CCG and NHS Property Services as statutory public sector bodies will use will use their procurement procedures to secure any required contracts. The existing or appointed contractor will be requested to work with the council's Economic Development Team who can support them in delivering any economic and community benefits associated with any contract.

10.0 Programme Timeline

10.1 Project Budget

Table 2

Financial Resources			
Description	**Amount**	**Funding Source**	**Funding (capital/revenue)**
Wellington Way Construction costs (including 10% contingency)	£1,811,700	S106 Contribution	capital
Core Design / Professional / Statutory Fees	£228,597	S106 Contribution	capital
Specialist Advisory Design Costs	£53,250	S106 Contribution	capital
Furniture, IT, project and legal costs	£314,360	S106 Contribution	capital
Enabling works at Mile End Hospital (estimated)	£191,260	S106 Contribution	capital
Vat	£519,833	S106 Contribution	capital
Total including VAT	**£3,119,000**		

NB. As this project is managed by the CCG, there are no internal LBTH project management fees.

10.2 Financial Profiling

Table 3					
Financial Profiling					
Description	**17/18**				**Total**
	Q1	**Q2**	**Q3**	**Q4**	
Wellington Way Construction costs			£1,087,020	£1,087,020	£2,174,040
Core Design / Professional / Statutory Fees	£137,158	£137,158			£274,316
Specialist Advisory Design Costs		£63,900			£63,900
Furniture, IT, project and legal costs				£377,232	£377,232
Enabling works at Mile End Hospital (estimated)		£229,512			£229,512
Total	**£137,158**	**£567,728**	**£1,654,748**	**£3,119,000**	**£3,119,000**

10.3 Outputs/Milestone and Spend Profile

Table 4			
Project Outputs/Milestone and Spend Profile			
ID	**Milestone Title**	**Baseline Spend**	**Baseline Delivery Date**
1	Outline Business case	£67,000	26/09/2016

Table 4			
Project Outputs/Milestone and Spend Profile			
ID	**Milestone Title**	**Baseline Spend**	**Baseline Delivery Date**
	approved by NHS England		
2	Full Business Case Approval	£33,000	14/11/2016
3	Contractors appointed (contract Signed)	Incl.	05/12/2016
4	Contractors Start on site	£2,914,000	27/12/2016
5	Contractors end on site	£105,000	12/06/2017
6	NHS commissioning process start	Incl.	13/06/2017
7	Facilities open to Public		26/06/2017
Total		**£3,119,000**	

11.0 Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor – Somen Banerjee
- Project Manager (LBTH) – Tim Madelin
- Project Manager (NHS) – Henry Black, Robert Lee

12.0 Project Reporting Arrangements

Table 5			
Group	**Attendees**	**Reports/Log**	**Frequency**
IDSG Sub group	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDSG	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly

13.0 Quality Statement

13.1 The development will be subject to full design by an approved health service architectural practice in accordance with Department of Health guidance, to ensure modern standards of hygiene and care are achieved in the new facility. The design solution will be subject to scrutiny and approval by the local NHS infection control and Nursing Teams.

14.0 Key Project Stakeholders

14.1 The principal stakeholders are shown in Table 6 below and will be engaged from the earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

Table 6

Key Stakeholders	Role	Communication Method	Frequency
NHS Tower Hamlets CCG	Commissioner	NHS Capital and Estates Meeting	Monthly
NHS England	Commissioner	NHS Capital and Estates Meeting	Monthly
Merchant Street GP Practice	GP's	NHS Project Team	Monthly
Stroudley Walk GP Practice	GP's	NHS Project Team	Monthly

15.0 Stakeholder Communications

15.1 All Stakeholders will be invited to join the project team and contribute accordingly to the design solution and subsequent success of the project.

16.0 Key Risks

16.1 The key risks to this project are provided in the Table 7 below:

Table 7

Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	The ability to agree design with project team.	Lack of clarity over requirements.	Project overrun.	Regular project team meetings and agreement of clear specification.	1	3	3
2	Securing planning consent.	Failure to accord with planning policy.	Project overrun.	Pre-application discussions with LBTH Planning.	2	4	8
3	Problems with construction.	Failure to plan	Project overrun.	Appropriate engagement with	2	2	4

Table 7							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
		adequately.		all relevant stakeholders.			

This page is intentionally left blank

Cabinet 4 October 2016	TOWER HAMLETS
Report of: Will Tuckley, Chief Executive and Acting Corporate Director, CLC	**Classification:** Unrestricted
Waste Management Services – Delivery Options	

Lead Member	**Councillor Ayas Miah, Cabinet Member for Environment**
Originating Officer(s)	Roy Ormsby - Service Head, Public Realm
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	**A Great Place to Live**

Executive Summary

This report sets out a revised contracting approach, and timetable for the re-procurement of waste management, and Street Cleansing contracts to serve the Borough. The purpose of the report is for Members to approve the extension of the key contracts to enable Officers time to re-design the services over the next 12 month to ensure they are fit for purpose for the lifetime of any new contract. The extension will provide time to consider the many complex factors impacting on the services,, a report will then be brought back with details of delivery options to enable Members to make an informed decision on how to deliver services in the future.

The report presents a series of recommendations that seek to optimise the outcomes and minimise the risks for the Council in light of the change of administration at the Greater London Authority and the outcome of the EU referendum.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the revised contracting timetable set out in Table 1 at paragraph 3.7 of this report
2. Authorise the Corporate Director of Communities Localities and Culture to complete negotiations with Veolia to extend the Refuse Collection, and Street Cleansing Contract through until 31st March 2020, and to agree and enter into (following consultation with Service Head Legal Services) the necessary contract extension agreement.
3. Agree that the procurement of the Interim Recycling collection Contract, which will expire on 30 September 2018 (and which Cabinet approved in

July 2015), be amended to allow for an optional 18 month extension period up to 31 March 2020 and authorise the Corporate Director of Communities, Localities and Culture to agree and enter into (following consultation with Service Head Legal Services) the necessary contract documentation to give effect to this.

4. Authorise the Corporate Director of Communities Localities and Culture to complete negotiations with Veolia to extend the waste disposal contract until 30th September 2017, and to agree and enter into (following consultation with Service Head Legal Services), the necessary contract documentation to give effect to this.
5. Agree that the Council continues with the procurement process for a new waste disposal contract for an initial period of 9 years and 6 months with a further extension of up to 8 years and authorise the Corporate Director of Communities Localities and Culture to award the contract following consultation with the Service Head Legal Services.
6. Authorise the Corporate Director of Development and Renewal (following consultation with the Service Head Legal Services) to agree the terms of and enter into a new short-term excluded lease or tenancy at will for Northumberland Wharf Waste Transfer Station so that it is co-terminus with the expiry of the waste disposal contract on 30th September 2017
7. Agree that a number of workshops are held with Members, across all parties, to redesign a future service, ensuring the Council provides best value for our residents.

1. REASONS FOR THE DECISIONS

1.1 As a Unitary Authority, Tower Hamlets is both a Waste Collection Authority and a Waste Disposal Authority. As such the Council has a statutory duty to collect and dispose of Municipal Waste within its area.

1.2 The Council has historically chosen to discharge these statutory duties through a number of externalised service contracts.

1.3 There are currently 4 waste management contracts in place that will be expiring between April and the end of May 2017. An initial proposal for delivering these contracts was reported to Cabinet in July 2015, however the service delivery option required further decision by Cabinet.

1.4 In addition, since that time a change of administration at the Greater London Authority and the Referendum on membership of the EU has resulted in a majority vote to leave the European Union which could have implications for the longer term waste services.

2. ALTERNATIVE OPTIONS

2.1 The report requires Members to agree the extension of the current contracts, which will enable Officers to develop a range of delivery options, and provide detailed information for Members to make an informed decision of how the Council delivers their waste and street cleansing services in the future.

3. DETAILS OF REPORT

3.1 The re-procurement of the waste collection and street cleaning contract for Tower Hamlets is one of the most important challenges for the Borough over the next two years, as it will set out how a range of front-line services are delivered over the coming decade.

3.2 All public sector organisations are facing major financial challenges in the future, and Tower Hamlets will need to make significant cost reductions and efficiency savings over the coming years. However, as with all front-line services, residents, and visitors to the Borough, demand high standards of service delivery, and this will need to be reflected in any future negotiations.

3.3 There are a number of key factors that will impact on future service delivery, with the key challenge being the forecast of future growth in both housing and business development. The rate of these developments is difficult to predict, but any change will impact on the cost of the service in the future, and will need to be considered in the Council's Medium Term Financial Strategy.

3.4 The key contracts for waste and recycling collection and street cleansing services were due to be brought together to terminate in September 2018, but although this seems a distance away, it creates a challenging time-table in order to develop service delivery options that will enable Members to make an informed decision on the long-term delivery of these services..

3.5 The main challenge prior to any tender process is to undertake a needs assessment to develop the type of service required, and understanding the policy issues that may need addressing to achieve this. This is a key process, and will determine the final specification, and cost of the service to the Council, but it may need some key policy changes to ensure it is affordable, and still meets the increasing expectations of our residents. The contract extensions will enable this detailed work to take place.

3.6 Other factors that create uncertainty are the recent changes to the Mayor of London, and the decision to exit the European Union. Both have had a major influence on many of the environmental policies that are now embedded in law, relating to waste collection and disposal, and although it is not expected that these changes will initially impact on service, it needs to be considered in the longer-term plans for future services.

3.7 Whilst waste management services have been contracted out for many years, the period leading up to re-procurement provides an opportunity to reflect on service delivery options, and determine the most effective option for the Council, which is one that ensures best value.

3.8 To ensure that these issues are given sufficient time for political consideration, and consultation with our residents, it is proposed that a new timetable for the procurement process is put in place. It is proposed that, with the exception of the Materials Sorting (MRF) contract, the current contracts (including the Interim Recycling collection Contract, which is in procurement) are extended in accordance with the revised timetable set out in Table 1 below:

Table 1

Contract	Current End Date	Extension Date	Full New Contract
Refuse Collection and Street Cleansing	30th May 2017	31st March 2020	1st April 2020
Interim Recycling Services (currently in procurement)	30th September 2018	31st March 2020	1st April 2020
Waste Treatment and Disposal	31st March 2017	30th September 2017	1st October 2017
Recyclable Materials Sorting (MRF) Services	March 2017	No change	April 2017 (as previously agreed by Cabinet in July 2015)

The MRF contract is excluded from this process as it will be shorter due to being determined by the markets, which is currently depressed, with no value in recycling materials.

3.9 The Council owns a waste transfer station at Northumberland Wharf which is currently leased to a third party through a commercial lease which is due to end in April 2017.

3.10 In July 2015 the Council agreed that Northumberland Wharf would be offered through the procurement process for the new waste disposal contract to

support the Council's services from 2017 onwards. As the new waste disposal contract will not commence until October 2017 it would be beneficial to enter into a new commercial lease or tenancy at will for this facility until 30th September 2017 in order that the Council can maximise on rental income.

Service Delivery Options

3.11 The revised timetable detailed in Table 1 will allow time for the Council to carry out the detailed work required to enable Members to make an informed decision on future service delivery options.

3.12 The Council commissioned a report by consultants Eunomia, to analyse the options available for the future delivery of its waste collection, recycling collection, and street cleansing services, with findings presented to the Council in February 2016. It is expected that the report will form the basis for further analysis, which would include detailed options relating to both in-house and contracted out services.

3.13 Detailed work is required on key policies, and over the coming months a Strategy will be developed for Members to debate. This will include how we work with some of our key partners, and how synergies across a range of services could be developed to create efficiencies, but still deliver the high quality services expected by our residents.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The Council's budget for waste and recycling services is approximately £26.9 million. This covers the cost of the external contracts and the staffing and related costs of the Council's Waste Strategy and contract management functions including income. As part of the Council's Medium Term Financial Strategy provision has been set aside for both unavoidable population growth in tonnages and contract indexation.

4.2 In Table 1 of this report the revised timetable for the procurement process is set out. The report recommends an extension to the Waste Disposal contract until September 2017, to provide sufficient time to retender the contract to commence from October 2017. Also recommended, is the extension of the commercial lease at Northumberland Wharf Waste Transfer Station until the 30th September 2017. The rationale for this is that it ensures that the expiry date for the commercial lease is co-terminus with that of the Waste Disposal contract and that a proportion of the £250k annual rental income continues to be received in the intervening period. This will enable the Council to pursue the most economical solution for the Waste Disposal service.

4.3 The Refuse Collection service is to be extended to March 2020, whilst the current procurement process for the Recycling contract will now be extended from a 16 to a 34 month period to end in March 2020. Any extension to the contract must be on the basis of securing value for money for the Council in terms of service delivery and cost implications.

4.4 The cost of the re-procured contracts could be substantial and will need to be factored into the Council's Medium Term Financial Strategy considerations.

The revised procurement timeframe will enable the Council to maximise the opportunity to deliver future efficiency savings from policy changes and service redesign. Further work will need to be undertaken including the development of a strategy that explores the potential implications of future service delivery options and opportunities to make efficiency savings. Any decision taken will need to be made in line with the Council's Medium Term Financial Strategy and on the basis of securing value for money for the Council.

5. LEGAL COMMENTS

5.1 The Council is a waste disposal authority and a waste collection authority for Tower Hamlets by virtue of section 30(2) and section 30(3) of the Environmental Protection Act 1990 ('the 1990 Act'). The Council's functions as a waste collection authority include an obligation to arrange for the collection of household waste in Tower Hamlets and to collect commercial waste, dry recyclable waste or food waste from premises, if requested to do so. The Council can charge for collections of commercial waste.

5.2 The Council's functions as a waste disposal authority include an obligation to arrange for the disposal of controlled waste collected in Tower Hamlets and to arrange for places to be provided at which persons resident in Tower Hamlets may deposit their household waste. The Council has power to make arrangements for recycling waste for which it is the disposal authority.

5.3 The Council also has duties under section 89 of 1990 Act relating to street cleaning and cleansing and which are-

(a) To keep any relevant highway for which it is responsible clear of litter and refuse.
(b) To keep any relevant land for which it is the principal litter authority clear of litter and refuse. This will include land open to the air that is controlled by the Council and to which the public are entitled or permitted to have access, but which is not highway land or the relevant land of a designated educational institution.
(c) To keep clean any relevant road or highway or highway for which it is responsible.

5.4 Regulation 13 of the Waste (England and Wales) Regulations 2011 requires that every waste collection authority must, when making arrangements for the collection of waste paper, metal, plastic or glass, ensure that those arrangements are by way of separate collection, and an establishment or undertaking which collects waste paper, metal, plastic or glass must do so by way of separate collection. This requirement applied from January 2015 when the following two criteria are satisfied:

(a) separate collection is necessary to ensure that waste undergoes recovery operations in accordance with Articles 4 and 13 of the Waste Framework Direction and to facilitate or improve recovery; and

(b) separate collection is technically, environmentally and economically practicable.

5.5 Any changes to policies and standards will need to ensure that the Council still complies with its statutory duties.

5.6 The contract requiring re-procurement will need to be designed to meet this statutory duty and the Council must satisfy itself that any arrangement to extend existing contracts continue to meet the statutory duties.

5.7 It is proposed that the Council procure and extend certain waste management services as outlined in the report to support delivery of the statutory functions outlined above. In respect to contracts, the recommendations relate to:

a. An extension to the Refuse Collection and Street Cleansing contract to 31 March 2020. The original published OJEU notice provides for such an extension, as do the provisions of the existing contract. As such, the extension being sought is compliant with procurement legislation.
b. An amendment to the approval that was given by Cabinet in July 2015 for the procurement of a 16 month Interim Recycling contract, expiring 30 September 2018. For the reasons set out in the report, approval is now sought to include within that procurement provision for the Council to be able to extend the contract, should it wish, up to 31 March 2020.
c. An extension to the Waste Disposal contract to 30 September 2017. The original published OJEU notice provides for such an extension, as do the provisions of the existing contract. As such, the extension being sought is compliant with procurement legislation.

5.8 The value of the Interim Recycling contract is such that the Public Contracts Regulations 2015 will apply to any procurement of these services. The services fall outside the remit of Schedule 3 of the Regulations and therefore the Public Contracts Regulations 2015 must be followed entirely. In particular the Regulations prescribe the exact nature of the procurement and the rules that the procurement must follow. A failure to follow the regulations could leave the Council in the position of being challenged and potentially fined.

5.9 The requirements of the Public Contracts Regulations are that the contract opportunity must be publicised in the Official Journal of the European Union (OJEU) but also strict timescales are set for receipt of tenders and other aspects of the tender process depending on the type of procedure used.

5.10 The Council is a best value authority under section 3 of the Local Government Act 1999 and required 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”.

5.11 In order to comply with this obligation, the Council has adopted procurement procedures, with which it should comply when procuring the contracts. The Council needs to tender the services referred to in the report in order to obtain

a solution which leaves the Council in the most economically advantageous position.

5.12 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). The Council needs to take appropriate steps to identify the needs of the persons affected by any changes to the waste contracts and an equalities analysis was prepared and considered at Cabinet in July 2015.

5.13 The report identifies that a lease (or a tenancy at will) of the Northumberland Wharf waste transfer station is to be offered for a term until 30 September 2017 in connection with the waste disposal contract. Under section 123 of the Local Government Act 1972 the Council may dispose of its land, which includes the grant of a lease, in any manner that it may wish. However, the consideration for a disposal of land must be the best that can reasonably be obtained, unless either: (a) the Secretary of State's consent is obtained; or (b) the disposal is by way of a short tenancy, i.e. a term not exceeding 7 years. As the term of the proposed lease will be for less than 7 years, the duty to obtain best consideration is not invoked.

5.14 On 17 December 2014, the Secretary of State appointed Commissioners pursuant to powers under section 15(5) and (6) of the Local Government Act 1999, whose prior written agreement will be required to the disposal of property other than existing single dwellings for residential occupation. As such, the Commissioners' consent will be required prior to any grant of (or commitment to grant) a lease.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 The services included within the scope of the contracts are universally provided across all wards. Within the current contracts for the provision of waste and recycling collection services it is recognised that some residents with disabilities need to be provided with an enhanced service level in the form of "assisted collections". The service specifications for the new contracts will continue to include the requirement for such assisted collections to be provided to residents on a needs basis.

7. BEST VALUE (BV) IMPLICATIONS

7.1 The current contracts for waste and recycling services have a combined annual value of approx. £30.8m. The ability to deliver efficiency savings through the commissioning process will be determined by the decisions made regarding the scope and volume of the services to be provided and the specific performance targets that are set for the contractor to achieve. The principles of continuous improvement inform the development of the contracts and integral performance management and review processes.

7.2 It is proposed in the recommendations that the main waste, recycling and street cleansing services continue to be externally provided and that a new contract is procured for commencement in April 2020. The Council can look to achieve greater cost efficiency for these services through the tendering process and explore innovations and options should a Competitive Dialogue process be used.

7.3 It is also proposed in the recommendations that the Council explores the opportunity to change the delivery model for some elements of the services, where greater synergies may be achieved by amalgamating services with current in-house functions.

7.4 It is also recommended in the report that consultation is undertaken regarding the services, to support the development of the specification of longer term waste services to ensure they are designed effectively to meet the needs of the community.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 The Council's waste management services contribute to the protection of the environment and protecting human health through the effective management of waste arising in the borough.

8.2 Moving waste up the waste hierarchy i.e. by ensuring a greater quantity of waste is re-used or recycled as opposed to being disposed of as residual waste, contributes to the Council's efforts to mitigate the impacts of climate change by reducing the carbon footprint of the Council's waste management services.

8.3 Through the re-procurement of the waste management contracts the Council will ensure the appointed contractor contributes to the Council's sustainability agenda by ensuring the contractor's vehicle fleet meets the latest emissions' limits specifications and their own environmental policies mirror those of the Council.

9. RISK MANAGEMENT IMPLICATIONS

9.1 It has been identified in section 3 of the report that individual aspects of the scope and nature of the new services carry varying degrees of risk for the Council and the new contractor. The following are the key areas of risk the above arrangements are seeking to mitigate.

- The outcome of the EU referendum has created a period of uncertainty surrounding how the legislative framework for waste management services may be impacted by the UK leaving, as much of the current legislation has been driven by EU Directives. Ensuring the focus for the new services remains on the waste hierarchy, sustainable good practice, cost efficiency and meeting the needs of the local community, the service can somewhat mitigate the potential impacts of changes to the legislation.

- The anticipated growth in population will result in increasing total annual tonnages of Municipal Waste being generated, increasing

pressure on future services and the resources needed to deliver those services and the Council's budget. By ensuring the new contracts incorporate appropriate mechanisms to provide flexibility to incorporate the growth with maximum efficiency, the likely cost increases can be mitigated.

- To help mitigate the impact of population growth on the quantity of waste the Council has to manage in future years, the new services will incorporate a greater focus on driving waste minimisation. Being at the top of the waste hierarchy and meaning waste generation is prevented would provide the greatest opportunity to reduce the Council's costs for waste management services.

- The nature of the Council's housing stock provides significant challenges for the delivery of recycling services and aspirations to achieve the higher level of recycling performance the new Mayor of London has pledged. The new services will have a greater focus on driving the right behaviours to improve both the quality and quantity of recyclable materials the council collects. This will help to mitigate the overall costs for waste services

9.2 Ensuring that the level of risk being transferred to the contractor is balanced and proportionate to the Council's overall objectives in the procurement process will help to mitigate the risk of the new contracts becoming unaffordable.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 The Council's activities for the removal of graffiti and flyposting that are incorporated into the Street Cleansing service contribute to the Council's efforts in managing anti-social behaviour within the borough. The new waste management contract will continue to incorporate the current policy requirement for the immediate removal of racist or offensive graffiti from Council owned property.

11. SAFEGUARDING IMPLICATIONS

11.1 There are no safeguarding risks or benefits from the proposals detailed in the report

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1 – Equality Analysis Quality Assurance Checklist

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

- NONE

Officer contact details for documents:
N/A

This page is intentionally left blank

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)	**Waste Management Services – delivery options**
Directorate / Service	**CLC**
Lead Officer	**Will Tuckley**
Signed Off By (inc date)	
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)	**Proceed with implementation** As a result of performing the QA checklist, the proposal does not appear to have any adverse effects on people who share *Protected Characteristics* and no further actions are recommended at this stage.

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	This report sets out a revised contracting approach for the re-procurement of waste management and Street Cleansing contracts to serve the borough. The purpose of the report is

			for Members to approve the extension of the key contracts to enable Officers time to re-design the services over the next 12 month to ensure they are fit for purpose for the lifetime of any new contract. The report presents a series of recommendations that seek to optimise the outcomes and minimise the risks for the Council in light of the change of administration in London and the outcome of the EU referendum. The Mayor in Cabinet is recommended to: 1. Approve the revised contracting timetable set out in Table 1 at paragraph 3.7 of this report 2. Authorise the Corporate Director of Communities Localities and Culture to complete negotiations with Veolia to extend the Refuse Collection, and Street Cleansing Contract through until 31st March 2020, and to agree and enter into (following consultation with Service Head Legal Services) the necessary contract extension agreement. 3. Agree that the procurement of the Interim Recycling collection Contract, which will expire on 30 September 2018 (and which Cabinet approved in July 2015), be amended to allow for an optional 18 month extension period up to 31 March 2020 and authorise the Corporate Director of Communities, Localities and Culture to agree and enter into (following consultation with Service Head Legal Services) the necessary contract documentation to give effect to this. 4. Authorise the Corporate Director of Communities Localities and Culture to complete negotiations with Veolia to extend the waste disposal contract until 30th September 2017, and to agree and enter into (following consultation with Service Head Legal Services), the necessary contract documentation to

			give effect to this 5. Agree that the Council continues with the procurement process for a new waste disposal contract for an initial period of 9 years and 6 months with a further extension of up to 8 years and authorise the Corporate Director of Communities Localities and Culture to award the contract following consultation with the Service Head Legal Services. 6. Authorise the Corporate Director of Development and Renewal (following consultation with the Service Head Legal Services) to agree the terms of and enter into a new short-term excluded lease or tenancy at will for Northumberland Wharf Waste Transfer Station so that it is co-terminus with the expiry of the waste disposal contract on 30th September 2017 7. Agree that a number of workshops are held with Members, across all parties, to redesign a future service, ensuring the Council provides best value for our residents.
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	This report sets out a revised contracting approach for the re-procurement of waste management services contracts to serve the borough and presents a series of revised recommendations. If the proposals are enacted and the contracts are extended, all residents will continue receiving the service. Some options included in the report (e.g. bringing elements of the service back 'in-house') are likely to affect the Council staff. Such proposals are at a formative stage, and the service will assess the likely impact on the Council staff if these are pursued.
2	Monitoring / Collecting Evidence / Data and Consultation		

a	Is there reliable qualitative and quantitative data to support claims made about impacts?	N/A	If the proposals are enacted and the contracts are extended, all residents will continue receiving the service.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	N/A	
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	These options have been discussed widely by the relevant Council services and senior managers.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	It is recommended that a workshop is held with Members, across all parties, to redesign a future service, ensuring the Council provides best value for our residents
3			
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	N/A	
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	N/A	This report sets out a revised contracting approach for the re-procurement of waste management services contracts to serve the borough and presents a series of revised recommendations. It is acknowledged that the change of contract, if not considered carefully, has the potential to negatively affect disabled residents' collections. Therefore the new specifications will continue to include the requirement for "assisted collections" to be provided to residents on a needs basis.
4			
a	Is there an agreed action plan?	Yes	Once the Cabinet agrees the recommendations, a number of actions will be taken by the service, including: • Complete negotiations with the contractor to extend the Refuse Collection and Street Cleansing Contract until 31 March 2020 • The 16 month Interim Recycling Services Contract, which is currently in procurement, will be extended to run through from 30 September 2018 to 31 March

			2020. • Complete negotiations with the contractor to extend the waste disposal contract until 30 September 2017.
b	Have alternative options been explored	Yes	The report includes the 'Alternative options' section. 'Do nothing' options was also considered.
5			
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The service will act according to the Cabinet decision.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics?	N/A	
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

This page is intentionally left blank

Cabinet Decision 4 October 2016	TOWER HAMLETS
Report of: Will Tuckley, Chief Executive and Acting Corporate Director – Communities, Localities and Culture	**Classification:** Unrestricted
Community Safety Partnership Plan 2013-16 Year 4 (2016/17)	

Lead Member	**Councillor Shiria Khatun, Deputy Mayor and Cabinet Member for Community Safety**
Originating Officer(s)	Andy Bamber – Service Head Safer Communities Shazia Ghani – Head of Community Safety
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	**A Safe and Cohesive Community**

Executive Summary

This report sets out the Community Safety Partnership's (CSP) reviewed CSP Plan 2013-16 for the final year of its 4 year term 2016/17.

The CSP has an annual duty to review its Community Safety Partnership Plan known as a Crime and Disorder Reduction Strategy under the Crime and Disorder Act and should do this based on its annual Strategic Assessment. Under the Council Constitution, this Crime and Disorder Reduction Strategy, known here as the Community Safety Partnership Plan must be approved by Full Council as the Council is statutorily obliged to adopt one.

The Community Safety Partnership Plan 2013-16 revised for Year 4 (2016/17) has been reviewed by the CSP Subgroup Chairs and agency leads from the responsible authorities (statutory partners), prior to discussion and approval by the CSP on 18th July 2016. The CSP has reviewed its priorities for the final year of the current Plan and is presenting the revised Plan to the Councils Executive to agree its progression to Full Council as required by the constitution for adoption.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the content of the Community Safety Partnership Plan 2013-16 Year 4 (2016/17) included as appendix 1 to this report

2. Note the content of this report and the decision made by the Partnership to:

2.1. include Prevent as a standalone CSP Priority for 2016/17

2.2. remove the duplication between current Priority Themes by absorbing the Serious Acquisitive (Property) Crime under the MOPAC 7 Cross-cutting Priority Theme for 2016/17

3. Agree this report and the CSP Plan 2013-16: Year 4 (2016/17) and recommend to Full Council that the Year 4 Plan be adopted.

1. REASONS FOR THE DECISIONS

1.1 Full Council must adopt a Community Safety Partnership Plan in order to meet statutory requirements set by the Crime and Disorder Act (1998). Under the Article 4 of the Council Constitution, Council approval for the CSP Plan can only be granted at Full Council.

1.2 The priorities and governance structure outlined in the Plan are based on the statutory strategic assessment exercise that was carried out by statutory partners to consider data on safety in the Borough. They have been agreed by the Community Safety Partnership in July 2016 to be the best model to deliver a safer and more cohesive community in Tower Hamlets. The Cabinet are asked to consider the reviewed Plan, along with the CSP decision to update its priorities to include Prevent as a Standalone CSP Priority and remove Serious Acquisitive (Property) Crime as it is covered under Cross-cutting Priority MOPAC 7 and satisfy itself that it can proceed to Full Council.

1.3 The reviewed CSP Plan is attached as Appendix 1 to this report.

2. ALTERNATIVE OPTIONS

2.1 It is a statutory responsibility for Community Safety Partnerships to produce a Community Safety Plan and then annually review the contents. Full Council must adopt a Community Safety Partnership Plan in order to meet statutory requirements set by the Crime and Disorder Act (1998). There are therefore no alternative options to doing so without risking government censure, damaging key partner relationships and undermining community safety.

3. DETAILS OF REPORT

3.1 There is a legal requirement for each Community Safety Partnership (Safe & Cohesive CPDG in Tower Hamlets) to have a Community Safety Partnership Plan, historically known as a Crime and Disorder Reduction Strategy. The Plan is owned and developed by the Community Safety Partnership of which the Council is a key partner.

3.2 In order to fulfil our other statutory duties, the CSP produced an annual Strategic Assessment in late 2015/16, which enabled it to review the current 4 year Plan at the end of year 3.

3.3 The CSP met on the 3rd May 2016 to review the CSP Plan based on the findings of the CSP Strategic Assessment 2015.

3.4 As a result of this review process and following feedback during the Council approval process from the previous (2015) year-end CSP Plan review, it was decided that one area of concern (Prevent) which was originally included under the CSP Plan Priority Theme Hate Crime and Cohesion, warranted recognition as standalone priority in the Plan.

3.5 The CSP also agreed that there was duplication between the Serious Acquisitive (Property) Crime Priority Theme and the Cross-cutting Priority MOPAC 7, which also included the key acquisitive crimes. The decision was made that MOPAC 7 would sufficiently cover the property crimes which were priorities for the Partnership, and that the Priority Theme Serious Acquisitive (Property) Crime would be removed from the reviewed CSP Plan 2013-16 Year 4 (2016/17).

3.6 The Community Safety Partnership Plan 2013-16 Year 4 (2016/17) has been reviewed by the CSP Subgroup Chairs and agency leads from the responsible authorities (statutory partners), prior to discussion and approval by the CSP on 18th July 2016.

3.7 The CSP Plan 2013-16 Year 4 (2016/17) includes a summary of the Strategic Assessment 2015, an updated Partnership Governance Structure, highlights and performance for 2015/16 financial year and the 11 agreed Priority Themes for this final year of the Plan's 4 year term.

3.8 The CSP's Priority Themes for 2016/17 are:

- Gangs and Serious Youth Violence
- Anti-Social Behaviour and Arson
- Drugs and Alcohol
- Violence (inc. Domestic Violence and Violence Against Women and Girls)
- Prostitution
- Hate Crime and Cohesion
- Killed or Seriously Injured (on our roads)
- Prevent
- Cross-cutting Priorities:

- Public Confidence and Victim Satisfaction
- Reducing Re-offending
- MOPAC 7

3.9 MOPAC 7 are the priority crimes for the Mayor of London's Office for Policing and Crime (MOPAC). The Metropolitan Police Service has been set targets for an overall 20% reduction in the life of its Police and Crime Plan 2013-16, which expires on 31st March 2017. MOPAC 7 is made up of the following priority neighbourhood crimes, which MOPAC believe have the greatest impact on the community and their fear of crime. The MOPAC 7 comprise

- Burglary
- Criminal Damage
- Robbery
- Theft from Motor Vehicle
- Theft / Taking of Motor Vehicle
- Theft from Person
- Violence with Injury

3.10 The Plan's 11 Priority Themes are made up of 8 stand-alone priority themes with one or two CSP subgroups responsible for activity in the form of an annual Subgroup Action Plan. The remaining three Cross-cutting Priority Themes are the responsibility of all the CSP Subgroups, as their work within the other priorities impacts on these.

3.11 Both the Equalities Considerations and Equalities Analysis – Initial Screening Document are attached as appendix 2 and 3 respectively.

3.12 Next Steps for the CSP:

- The CSP is currently conducting a public consultation on new community safety priorities for April 2017 onwards, the findings of which will be considered when drafting the New CSP Plan 2017-21.
- The CSP is currently in the process of obtaining data and analysis for their 2016 Strategic Assessment, which looks at the financial years 2015/16 compared to 2014/15 and will also be considered when drafting the New CSP Plan 2017-21.
- The CSP will consider partners, local, London (inc. MOPAC), Regional and National priorities to produce the New CSP Plan 2017-21 in September 2016
- The CSP Co-chairs have reviewed the Community Safety Partnership structure and operating procedures in order to ensure that the Partnership can effectively and efficiently carry out its statutory duties in the future. Proposals from this Review will be presented to the CSP along with draft Strategic Assessment and New Community Safety Plan 2017-21 at a Performance and Planning Workshop on 27th September 2016.
- The Council along with key partners in Police, Public Health (including Mental Health), Drug and Alcohol Action Team and Housing Providers in the Borough recognise the detrimental impact anti-social behavior has on residents in the borough and it remains an important priority for the

partnership to address. In addition to the work outlined in the reviewed CSP Plan for 2016/17 under this current priority theme, senior officers within the aforementioned agencies have agreed to develop a Partnership ASB Strategy and detailed Action Plan in 2016/17 for the coming years. This will aim to address ASB as a significant priority for the borough and its key partners for years to come.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The report sets out the review of the Community Safety Partnership Plan 13-16 extended for a further year to cover the period of 2016/17. The funding for the CSP Plan is met from the Community Safety Partnership, Domestic. Violence and Hate Crime budget of £1.57m. In addition there is MOPAC funding allocation which remains at £811k for the financial year 2016/17. Also highlighted in the plan is that up to £1m was received over the previous three years from external sources such as MOPAC, Department for Education, and the Department for Communities and Local Government that supplemented the funding provision.

4.2 Given the financial constraints being faced by the Council and other partners, it is imperative that funding levels for the service are considered fully as part of the Council's Outcomes Based Budgeting approach for 2017 -2020. This will include the identification of complementary funding and consideration of the most effective way to respond to this area of work alongside the Council's wider priorities.

4.3 Consequently whilst there are no direct financial implications emanating from the review of the current year plan, the extent to which funding at the levels previously seen will continue to be available must be a consideration of the Medium Term Financial Strategy (MTFS) process.

5. LEGAL COMMENTS

5.1 This report relates to review of the Council's existing Community Safety Partnership Plan. There is a statutory requirement for such a Plan as the Council is one of the responsible authorities for Tower Hamlets, within the meaning of section 5 of the Crime and Disorder Act 1998 ('the 1998 Act'). Other responsible authorities for Tower Hamlets include: every provider of probation services in Tower Hamlets; the chief officer of police whose police area lies within Tower Hamlets; and the fire and rescue authority for Tower Hamlets. Together, the responsible authorities for Tower Hamlets are required to formulate and implement strategies for: the reduction of crime and disorder; combating the misuse of drugs, alcohol and other substances; and the reduction of reoffending pursuant to section 6 of the 1998 Act. When formulating and implementing these strategies, each authority is required to have regard to the police and crime objectives set out in the police and crime plan for Tower Hamlets.

5.2 Additionally, when considering the review of this Plan regard must be had to section 17 of 1998 Act and which places an obligation of the Council to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area.

5.3 The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 require that there be a strategy group whose functions are to prepare strategic assessments, following community engagement, and to prepare and implement a partnership plan and community safety agreement for Tower Hamlets. The partnership plan must set out a crime and disorder reduction strategy, amongst other matters. The strategy group must consider the strategic assessment and the community safety agreement in the formulation of the partnership plan. The Community Safety Partnership Board discharges these functions in Tower Hamlets.

5.4 With regard to consultation, regulations 12 to 14A of the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 provide for Community Engagement. Further, in consulting, the Council must comply with the common law principles set out in *R v Brent London Borough Council, ex p Gunning,* (1985) and recently approved by the Supreme Court in *R(Mosely) v LB Haringey 2014*. Those are *'First, that consultation must be at a time when proposals are still at a formative stage. Second, that the proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response. Third that adequate time must be given for consideration and response. And finally, fourth, that the product of consultation must be conscientiously taken into account in finalising any statutory proposals."* There is no prescribed period for consultation, but principles of fairness apply such that there should be sufficient time for those being consulted to consider and respond to the matters arising, having regard to their complexity, impact etc. It is necessary to comply with the common law requirement to consider any feedback before making a decision.

5.5 Public consultation on new community safety priorities for April 2017 onwards is underway in preparation for the new Community Safety Partnership Plan 2017-21 and the consultation responses must be conscientiously taken into account before the final adoption of this new plan.

5.6 Under Article 4 of the council's constitution, the adoption of the Community Safety Partnership Plan is a function for full Council. This reflects the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) which provide that the making of a crime and disorder reduction strategy pursuant to sections 5 and 6 of the 1998 Act is a function that is required not to be the sole responsibility of the Council's executive. Under the Council's Budget and Policy Framework Procedure Rules, it is the responsibility of the Mayor as the executive to prepare a draft plan for full council to consider and adopt. It is also the responsibility of the executive and officers to implement the plan once approved by full council.

5.7 When taking 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 don't. Equalities considerations are set out in the One Tower Hamlets Section of the report and there is an Equalities Considerations at appendix 2 and an Equalities Analysis – Initial Screening Document at appendix 3.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 The Community Safety Partnership (Safe and Cohesion Community Plan Delivery Group) aims through its plan, to make Tower Hamlets a more cohesive place to live, work, study and visit. The work of the No Place For Hate Forum; Tension Monitoring Group and the Prevent Board, all subgroups of the CSP aim to carry-out this important part of work for the Partnership. Prevent, Hate Crime and Cohesion remain an important priority for the Partnership.

6.2 An initial Equalities Screening and full Equalities Analysis was produced as part of the original CSP Plan 2013-16 Report, which went through the Full Council approval process, culminating at Full Council on 26th March 2014. Recommendations were made for further considerations when supporting action plans are developed.

7. BEST VALUE (BV) IMPLICATIONS

7.1 Whilst difficult to quantify there are potentially significant efficiency gains from working in partnership to reduce crime and disorder in the borough. The Community Safety Plan 2013-16 is a partnership document and brings together key crime and disorder reduction agencies, will ensure that we continue to work together as a partnership and share resources.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 The Community Safety Plan 2013-16 and its implementation is expected to have a positive effect on the environment by helping to reduce anti-social behaviour. This will then reduce the amount of criminal damage, graffiti, fly-tipping and fly-posting and other environmental crimes in the borough.

9. RISK MANAGEMENT IMPLICATIONS

9.1 The Community Safety Plan sets out an overarching structure and framework of priorities within which management of risks will take place.

9.2 The Community Safety Partnership Subgroups identify and report on emerging threats and risks to partnership activity against its priorities in their Quarterly Performance Reports which are then reviewed by the Partnership at their Quarterly CSP Meetings. From September 2016 the CSP will be extracting those threats and risks and including them in a CSP Risk Register along with mitigating actions proposed by the partners.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 The reviewed Community Safety Partnership Plan 2013-16 for 2016/17 will ensure that we continue to work in partnership to reduce crime, anti-social behaviour, substance misuse and re-offending. It will also support the Mayors priorities helping to reduce fear of crime and contributing to relevant 'safer' related community plan commitments.

11. SAFEGUARDING IMPLICATIONS

11.1 The Community Safety Partnership includes amongst its members the independent chairs of both the Safeguarding Adults and Safeguarding Children Boards. These boards are seen as 'linked boards' to the CSP and have been included in the development process of the reviewed CSP Plan. There are no safeguarding risks identified from the Plan, only benefits for partner agencies across the CSP and both Safeguarding Boards by working together at strategic and operational levels in the borough, to ensure community safety in all its forms.

Linked Reports, Appendices and Background Documents

Linked Report

None

Appendices

Appendix 1 – Tower Hamlets Community Safety Partnership Plan 2013-16 Year 4 (2016/17)

Appendix 2 – Equalities Considerations

Appendix 3 - Equalities Analysis – Initial Screening Document

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

None

Officer contact details for documents:

Colin Hewitt, CSP Officer, Communities Localities and Culture, 0207 364 6134

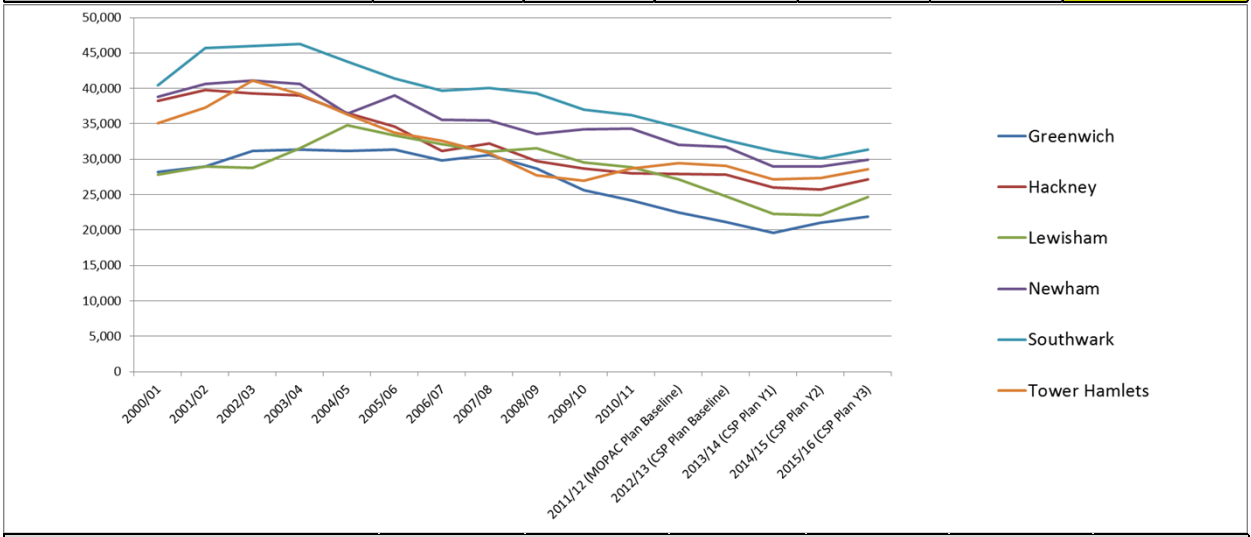
Tower Hamlets
Community Safety Partnership Plan
2013 – 2016
Year 4 (2016/17)

Approved by CSP (18.07.16)

Total Crime in Tower Hamlets and Neighbouring Boroughs

Annual Total Notifiable Offences (TNOs) recorded by the Metropolitan Police in Tower Hamlets and neighbouring boroughs over the 16 financial years (2000/01 – 2015/16). Total Notifiable Offences (TNOs) is a count of all offences which are statutorily notifiable by the Police to the Home Office, and for the purposes of this Plan what the Community Safety Partnership refers to as 'Total Crime'.

	Total Notifiable Offences					
Financial Year	Greenwich	Hackney	Lewisham	Newham	Southwark	Tower Hamlets
2000/01	28165	38242	27814	38776	40447	35070
2001/02	28995	39769	29008	40616	45707	37273
2002/03	31202	39267	28763	41157	45960	41124
2003/04	31347	39035	31577	40615	46276	39188
2004/05	31186	36492	34833	36460	43771	36329
2005/06	31354	34630	33387	39020	41432	33756
2006/07	29829	31160	32150	35597	39713	32627
2007/08	30617	32241	31055	35448	40029	30892
2008/09	28690	29715	31549	33536	39271	27712
2009/10	25631	28722	29544	34240	37037	26989
2010/11	24148	28035	28888	34374	36273	28668
2011/12 (MOPAC Plan Baseline)	22434	27902	27168	32011	34483	29463
2012/13 (CSP Plan Baseline)	21110	27804	24727	31716	32747	29082
2013/14 (CSP Plan Y1)	19630	26031	22327	28950	31195	27139
2014/15 (CSP Plan Y2)	21020	25705	22106	28982	30119	27345
2015/16 (CSP Plan Y3)	21887	27127	24628	29964	31335	28618



Total Notifiable Offences (TNOs) Comparison						
	Greenwich	Hackney	Lewisham	Newham	Southwark	Tower Hamlets
Year 1 of CSP Plan against CSP Plan baseline 2013/14 vs 2012/13 (Percentage)	1475 (-6.9%)	1708 (-6.1%)	2346 (-9.5%)	2735 (-8.6%)	1436 (-4.4%)	1908 (-6.5%)
Year 2 of CSP Plan against CSP Plan baseline 2014/15 vs 2012/13 Percentage	1938 (-9.2%)	4433 (-15.9%)	4612 (-18.7%)	5438 (-17.1%)	5099 (-15.6%)	4178 (-14.2%)
Year 2 of CSP Plan against Year 1 2014/15 vs 2013/14 Percentage	463 (-2.4%)	2725 (-10.5%)	2266 (-10.2%)	2703 (-9.3%)	3663 (-11.7%)	2270 (-8.4%)
Year 3 of CSP Plan against CSP Plan baseline 2015/16 vs 2012/13 Percentage	777 (+3.7%)	677 (-2.4%)	99 (-0.4%)	1,752 (-5.5%)	1,412 (-4.3%)	464 (-1.6%)
Year 3 of CSP Plan against Year 2 2015/16 vs 2014/15 Percentage	867 (+4.1%)	1,422 (+5.5%)	2,522 (+11.4%)	982 (+3.4%)	1,216 (+4.0%)	1,273 (+4.7%)
Year 3 of CSP Plan against Met Police recording baseline 2015/16 - 2000/01 (Percentage)	6,278 (-22.3%)	11,115 (-29.1%)	3,186 (-11.5%)	8,812 (-22.7%)	9,112 (-22.5%)	6,452 (-18.4%)

Figures obtained from the Metropolitan Police Service Crime Mapping: Data Tables section of MPS website on 10.05.16

Foreword by Co-Chairs of Community Safety Partnership

Welcome to Tower Hamlet's Community Safety Plan covering the four years 2013/14 to 2016/17.

The Community Safety Partnership Plan sets out how the Police, Council, Probation, Health, Fire Service, voluntary and community sectors and individuals can all contribute to reducing crime, disorder, anti-social behaviour, substance misuse and re-offending to keep Tower Hamlets a safe place.

This Plan aims to reduce the number of crimes and anti-social behaviour in the borough, but in some categories, it aims to increase the number of reports, due to under reporting where historically victims don't feel confident enough to report it to us. By increasing reporting and therefore recording, we will then be able to offer support to those victims and take appropriate action against the perpetrators.

The people in our communities are not just numbers or statistics, crime and disorder impacts on not only the victim's but also the wider community's quality of life, so we understand how important it is for you that we tackle it in a timely, efficient and effective way.

We are confident that this Plan not only captures and addresses the priorities that have been identified through our analysis of evidential information and performance in the borough, but also the concerns of the people of Tower Hamlets.

We recognise that not only do we have a duty to continue to tackle crime and disorder but we all (both organisations and members of the public), have a duty to prevent it from happening in the first place.

As a partnership we are responsible for community safety and community cohesion. We will work with our local communities to ensure we protect the vulnerable, support our communities to develop and make Tower Hamlets a safer place for everyone.

Cllr Shiria Khatun (Co-Chair of CSP)
Cabinet Member for Community Safety

Detective Chief Superintendent Sue Williams (Co-Chair of CSP)
Metropolitan Police Borough Commander (Tower Hamlets)

Contents

Introduction 5

About the Partnership 6

Governance 7

Governance Structure 10

CSP and Sub-groups 11

Highlights and Performance from 2015/2016 16

Strategic Assessment 2015 27

Performance 29

Public Consultation 37

Decision on Priorities 38

Priorities for 2013 – 16: 39

Priority A – Gangs and Serious Youth Violence 40
Priority B – Anti-Social Behaviour and Arson 45
Priority C – Drugs and Alcohol 47
Priority D – Violence (including Domestic Violence and Violence Against Women and Girls) 50
Priority E – Prostitution 56
Priority F – Hate Crime and Cohesion 58
Priority G – Killed or Seriously Injured 63
Priority H – Prevent 65

Cross-Cutting Priorities: 67

Cross-cutting Priority 1 – Public Confidence & Victim Satisfaction 68
Cross-cutting Priority 2 – Reducing Re-offending 70
Cross-cutting Priority 3 – MOPAC 7 73

Introduction

The Tower Hamlets Community Safety Partnership (CSP) is required by law to conduct an annual assessment of crime, disorder, anti-social behaviour, substance misuse and re-offending within the borough, this is known as the Strategic Assessment. It is also required to consult members of the public and the wider partnership on the levels of the above. The Strategic Assessment and the findings of the public consultation are then used to produce the partnership's Community Safety Plan.

Since 2011, the CSP has had the power to decide the term of its Community Safety Plan. In 2012, the CSP chose to have a one year plan, this decision was based on the unique budgetary pressures on partner agencies and the anticipated demand on service from London hosting the 2012 Olympic and Paralympic games.

This Community Safety Plan will run for a period of 4 years from 1st April 2013 to 31st March 2017, with performance against the priorities within it reviewed on an annual basis in the form of the annual Strategic Assessment. The Community Safety Partnership Subgroups each produce an Action/Delivery Plan to reflect both the Priorities of the Community Safety Partnership and their own subgroup priorities. If due to external pressures or levels of performance against the priorities, the Community Safety Plan can be amended on an annual basis within its four year term. Performance against CSP Plan Priorities is reviewed in-year on a quarterly basis in the CSP Subgroup Quarterly Performance Reports submitted to the CSP.

Reducing crime and anti-social behaviour requires a careful balance between reducing recorded incidents, encouraging reporting and addressing negative perceptions of those who believe levels are worse than they are in reality.

This Plan will ensure that the issues most important to the people of Tower Hamlets will be addressed in the most appropriate and cost effective way. The partnership is committed to ensuring the low levels of particular crimes and issues are maintained, but have also identified through local evidence and perception, a number of priorities that require particular partnership focus in the four years of this Plan, which also sets out the main objectives of the CSP and how it plans to achieve those objectives.

The CSP has also chosen to align itself where possible with those of local and national governing bodies, which have a duty to oversee the work of not only the Partnership, but also key agencies referred to as 'Responsible Authorities' under the legislation. The Home Office and MOPAC play a significant role in both National and Local governance/direction as well as funding, which is the reason for this alignment.

The London Mayoral Elections are taking place on the 5th May 2016, once elected MOPAC will be producing a new London Police and Crime Plan for 2017 onwards, to reflect the priorities of the new Mayor's administrational term. 2016/17 financial year is being seen as a 'transitional year' by MOPAC in order to review the current priorities, align them with that of the new Mayoral Administration and then go out to public consultation. The CSP will be reviewing, producing and consulting on their new Community Safety Plan during this period.

About The Partnership

The Tower Hamlets Community Safety Partnership (CSP) is a multi-agency strategic group set up following the Crime and Disorder Act 1998. The CSP is also the delivery group responsible for partnership work in relation to the Tower Hamlets Community Plan priority 'A safe and cohesive community', with the priorities within both the Community Plan 2015 and this Community Safety Plan aligned. The partnership approach is built on the premise that no single agency can deal with, or be responsible for dealing with, complex community safety issues and that these issues can be addressed more effectively and efficiently through working in partnership. It does this by overseeing the following:

- Service Outcomes
- Leadership and Partnership Working
- Service Planning & Performance Management
- Resource Management & Value for Money
- Service Use and Community Engagement
- Equality & Diversity

The CSP is made up of both Statutory Agencies and Co-operating Bodies within the Borough. The Statutory Agencies are:

- Tower Hamlets Police
- London Borough of Tower Hamlets
- National Probation Service
- London Community Rehabilitation Company (CRC)
- London Fire Brigade
- NHS Bodies including: Bart's Health Trust, East London Foundation Trust and London Ambulance Service, as commissioned by Tower Hamlets Clinical Commissioning Group (CCG)

The Mayor's Office for Policing and Crime (MOPAC), replaced the Metropolitan Police Authority in February 2012, is no longer a statutory agency of the CSP, but becomes a co-operating body. Representatives from MOPAC and the Tower Hamlets Police and Community Safety Board are both members of the CSP, although MOPAC are not required to attend meetings unless they wish to or requested to present.

The above statutory agencies and co-operating bodies are supported by the following key local agencies from both the Public and Voluntary Sectors.

- Housing Providers
- Victim Support
- Tower Hamlets Council for Voluntary Services
- Tower Hamlets Inter Faith Forum
- Tower Hamlets Council of Mosques
- Tower Hamlets Safer Neighbourhood Board
- Canary Wharf Group

Housing Associations and Housing Providers have a key role to play in addressing crime and disorder in their housing estates and these are represented by the Chair of the Tower Hamlets Housing Forum's ASB Strategy Group. Victims and witnesses of crime and disorder are represented on the CSP by Victim Support. Faith organisations are represented by the independent chair of the borough's Interfaith Forum and a senior figure from the borough's Council of Mosques. The extensive network of voluntary organisations within the borough, are represented by Tower Hamlets Council for Voluntary Services' Chief Executive.

Representation on the CSP is through attendance by senior officer / person within that organisation with the authority to make strategic decisions on behalf of their agency/organisation.

Partners bring different skills and responsibilities to the CSP. Some agencies are responsible for crime prevention while others are responsible for intervention or enforcement. Some have a responsibility to support the victim and others have a responsibility to work with the perpetrator. Ultimately the CSP has a duty to make Tower Hamlets a safer place for everyone.

Governance

The Community Safety Partnership is one of 4 Community Plan Delivery Groups which are held responsible by the Partnership Executive for delivering the aims/actions contained within the Community Plan.

Partnership Executive

The Partnership Executive is the borough's Local Strategic Partnership and brings key stakeholders together to create and deliver the borough's Community Plan. Members of the Partnership include the Council, Police, NHS, other statutory service providers, voluntary and community groups, faith communities, housing associations, businesses and citizens. It acts as the governing body for the Partnership, agreeing priorities and monitoring performance against the Community Plan targets and holding the Partnership to account through active involvement of local residents. The Community Plan is an agreement that articulates the aspirations of local communities and sets out how the Borough will work together to realise these priorities.

Community Plan

The overall vision for the community plan is to improve the lives of all those living and working in the borough. The Community Plan includes 4 main priorities of which 'A Safe and Cohesive Community' and Tower Hamlets will be a safer place where people feel safer, get on better together and difference is not seen as threat but a core strength of the borough. To make Tower Hamlets a Safe and Cohesive Community the Partnership will focus on the following commitments:

- Reduce acquisitive crime and anti-social behaviour by tackling problem drinking and drug use
- Limit local gangs and the impact they have on youth violence and fear of crime
- Strengthen partnership work to reduce domestic violence and violence against women and girls
- Promote community cohesion
- Find solutions to increase cycling safety on busy roads

Mayor's Office for Policing and Crime (MOPAC)

The Mayor's Office for Policing and Crime (MOPAC) was created by the Police Reform and Social Responsibility Act 2011. Its core function is to secure the maintenance of an efficient and effective Metropolitan Police Service (MPS), and to hold the Commissioner of Police to account for the exercise of his functions in London. MOPAC oversees the police and criminal justice system performance, the budget environment, and the implementation of policies set out in MOPAC's Police and Crime Plan.

The Mayor of London's Office for Policing and Crime, under the remit of being London's Police and Crime Commissioner, has several responsibilities regarding Community Safety Partnerships. They are:

- a duty to consult the communities (including victims) and to publish a Police and Crime Plan
- determining police and crime objectives
- are a co-operating body on Community Safety Partnerships
- have the power to 'call in' poor performing Community Safety Partnerships.

The London Mayoral Elections have taken place on the 5th May 2016, following the election MOPAC will be producing a new London Police and Crime Plan for 2017 onwards, to reflect the priorities of the new Mayor's administrational term. 2016/17 financial year is being seen as a 'transitional year' by MOPAC in order to review the current priorities, align them with that of the new administration and then go out to public consultation. The priorities within MOPAC's Police and Crime Plan 2013-16, their current Plan (at the time of writing) for this 'transitional year' are:

- Strengthen the Metropolitan Police Service and drive a renewed focus on street policing
- Give victims a greater voice
- Create a safer London for women
- Develop smarter solutions to alcohol and drug crime
- Help London's vulnerable young people

In addition to the above, the Mayor of London has placed special emphasis on a number of additional public safety challenges and concerns of Londoners, which include:

- Violence Against Women and Girls

- Serious Youth Violence
- Business Crime

MOPAC is also responsible for the management and allocation of the Community Safety Fund monies from Central Government. Allocations for funding will be made on a 'Challenge Fund' approach, which will determine the nature and scale of funding to individual boroughs based on their proposal's alignment with the Police and Crime Plan Priorities.

Linked Strategies and Delivery Plans

The Community Safety Partnership Plan does not exist in isolation: Rather, it is part of a series of key strategies in the borough which set out how local services will support and improve the lives of local residents. Sitting above this collection of strategic plans is the over-arching 2015 Tower Hamlets Community Plan.

The Community Plan is based around four key themes:

- A great place to live
- A fair and prosperous community
- A safe and cohesive community
- A healthy and supportive community

In addition, the Community Plan contains four cross-cutting priorities:

- Empowering residents and building resilience
- Promoting healthier lives
- Increasing employment
- Responding to population growth

This Community Safety Partnership Plan 2013-16, the strategic aims and the activity against these aims are linked to other Community Plan Delivery Groups' strategies and their subgroup delivery plans, which all aim to improve the lives of people in Tower Hamlets.

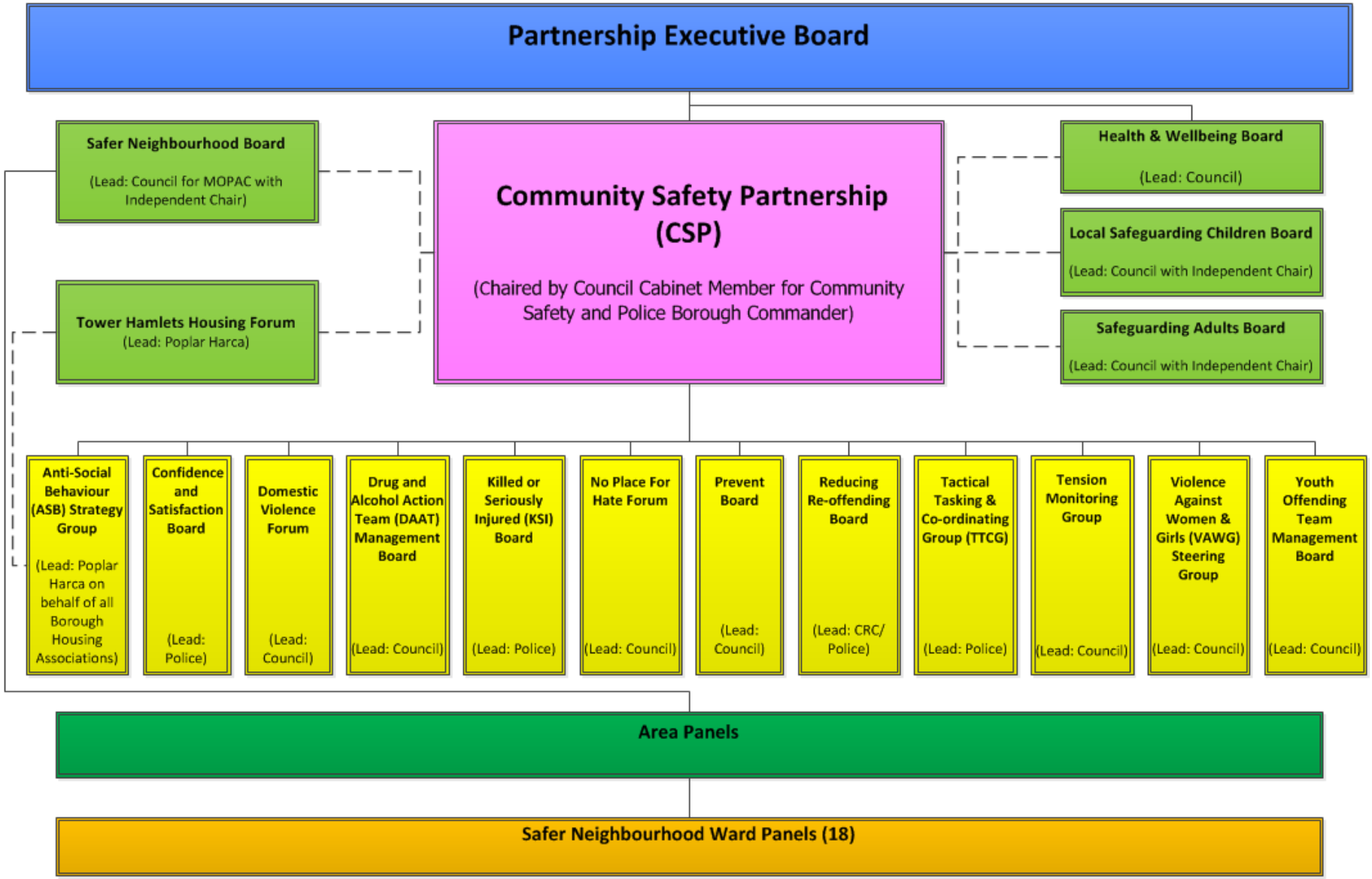
Community Safety Partnership Sub-Groups

In order to co-ordinate and deliver activity in the various areas of crime, disorder, anti-social behaviour, substance misuse and reducing re-offending, the CSP has a sub-structure of groups and boards. Each sub-group/board is responsible for producing a delivery plan which aims to address the overarching partnership priorities and fulfil any additional priorities they see fit as a sub-group/board. They are responsible for ensuring there are resources available to deliver their actions and if needed, produce and submit detailed funding applications to enable this.

Subgroups are represented through their Chairperson on the Community Safety Partnership, who is required to provide a bi-monthly update on performance against their delivery plan.

Subgroups are made up of senior officers within key agencies, who have a direct responsibility for service delivery in these specific areas of work.

Tower Hamlets Community Safety Partnership Governance 2016



Community Safety Partnership, Subgroups and Linked Boards

Community Safety Partnership

The CSP as it is known amongst the partners is accountable for the reduction of crime, disorder, anti-social behaviour, substance misuse and reoffending, as well as increasing community cohesion under the Community Plan Partnership Structure. It will determine priorities and oversee the statutory and non-statutory boards responsible to deliver against these priorities. The CSP meets on a quarterly basis and is co-chaired by the Tower Hamlets Police Borough Commander and the Tower Hamlets Cabinet Member for Community Safety. Membership of the CSP is at organisational Chief Executive/Officer level.

Anti-Social Behaviour (ASB) Strategy Group

The Tower Hamlets Housing Forum ASB Strategy Group is chaired by Poplar HARCA's Director of Housing on behalf of all housing providers in the borough. It is responsible to both the Tower Hamlets Housing Forum and the Community Safety Partnership since merging with the CSP ASB Strategy Group in January 2016. Registered Social Landlord ASB Forum merged with the CSP ASB Strategy Group in January 2016. The Strategy Group is made up of partner agencies with a strategic responsibility to address anti-social behaviour including arson (deliberate fire setting) in the borough, and includes representation from the Police, Council, Victim Support, London Fire Brigade, Youth Offending Service, Probation and the following ASB Partnership Boards/Groups: ASB Operations Group, ASB Partnership Action Group, ASB Legal Consultation and Certification Group, Neighbourhood Panels and Community Trigger Panel. Like all CSP Subgroups, the ASB Strategy Group is responsible for producing an annual action/delivery plan which aims to address the priorities identified in the Community Safety Partnership Plan.

Confidence & Satisfaction Board

The confidence and satisfaction of the community in our shared approach to crime and cohesion are key success measures. The Confidence and Satisfaction Board is chaired by the Police Superintendent, with representatives from the Council, Victim Support and Safer Neighbourhood Board. It has an overview of activity to ensure that community views and concerns are understood and addressed both efficiently and effectively. It also ensures that residents have access to relevant information, including feedback on action taken.

Domestic Violence Forum

The Domestic Violence Forum is chaired by the LBTH Head of Community Safety and oversees the borough's multi-agency approach to addressing domestic violence and abuse against men, women and young people. Membership comprises approximately 100 organisations

representing both statutory and voluntary service providers in the borough. The forum takes place quarterly and has oversight of key domestic violence activities including the Multi-Agency Risk Assessment Conference (MARAC), the Specialist Domestic Violence Court (SDVC), the DV One Stop Shop, the Housing & Health DV drop-in services, the LBTH Domestic Violence Duty Line, training and safeguarding matters related to domestic abuse. The Forum is ultimately responsible for coordinating services within the borough for both domestic violence victims and those perpetrating violence against them. The DV Forum ensures an annual action plan is in place which is reviewed at each forum meeting as well as key activities and outcomes are reported back at CSP Board.

Drug and Alcohol Action Team Management Board

This board is chaired by the LBTH Corporate Director of Communities, Localities and Culture, with membership representing the CLC DAAT, Public Health, Education, Social Care and Wellbeing, health services, the Metropolitan Police Service, National Probation Service and London Community Rehabilitation Company. It is a statutory board with responsibilities for developing and implementing local strategy to combat the harms associated with drug and alcohol use. This includes co-ordinating and commissioning services relating to drug / alcohol issues in the borough including; drug / alcohol treatment for adults and young people, prevention and behaviour change, licensing and regulation / enforcement.

No Place for Hate Forum

The forum brings key agencies together to work in partnership to develop and promote a co-ordinated response to hate crime in Tower Hamlets. It aims to protect and support victims, deter perpetrators, and challenge prejudice and hate. The Forum meets on a quarterly basis, and is chaired by the Chair of the borough's Interfaith Forum, with members from both statutory and voluntary organisations, including those representing specific areas or communities concerning hate crime.

Prevent Board

This board is chaired by the Council's Chief Executive. It operates as a distinct board with responsibility for delivering the local Prevent programme. The board is made up of officers from One Tower Hamlets, Youth Services, Tower Hamlets Police, NHS Tower Hamlets, Home Office SO15, Probation, London Fire Brigade, Tower Hamlets Clinical Commissioning Group, the Council's Adult Services, Children's Services, Youth Services, Communications, Public Health, Safer Communities Service, along with both Independent Chairs of the Safeguarding Adults Board and the Safeguarding Children Board. It meets bi monthly and has a Prevent Delivery Plan which informs strategic and lead partner activities. Updates are provided at each CSP Board.

Prostitution Board/Governance

With Prostitution now being a Priority for the CSP, consideration by the CSP is being undertaken to reflect which Board is responsible for Prostitution Priority to the CSP. Currently it is the responsibility of both the Violence Against Women and Girls (VAWG) Steering Group in relation to the sex workers involved and the Anti-Social Behaviour (ASB) Strategy Group with regards its anti-social behaviour impacts.

Reducing Re-offending Board

This Board oversees the delivery of the borough's Integrated Offender Management initiative, the Gangs programme and the local MAPPA; it is also responsible for other programmes such as Gripping the Offender (a MOPAC pilot). The board is co-chaired by a Detective Superintendent from the local police and the Community Rehabilitation Company's Assistant Chief Officer. Where necessary the Board will seek to commission housing and/or other services.

Safeguarding Adults Board (Linked Board)

The Safeguarding Adults Board is a statutory local partnership board in its own right under the Care Act 2014, with shared interests and a close relationship with the CSP. The multi-agency board comprises of lead people from all the NHS organisations in the borough, various Council services, Police, Probation, Fire, Ambulance, Housing providers and voluntary, community and advocacy organisations. The Safeguarding Adults Board has a similar close working relationship with the Health and Wellbeing Board and the Local Safeguarding Children Board, as with the Community Safety Partnership Board. It has an Independent Chair not employed by any of the member organisations. The board oversees and seeks assurances about the quality of service responses to people who are vulnerable and in need, or potentially in need, of safeguarding. It also supports and scrutinises the quality of partnership working between organisations in line with statutory and Pan-London requirements.

Local Safeguarding Children Board (Linked Board)

This is a statutory multi-agency Partnership Board under The Children Act 2004, which has an Independent chair and comprises of lead officers from various Council services, Police, National Probation Services and London Community Rehabilitation Company, Clinical Commissioning Group, NHS Trusts, CAFCASS and the local voluntary sector. It also includes two lay members.

The LSCB's objectives are to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the borough; and to ensure the effectiveness of what is done by each person or body for those purposes. The LSCB works in partnership with the CSP to ensure that in delivering its agenda the CSP ensures that the safeguarding of children and young people remains paramount. The Independent Chair of the LSCB also has a seat on the Health and Wellbeing Board.

Children and Families Partnership Board (Linked Board)

The Children and Families Partnership Board has membership from a wide range of local organisations, and functions as one of the key strategic groups within the borough. The Board is chaired by the Deputy Mayor and Cabinet Member for Education and Children's Services. This partnership is made up a range of local agencies and other representatives, including: Bart's Health NHS Trust, East London NHS Foundation Trust, GPs, Tower Hamlets Clinical Commissioning Group, London Borough of Tower Hamlets, Metropolitan Police, Registered Housing Providers, Schools, Tower Hamlets College, third and voluntary sectors.

The Children and Families Partnership Board have recently produced the 2016 - 19 Children and Families Plan, which sets out how the partnership will support children and families in Tower Hamlets over the next three years. The Plan has been developed in close consultation with staff and stakeholders, as well as with children and families themselves. Their Plan is a partnership document. Different organisations will continue to have their own plans setting out how their core responsibilities will be met, however this Children and Families Plan states our collective vision for children and families in the borough. The Plan brings together priorities that require input from a range of services and organisations, as well as from children and families themselves.

Tactical Tasking and Co-ordinating Group (TTCG)

The Group was established as part of the programme to join together partnership service delivery in the localities. It meets on a fortnightly basis and uses an analytical product/profile on current/emerging crime and anti-social behaviour issues to task police resources to respond. The overarching principle behind the Group is to ensure that local operational activity is prioritised against MPS Control Strategy priorities, which also include community concerns as determined through ward panels.

The group is chaired by the Police Borough Commander and the membership includes various ranking police officers. The London Fire Brigade and Tower Hamlets Homes are represented on group in addition to senior Council officers.

Tension Monitoring Group (TMG)

This group is chaired by the Service Head of Safer Communities and acts as an operational group to monitor and respond to emerging community tensions. The group is made up of representatives from organisations including the Interfaith Forum, the London Muslim Centre, the Council of Mosques, Rainbow Hamlets, Youth Services, Tower Hamlets Police, the Council's Safer Communities Service, Corporate Safety and Civil Protection, Communications and One Tower Hamlets. The TMG group meet on a quarterly basis but can also convene a meeting at any time if required based on any incident that has occurred that poses a risk to community cohesion.

Violence Against Women and Girls (VAWG) Steering Group

The VAWG Steering Group is chaired by the Head of Community Safety and oversees the borough's multi-agency approach to addressing all forms of Violence Against Women and Girls. Whilst it has an oversight of domestic violence and Child Sexual Exploitation (CSE), the detail of these are dealt with separately via the Domestic Violence Forum and LSCB CSE subgroup respectively. The other main types of violence covered include rape and sexual violence, trafficking, prostitution, female genital mutilation, forced marriage, so called 'honour' based violence, stalking and harassment and dowry related abuse. These are the Borough's strands within its Violence against Women and Girls Plan.

Membership comprises approximately a dozen individuals with responsibility for statutory services in the borough. The forum takes place quarterly and has oversight of key initiatives in this area including the Tower Hamlets Prostitution Partnership (Prostitution Multi-Agency Risk Assessment Conference (MARAC)), the Prostitution Support Programme, and the VAWG Training and Awareness Officer. The Forum is ultimately responsible for coordination of services within the borough for both violence victims/survivors and those perpetrating violence against them.

Youth Offending Team (YOT) Management Board

The YOT Management Board is chaired by the Corporate Director of Children's Services and oversees the youth offending multi-agency team which comprises of staff from: the Council Children's Services, Youth Service, Police, Probation and Health. The Youth Offending Team works with young people from arrest, through sentencing and either when in custody or during a community sentence. The team also support young offenders post custody. Staff provide services including bail and remand management and Pre-Sentence reports to the Youth, Magistrates and Crown Courts and work with young people subject to reprimands and final warnings from Police, and those charged, convicted and given community and custodial sentences. The team also works with young people and the wider community to prevent young people entering the Criminal Justice System.

Tower Hamlets Safer Neighbourhood Board

The Board gives local people and victims of crime a greater voice in setting policing priorities in Tower Hamlets. Safer Neighbourhood Boards operate in every London borough and are the means by which the Mayor of London (through the Deputy Mayor and the Mayor's Office for Policing and Crime) holds Borough Police Command Units to account for performance. The Board has an independent Chair, who along with executive board members recruited from the local community provide independent scrutiny, challenge, and strategic vision to ensure that the police collaborate and work together with other agencies successfully to co-ordinate and promote the policing and crime reduction agenda.

Highlights and Performance from 2015/16

Domestic Violence:

The Sanctuary Project has been secured and continued for 2016/17 with the contract awarded to Safe Partnerships following a competitive tendering process. The Project enables the Partnership to annually support up to 60 victims of domestic violence by target hardening their homes.

Following an in-depth review, the Specialist Domestic Violence Court funding has been confirmed from London Borough of Hackney to continue to part-fund the SDVC Co-ordinator post. This ensures the valued service is continued to be provided to victims of domestic violence at our local courts, which is also responsible for increased victim satisfaction for domestic violence cases heard at the SDVC and also to decrease unsuccessful prosecutions of these domestic violence cases

Multi-Agency Risk Assessment Case-conferences (MARACs) continue to be held bi-monthly ensuring high risk cases are reviewed in partnership and appropriate agencies are providing the right level of support to these vulnerable victims of domestic abuse. Safe Lives (formerly known as CAADA) highlighted Tower Hamlets as a 'good practice borough' following their inspection and their recommendations for building on this has been formulated into a partnership action plan which has now been delivered.

The Domestic Violence One Stop Shop has seen an increase in domestic violence reports and continues to grow from strength to strength having encouraged hundreds of victims to report to disclose domestic abuse.

Domestic Violence Training has been provided to hundreds of community and professionals within the borough enabling them to have increased awareness of domestic violence services available and to consequently safeguard victims and their families.

Funding has been secured to undertake work with DV victims with multiple disadvantages which include ensuring holistic wrap around support for women with no recourse to public funds, training for professionals and legal advice around immigration issues.

Violence against Women and Girls (VAWG), Domestic Violence and Prostitution:

Over a thousand professionals, residents and young people have received training in VAWG through our VAWG Training and Awareness Officer and schools programmes, further raising awareness of this in the borough. This had led to an increase in reporting across the priority performance indicators, except for Female Genital Mutilation (FGM), however an FGM partnership conference should raise awareness of the referral pathways and lead to both increased awareness and possible reporting.

The new Violence Against Women and Girls Strategy 2016-19 has been produced following extensive consultation across partner agencies and stakeholders. The Strategy has entered into the Formal Council Approval Process and is anticipated to be ratified by autumn 2016.

Over the last 3 years, almost a £1,000,000 funding has been raised from external sources including MOPAC, DfE and DCLG. This includes being one of five boroughs to participate in a MOPAC and DfE funded pilot to tackle harmful practices.

Further development of the 'whole school' approach to prevention developed and implemented in schools across the borough.

Recruitment of 43 VAWG Champions from organisations across the borough

1148 young people have received awareness raising sessions, including 994 professionals trained, 318 of which have been school staff and over 450 community members including parents.

There has been an increased awareness regarding the risk of exploitation and extremism and a workshop has been delivered and will continue to be supported to schools and be promoted wider.

A number of campaigns this year have also supported the whole school approach and looking at intervention approaches. For example a successful training session with youths took place understanding healthy relationships and identity.

The SDVC has seen a steady decrease in unsuccessful prosecutions. In total unsuccessful prosecutions have decreased by 10% and the number of cases being prosecuting has also steadily increased with 158 extra cases being prosecuted in 2015/16.

Victim satisfaction at SDVC has increased by 37% to 87%.

The last 12 months has seen a significant different approach by the SDVC and its partner agencies in how they deal with DV cases. In particular the implementation of a policy where special measures will be applied for at the 1st hearing irrespective of whether these have been requested by the victim. This has seen a reduction in the need for extra hearings being listed and the police needing to complete further statements. It has also allowed the SDVC Coordinator and the IDVAs to encourage victims to attend court without the anxiety of having to see the perpetrator whist giving evidence. The SDVC Coordinator has also worked with the court and other agencies in implementing a remote video link facility. This means that we are now able to apply to the court to allow a victim to give their evidence remotely and the need for them to attend court is removed.

Increase in MARAC referrals and exceeded targets set by Safe Lives.

Continuation funding for Sanctuary Project and installations provided for high risk victims of domestic violence, and a significant increase in Sanctuary referrals.

Increase in DV reports via DV One Stop Shop including positive feedback received.

Community Groups Programme to 18 mothers affected by DV via the Positive Change Programme.

Increased funding to tackle FGM included being one of the first boroughs to pilot the Harmful Practices Project which include Community Advocates raising awareness and training.

Recruitment of over 150 VAWG Champions from organisations across the borough.

Extensive consultation and development of a new VAWG Strategy 2016-2019.

VAWG Network of over 500 participants. Over 1000 young people have received lessons on VAWG awareness and over 1500 professionals have received training

Whole school approach to prevention developed and implemented in schools across the borough. Training delivered in regards to exploitation and radicalisation.

Funding received to deliver a project to support the accommodation needs for women with no recall to public funds who are victims of Domestic abuse.

Increase in referrals to TH Prostitution MARAC resulting in increased support for victims of sexual violence and domestic abuse.

Increase in support for sex workers who have had their children removed via Hummingbirds Project within CSC.

Drugs and Alcohol:

A new Substance Misuse Strategy 2016-19 has been produced to continue the work of the previous Substance Misuse Strategy and will be signed off by key partners across the borough.

Procurement of a redesigned adult drug / alcohol treatment system commenced and recommendations made for the award of new contracts to facilitate improved access to and better outcomes from treatment.

A Therapeutic Recovery Champion plan has been agreed for every treatment service as well as some hostels to make recovery more visible to all and improve treatment outcomes for service users.

During 2015/16, there have been sustained improvements in performance of the drug treatment system with successful completions for both opiate users and non-opiate users continuing to show improvements over the first half of the year. This sustained improvement means that Tower Hamlets is no longer considered to be a 'priority partnership' in relation to treatment outcomes for drug users.

A working group was established by the DAAT to improve alcohol performance relating to the number of alcohol users engaged in structured treatment. Treatment outcomes (successful completions) for alcohol clients have improved from around 20% in February 2015 up to 30% as of January 2016. This work has now been recognised by Public Health England as an example of best practice.

Anti-Social Behaviour:

ASB Demand (calls to police to report ASB via 101 or 999) has reduced by 9.1% over the financial year 2015/16 when compared to the previous year.

The partners have continued to develop the ASB Partnership Action Group for vulnerable and at risk victims of ASB over the past 12 months, close working with Mental Health support services has increased support to this group and has made a significant contribution to the reduction of repeat callers. This has resulted in a 9.1% reduction in repeat callers, with one person alone responsible for 700 calls a year accessing mental health support and no longer calling the Police at all. To date 25 cases in total have been discharged.

Partnership training has been provided on new ASB legislation, which has eased the transition from the old powers and enabled new powers to be used effectively and consistently in the borough.

Close working by statutory and other partners with hostels and housing providers led to more effective and appropriate support being offered and taken by a particularly vulnerable client group that causes ASB that often significantly impacts on neighbours living nearby.

Gangs and Serious Youth Violence:

The Youth Offending Service is now managed alongside the Family Intervention Service, which allows for closer working across both services. YOS Operational Managers are implementing a more reflective approach to supervision, which has been well received. The Groups, Gangs and Serious Youth Violence Co-ordinator has been in post since Quarter 3 and this is leading to improved working to address this CSP Priority by all agencies responsible. The completion of the Thematic Review of older children who harm or have come to harm has been produced and findings from that are being taken into account for future service provision.

The Police have realigned resources to meet the specific profile of the borough; a police inspector now manages the Gangs Unit, Police YOT, youth/schools officers and the borough's police cadets. The inspector will work with partners to help prevent young people from becoming involved with gangs and/or crime.

Reducing Re-offending:

The Integrated Offender Management cohort has been re-focussed to ensure resources are targeted to support those prolific offenders who cause more serious offences such as burglary, robbery and violence. MAPPA subjects, domestic abuse suspects and gang nominals are managed separately. Visits to offenders within the cohort have increased to an average of 90 per month, with partnership agencies involved in these home visits. More mobile drug testing is taking place to ensure offenders are keeping free from the illegal substances that are often the cause of their offending.

The IOM team members have been trained in offender management work and referral pathways, with offenders being escorted to initial appointments Community Mental Health Teams, Drug Intervention Project and Probation. Working arrangements have been established with the DIP in targeting offenders to enable access to DIP resources including legal, medical and outreach.

Drug testing is being carried out by IOM Police Officers and intervention by IOM has prevented offenders being recalled/breached by Probation following re-engagement with services.

Public Confidence and Victim Satisfaction:

Both confidence and Satisfaction have improved over the last year, with Borough Police recently receiving an award from the Metropolitan Police Assistant Commissioner for the most improved public confidence, a 15% increase on previous confidence levels. As of February 2016, Victim Overall Satisfaction is 76%, whilst Confidence in Local Policing is at 66% as of Quarter 3 (December 2015).

Quality Call Backs (QCBs) by two police staff have been implemented and have gleaned first-hand feedback about primary and secondary investigations from victims. Increased staffing levels across all CID has led to a decreased workload and increased quality of service provided by secondary investigators. This has led to an increased level in satisfaction with CID handling of crime for violence, whilst burglary satisfaction has been maintained at 80%

The Independent Advisory Group (IAG) has been rejuvenated with 14 new members recruited and meetings held every two months to discuss incidents that have a wider impact on the community.

Hate Crime:

The Hate Crime Third Party Reporting Centres have been reviewed, re-trained and re-launched, to ensure they are providing a good standard of service to victims. Victim Support have 2 posts, whose remit specifically includes support for victims of hate crime and these posts are actively working on a number of hate crime cases, based in the borough. The No Place for Hate Campaign materials have been refreshed and continue to be publicised.

Presentations and training and awareness sessions have been provided for a number of organisations.

Further to the Paris and Brussels attacks, refugee crisis, war and politics, nationally there has been an increase in hate crime, in particular Islamophobia, but locally this has not been reflected other than the repeat return of Britain First protesting outside the East London Mosque. Anecdotal information suggests that Islamophobic crime is on the increase but it is low level and minimised by victims and so not reported.

Nationally LGBT hate crime has increased and this is seen as positive due to the increased resources around LGBT crime, including the work commissioned by ELOP around an LGBT Forum, Victim Support Specialist Worker, LGBT Police Liaison Officer and work done around International Day Against Homophobia (IDAHO).

Hate Crime Training has been successfully delivered to Tower Hamlets Homes Officers in Quarter 4, with over 300 people trained and engaged through outreach including training for parents on Strengthening Families Course and at the Early Yeas Conference with nursery providers.

Increase in referrals to Hate Incidents Panel including increased engagement and participation.

Higher visibility of No Place for Hate Campaign through increased training and outreach activities totalling 51 events across all key strands.

Increase in the number of people and organisations signed up to the No Place For Hate Pledge.

Tension Monitoring Group (TMG):

The TMG has strengthened its response to tackling and reducing tensions, successfully managing a number of high profile and potentially disruptive incidents.

The Group has been involved in reducing tensions that have come about from international issues but have had an impact locally, in particular the political issues in Syria.

Our success is evidenced through the boroughs annual residents' survey where the majority of residents (78%) feel that the local area is a place where people from different backgrounds get on well together. This is a positive result that has been maintained at this level for the past 8 years.

Along with a the quarterly meetings, a number of meetings took place in 2015-16 both in a response to incidents that took place but also as to mitigate any issues arising due to a national incidents that had taken place, such as the Paris Terror attack in November 2015. The quarterly meeting also provide an opportunity to reflect on good practice and share partner messages in regards to community safety and cohesion projects scheduled locally.

Prevent Programme Board:

Following a workshop in December 2015 partners have reviewed and revised the Executive Prevent Board, agreeing terms of reference and key priorities fed back from both SO15 and the Home Office.

The Prevent Team have delivered training sessions across a range of stakeholders including CCG, DAAT, Rapid Response Youth Team, in schools, with parent governors and with bespoke Prevent Sessions delivered to Youth Service workers, In Quarter 4, 324 individuals have been trained. A Prevent Conference was held in March 2016 with a focus on safeguarding, Prevent Duty in Schools and also included sessions on Violence Against Women and Girls, Radicalisation and an update from Home Office funded projects.

Bids have been submitted to the Home Office to fund projects from their Best practice Catalogue along with a brief for additional funding for Prevent Staff, marketing and a conference for 2016/17.

Killed or Seriously Injured:

2015 saw a 22.7% decrease in the number of people killed or seriously injured KSIs on or around our roads compared to the previous year (based on provisional 2015 Transport for London (TFL) data). Anecdotally the decrease may be attributed to a number of road safety measures introduced by TFL and LBTH; the introduction of the 20mph limit and the Two Stage Right Hand Turn for Cyclists at Cycle Super Highways.

The KSI Board has been well established since 2015 with buy-in from LBTH, TFL, RTPC and LFEPA, meeting on a bi-monthly basis. LBTH Road Safety Engineering department secured funding for a speed gun and certification for eight borough officers and two RTPC officers (with a further eight officers to be trained in July 2016); and Operation NIMIS was launched in March 2016.

Operation NIMIS is a multi-faceted approach to education and enforcement around excessive speed and ASB driving. In collaboration with the council's Road Safety Engineering department, 20 hotspots have been identified across the borough. Local officers and colleagues from RTPC (based in Bow) deploy to these areas to utilise the Speed Gun. Court proceedings are initiated against all persons driving at excessive speed. This deployment also acts as high visibility policing, reinforcing the 20mph speed limit.

The second strand of Operation Nimis is Community Speed Watch. The pilot took place at Old Ford Road on the 24th March 2016, attended by a local councillor and ward residents. The Community Speed Watch initiative has been extended to all Councillors with the aim of it being replicated on all wards. These traffic operations will take place at the 20 hotspot areas and will tie-in with local SNT and ward priorities such as ASB; nuisance driving being a large complaint generator for the Council.

Operation NIMIS also incorporates a School Speed Awareness Campaign. Primary schools across the borough have been invited to take part in an MPS educational campaign aimed at drivers in the vicinity of school crossings. Any driver who exceeds the 20mph limit will be asked to complete a short questionnaire administer by the school children. If drivers do not wish to engage in this 'educational' activity, enforcement avenues will be pursued (if appropriate). This initiative is supported by the LBTH Public Health department who are assisting with the promotion of this scheme amongst educational facilities.

The final aspect of Operation NIMIS is a TPAC (pursuit trained officer) assisted operation. TPAC officers will support local units targeting offenders using vehicle to deal drugs. In the past 12 months there have been 172 fail to stop incidents, this is a tactic used by drug dealers to evade police and necessitates the need for a TPAC skilled driver. There is also work underway to explore the use of Field Impairment Test trained officers to target those offenders who are drug driving on the borough and there is an opportunity for this to complement a borough wide poster campaign commissioned by the Drug and Alcohol Action Team.

All results from Operation NIMIS are sent through to LBTH and will contribute to a paper on the 20mph speed limit due to be presented to the committee.

On 21st March 2016 local officers conducted a 'Super Cubo' targeting offender drivers and drug dealing at four locations across the borough. The objective of this traffic operation was to disrupt criminal activity; improve road safety and educate drivers. Approximately 80-100 cars were stopped; resulting in vehicle seizures for no insurance, a high proportion of drivers processed for driving offences and several arrests for drug related matters.

2015/16 Financial Year Crime Figures

Met Head Quarters, Performance and Assurance have confirmed that the baseline for the MOPAC 7 crime reduction target is the offence level during FY 2011/12, and FY 2015/16 is to be used to assess final performance against the total 20% reduction target. This table compares financial year 2015/16 performance against the previous financial year 2014/15

Major Classification	Minor Classification	Offences 2015/16	Offences 2014/15	% Change on 2014/15	Sanction Detection 2015/16	Sanction Detection 2014/15	SD Rate 2015/16	SD Rate 2014/15	% point change on 2014/15
Violence Against The Person	*Murder*	4	3	+33.3%	4	4	100%	133.3%	-33.3
	Wounding / GBH	998	920	+8.5%	255	274	25.6%	29.8%	-4.2
	Assault with Injury	1922	1808	+6.3%	555	581	28.9%	32.1%	-3.2
	Common Assault	2564	2427	+5.6%	458	442	17.9%	18.2%	-0.3
	Offensive Weapon	176	144	+22.2%	156	130	88.6%	90.3%	-1.7
	Harassment	3132	2472	+26.7%	412	412	13.2%	16.7%	-3.5
	Other Violence	371	277	+33.9%	122	123	32.9%	44.4%	-11.5
Sexual Offences	*Rape*	229	193	+18.7%	20	24	8.7%	12.4%	-3.7
	Other Sexual	363	371	-2.2%	58	54	16.0%	14.6%	+1.4
Robbery	*Personal Property*	1079	1094	-1.4%	99	85	9.2%	7.8%	+1.4
	Business Property	62	65	-4.6%	13	16	21.0%	24.6%	-3.6
Burglary	*Burglary in a Dwelling*	1298	1208	+7.5%	71	59	5.5%	4.9%	+0.6
	Burglary in Other Buildings	1253	1203	+4.2%	140	86	11.2%	7.1%	+4.1
Theft and Handling	*Theft/Taking of Motor Vehicles*	1120	929	+20.6%	101	55	9.0%	5.9%	+3.1
	Theft form Motor Vehicles	1564	1531	+2.2%	39	35	2.5%	2.3%	+0.2
	Motor Vehicle Interference & Tampering	376	299	+25.8%	18	12	4.8%	4.0%	+0.8
	Theft from Shops	1089	916	+18.9%	383	416	35.2%	45.4%	-10.2
	Theft from Person	1392	1319	+5.5%	19	54	1.4%	4.1%	-2.7
	Theft/Taking of Pedal Cycles	1134	1264	-10.3%	27	47	2.4%	3.7%	-1.3
	Other Theft	3585	3665	-2.2%	128	146	3.6%	4.0%	-0.4
	Handling Stolen Goods	81	68	+19.1%	73	63	90.1%	92.6%	-1.5
Fraud and Forgery	*Front Counted per Victim*	0	0	0%	2	0	NA	NA	NA
	Other Fraud & Forgery	32	22	+45.5%	18	6	56.3%	27.3%	+29.0
Criminal Damage	*Arson*	127	118	+7.6%	10	9	7.9%	7.6%	+0.3
	Criminal Damage to a Dwelling	526	534	-1.5%	86	79	16.3%	14.8%	+1.5
	Criminal Damage to Other Building	307	300	+2.3%	59	64	19.2%	21.3%	-3.1
	Criminal Damage to Motor Vehicle	854	874	-2.3%	72	60	8.4%	6.9%	+1.5
	Other Criminal Damage	549	557	-1.4%	97	99	17.7%	17.8%	-0.1
Drugs	*Drug Trafficking*	92	137	-32.8%	100	121	108.7%	88.3%	+20.4
	Possession of Drugs	1696	2048	-17.2%	1488	1836	87.7%	89.6%	-1.9
	Other Drug Offences	9	8	+12.5%	8	9	88.9%	112.5%	-23.6

Other Notifiable	*Going Equipped* *Other Notifiable*	36 598	15 559	+140% +7.0%	25 236	12 253	69.4% 39.5%	80.0% 45.3%	-10.6 -5.8
Total Notifiable Offences (TNO)		28618	27348	+4.6%	5352	5666	18.7%	20.7%	-2.0
	Violence with Injury	2946	2752	+7.0%	827	867	28.1%	31.5%	-0.1
MOPAC 7 (total of all crimes highlighted in yellow)		13077	12484	+4.8%	1633	1568	12.5%	12.6%	-3.4
	Gun Crime	80	68	+17.6%	9	16	11.3%	23.5%	-12.2
	Knife Crime	569	508	+12.0%	102	98	17.9%	19.3%	-1.4
	Domestic Abuse	2978	2596	+14.7%	930	934	31.2%	36.0%	-4.8
	Racist and Religious Hate Crime	586	577	+1.6%	116	156	19.8%	27.0%	-7.2
	Homophobic Crime	89	80	+11.3%	10	10	11.2%	12.5%	-1.3

2015/16 Financial Year Performance Against the MOPAC Baseline Year 2011/12

Met Head Quarters, Performance and Assurance have confirmed that the baseline for the MOPAC 7 crime reduction target is the offence level during FY 2011/12, and FY 2015/16 is to be used to assess final performance against the 20% reduction target. This Table compares financial year 2015/16 performance against the MOPAC Baseline FY 2011/12.

Major Classification	Minor Classification	Offences 2015/16	Offences 2011/12*	% Change on 2011/12
Violence Against The Person	*Murder*	4	5	-20%
	Wounding / GBH	998	432	+131.0%
	Assault with Injury	1922	1554	+23.7%
	Common Assault	2564	1827	+40.3%
	Offensive Weapon	176	171	+2.9%
	Harassment	3132	1635	+91.6%
	Other Violence	371	193	+92.2%
Sexual Offences	*Rape*	229	138	+65.9%
	Other Sexual	363	293	+23.9%
Robbery	*Personal Property*	1079	1319	-18.2%
	Business Property	62	96	-35.4%
Burglary	*Burglary in a Dwelling*	1298	1538	-15.6%
	Burglary in Other Buildings	1253	1179	+6.3%
Theft and Handling	*Theft/Taking of Motor Vehicles*	1120	873	+28.3%
	Theft form Motor Vehicles	1564	1944	-19.5%
	Motor Vehicle Interference & Tampering	376	87	+332%
	Theft from Shops	1089	719	+51.5%
	Theft from Person	1392	1606	-13.3%
	Theft/Taking of Pedal Cycles	1134	1342	-0.6%
	Other Theft	3585	4412	-18.7%
	Handling Stolen Goods	81	70	+15.7%
Fraud and Forgery	*Front Counted per Victim*	0	974	-974%
	Other Fraud & Forgery	32	426	-92.5%
Criminal Damage	*Arson*	127	N/A	N/A
	Criminal Damage to a Dwelling	526	629	-16.4%
	Criminal Damage to Other Building	307	318	-3.5%
	Criminal Damage to Motor Vehicle	854	928	-8.0%
	Other Criminal Damage	549	589	-6.8%
Drugs	*Drug Trafficking*	92	226	-59.3%
	Possession of Drugs	1696	3481	-51.3%
	Other Drug Offences	9	16	-43.8%
Other Notifiable	*Going Equipped*	36	20	+80.0%
	Other Notifiable	598	423	+41.4%
Total Notifiable Offences (TNO)		28618	29463	-2.9%
	Violence with Injury	2946	2003**	+47.1%
MOPAC 7 (total of all crimes highlighted in yellow)		13077	13023	+0.4%
	Gun Crime	80	N/A	N/A
	Knife Crime	569	N/A	N/A
	Domestic Abuse	2978	N/A	N/A
	Racist and Religious Hate Crime	586	N/A	N/A
	Homophobic Crime	89	N/A	N/A

2015/16 Data provided in Metropolitan Police Tower Hamlets Borough Operational Command Unit Pre Release of Financial Year 2015/16 Crime Statistics (released 15.05.2016)

* 2011/12 MOPAC Baseline Data provided in Met Data Tables webpage Borough Totals extracted on 18.05.16

** 2011/12 MOPAC Baseline Data provided in Metropolitan Police Tower Hamlets Daily Dashboard produced on 16.05.16

N/A Data not available at time of writing

Strategic Assessment 2015

The Tower Hamlets Community Safety Partnership is required to produce an annual Strategic Assessment by the Crime & Disorder (Formulation & Implementation of Strategy) Regulations 2007. The regulations state that a strategic assessment needs to include:

- An analysis of the current community safety issues
- An analysis of the changes in those levels and patterns, and;
- The Partnership's priorities to tackle the local issues.

The Strategic Assessment 2015 has allowed the Partnership to fulfil its statutory duty to review this Community Safety Partnership Plan in 2015 and refresh it for the final year (2016/17) of its now 4 year term.

The Strategic Assessment production process is reviewed on an annual basis by the CSP's Strategy Group, which is made up of senior representatives of the borough's 6 Responsible Authorities as well as the CSP Subgroup Chairs. This review enables the Partnership to ensure that the Strategic Assessment contains and analyses all the key information required for the CSP to be able to effectively review its Community Safety Partnership Plan annually.

The partnership examined the context of current themes within community safety and took into account key national, regional and local priorities.

The Strategic Assessment was developed based on close analysis of data against the CSP's 42 priority performance indicators across its 11 priority themes (see below). Performance is monitored as part of the CSP's Priority Performance Dashboard at CSP meetings on a quarterly basis and at the relevant CSP Subgroup meetings.

The Partnership believed that these Priority Themes are the most efficient way to monitor data, and take into account the national, regional and local priorities. The current themes are:

- Anti-Social Behaviour and Arson (3 indicators)
- Drugs and Alcohol (5 indicators)
- Hate Crime and Community Cohesion (3 indicators)
- Killed or Seriously Injured (1 indicator)
- Prevent (New Priority)
- Property/Serious Acquisitive Crime (7 indicators)
- Prostitution (New Priority)
- Public Confidence & Victim Satisfaction (3 indicators)
- Reducing Re-offending (3 indicators)
- Violence (including Domestic Violence & Violence against Women and Girls) (9 indicators)
- Youth Crime (Gangs and Serious Youth Violence) (4 indicators)

The statutory partners provided information on the above indicators and they have been reviewed in the Strategic Assessment in terms of the following factors:

- Data and Analysis: 1st October 2014 – 30th September 2015
- Trends over the last 3 years (October 2012 – September 2015)

In addition to the information supplied by the statutory partners, additional information was provided by Health with regards to the health needs of offenders with a summary from their Offender Health Joint Strategic Needs Assessment 2015 and the National Probation Service separate profile on the needs of the local offending population including any gaps in service.

Please note:
Due to the time scales and production schedule for the Community Safety Plan, we are unable to use full financial year figures in the Strategic Assessment.

Performance from Strategic Assessment 2015

1st October 2011 – 30th September 2015

'Total Crime' in Tower Hamlets							
Performance Indicator	**Lead Agency for performance data & CSP Subgroup**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct –Sept)**	**Performance 2014/15 (Oct –Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2011 – Sept 2015**
Total Notifiable Offences	Police	29,369	27,971	26,374	28,056	+6.37%	-4.47%

Priority A: Gangs and Serious Youth Violence							
Performance Indicator	**Lead Agency for performance indicator & CSP Subgroup**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct –Sept)**	**Performance 2014/15 (Oct –Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2011 – Sept 2015**
YOT Re-offending Rates – Percentage of cohort that re-offended (binary rate) – Quarterly percentage rates	YOT – YJB data	New indicator 2015/16	New indicator 2015/16	New indicator 2015/16	Q3 40.9% Q4 37.3% Q1 38.0% Q2 38.5%	-	-
Number of young people engaged with from the Police Gang Matrix	Police / YOS (YOT MB)	-	5 from top 10 25 associates	12 from top 10 Up to 5 associates per individual			
Number of young people entering the Youth Justice System for the first time (FTE)	YOT – YJB data	195 (12 months to June 2012)	133 (12 months to June 2013)	102 (12 months to June 2014)	112 (12 months to June 2015)	+9.8%	-42.6%
Rate of young people First Time Entrants (FTE) into the Youth Justice System per 100,000 young people	YOT – YJB data	n/a	n/a	n/a	481	-	-
% of custodial sentences compared to all court disposals	LBTH – YOT (YOT MB)	24 (5.8%) 24/413	20 (5.3%) 20/379	16 (7%) 16/230	17 No % or total available	+6.25%	-29.1% based on total figure

Priority B: Anti-Social Behaviour (including Arson)							
Performance Indicator	**Lead Agency for performance indicator**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 Oct – Sept)**	**Performance 2014/15 Oct – Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2011 – Sept 2015**
Number of Police CAD calls for ASB	Police (ASB OG)	17,784	17,452	16,052	14,304	-10.9% (-1,748)	-19.6% (-3,480)
Number of Arson incidents (all deliberate fires)	London Fire Brigade (ASB OG)	481	390	344	409	-18.9% (-65)	-15% (-72)
Number of Repeat Victims of ASB		736	749	735	643	-12.5% (-92)	-12.6% (-93)

Priority C: Drugs and Alcohol							
Performance Indicator	**Lead Agency for performance indicator**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct – Sept)**	**Performance 2014/15 (Oct – Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel 2011-15 Oct – Sept**
Number of alcohol users engaging in structured treatment Restricted NDTMS Data – Not for Public*	LBTH (DAAT)	-	-	-	-	-	-
Percentage of successful completions (drug treatment) who do not re-present within 6 months: Restricted NDTMS Data – Not for Public*	LBTH (DAAT)						
A) Opiates	DAAT	-	-	-	-	-	-
B) Non-opiates	DAAT	-	-	-	-	-	-
Number of young people engaged in drug / alcohol treatment Restricted NDTMS Data – Not for Public*	LBTH DAAT – PHE through NDTMS	-	-	-	-	-	-
Number of clients on IARP caseload also in structured treatment for:	LBTH (DAAT)						
A) Opiates	LBTH DAAT	Q3 375 (23%) Q4 367 (22%) Q1 No Data Q2 360 (23%)	Q3 364 (23%) Q4 334 (23%) Q1 385 (26%) Q2 382 (26%)	Q3 373 (25%) Q4 374 (26%) Q1 375(26%) Q2 367(25.7%)	Q3 378 (26.3%) Q4 372 (25.9%)	Not comparable	Not comparable
B) Non-opiates	LBTH (DAAT)	Q3 41 (20%) Q4 35 (16%) Q1 No Data Q2 22 (10%)	Q3 14 (7%) Q4 16 (8%) Q1 27 (14%) Q2 27 (13%)	Q3 28 (13%) Q4 38 (17%) Q1 27 (18.8%) Q2 25 (17.1%)	Q3 26 (16.7%) Q4 24 (13.5%)	Not comparable	Not comparable
C) Alcohol	LBTH (DAAT)			Q1 58 (11.7%) Q2 46 (9.6%)	Q3 47 (10.1%) Q4 46 (10.2%) Q1 39 (9.7%)	-	-
Number of arrests for Possession With Intent To Supply	Police (TTCG)	New indicator 2015/16	255	177	137	-22.6%	Not comparable
Possession With Intent To Supply Sanction Detection Rate	Police (TTCG)	New Indicator 2015/16	93.7% (239)	92.1% (163)	92% (126)	-0.1% pts (-37)	Not comparable
Possession Only (Arrests & Warnings)	Police (TTCG)	New Indicator 2015/16	1,369	1,315	993	-24.5% (322)	Not Comparable
Possession Only Sanction Detections	Police (TTCG)	New Indicator 2015/16	94.3% (1,290)	93.6% (1,231)	90.8% (902)	-2.8% pts (-329)	Not Comparable

Priority D: Violence (including Domestic Violence and Violence Against Women and Girls)

** Please note: Due to historic under reporting of violence against women and girls, significant work is being undertaken to increase both confidence in reporting and early reporting of these offences/crimes, to ensure that the actual levels are established. More importantly, so that the victim/survivors receive partnership support at the earliest possible opportunity. Due to this work, we hope that this will have an impact (increase) on the number of reports of violence against women and girls, particularly the Number of Domestic Violence Offences, Rapes and Other Serious Sexual Offences as seen below.

Performance Indicator	Lead Agency for performance indicator	Performance 2011/12 (Oct – Sept)	Performance 2012/13 (Oct – Sept)	Performance 2013/14 (Oct – Sept)	Performance 2014/15 Oct – Sept)	Difference (+/-%) 2014/15 – 2013/14	Direction of Travel Oct 2011 – Sept 2015
Number of Domestic Violence Reports to Police	Police (TTCG)	New Indicator 2015/16	1,919	2,178	2,354	+8.1% 176	Not comparable
Domestic Violence Conviction Rate ('cracked cases')		New indicator 2015/16	New indicator 2015/16	New indicator 2015/16	68%	Not comparable	Not comparable
Domestic Violence Sanction Detection (SD) Rate	Police	New Indicator 2015/16	45.6%	34.8%	33.4%	-1.4% pts	Not comparable
Percentage of Domestic Crimes that involve repeat victims	Police	New Indicator 2015/16	21.52%	15.87%	23.48%	+7.61% pts	Not comparable
Decrease Unsuccessful Prosecutions and Rate against total	LBTH (DV Forum)	New Indicator 2015/16					
Number of Rapes and Other Serious Sexual Offences	Police (TTCG)	New indicator 2015/16	228	249	323	+29.7% (+74)	Not comparable
Number of individual crimes of Stalking and Harassment recorded	Police (VAWG)	New indicator 2015/16	403	499	458	-8.2% (-41)	Not comparable
Number of cases of Harmful Practices of Female Genital Mutilation (FGM) recorded	VAWG	New indicator 2015/16	0	3	6	+100% (+3)	Not comparable
Number of cases of Harmful Practices of Honour Based Violence recorded	VAWG	New Indicator 2015/16	6	7	10	+42.9% (+3)	Not comparable
Number of cases of Harmful Practices of Forced Marriage	VAWG	New indicator 2015/16	3	4	2	-50% (-2)	Not comparable
Number of professionals receiving training and reporting increased awareness of VAWG	VAWG	New Indicator 2015/16	200	768	1048	+33.9% (+260)	Not comparable
Number of offences of Violence With Injury (Non-Domestic Abuse)	Police (TTCG)	Data not supplied	1,480	1,708	1,983	+16.1% (+275)	+35.7% (+503)
Number of Offences of Violence With Injury (Domestic Abuse)	Police (TTCG)	Data not supplied	736	740	844	+14.1% (+104)	+14.7% (+108)

Priority E: Prostitution							
Performance Indicator	**Lead Agency for performance indicator**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct – Sept)**	**Performance 2014/15 Oct – Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2011 – Sept 2015**
Number of women referred to the Prostitution MARAC	TBC	New indicator 2016/17	New indicator 2016/17	New indicator 2016/17	New indicator 2016/17	-	-
Number of women re-referred to the Prostitution MARAC	TBC	New indicator 2016/17	New indicator 2016/17	New indicator 2016/17	New indicator 2016/17	-	-

Priority F: Hate Crime and Cohesion Please note: Due to historic under reporting of hate crime, significant work is being undertaken to increase both confidence in reporting and early reporting of these offences/crimes, to ensure that the actual levels are established. More importantly, so that the victims receive partnership support at the earliest possible opportunity. The performance data below is in the format/categories provided by the police, unfortunately this does not disaggregate it into the 7 strands of hate crime (Disability; Race or Ethnic Identity; Religion/Belief; Gender or Gender Identity; Sexual Orientation; Age and Immigration Status or Nationality), which has historically only been recorded by the police as Race and Religious or Homophobic incidents/crimes. Due to this work, we hope that this will have an impact (increase) on the number of reports of all types of hate incidents/crimes, thus reducing the historical under-reporting, as seen below.							
Performance Indicator	**Lead Agency for performance indicator**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct-Sept)**	**Performance 2014/15 Oct – Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2011 – Sept 2015**
Overall Hate Crime (reported to Police) **Please see above explanatory note**	Police (NPFHF)	New indicator 2015/16	480	527	582	+10.4% (+55)	Not comparable
Overall Hate Crime Sanction Detection (SD) Rate	Police (NPFHF)	New indicator 2015/16	13.3% (64/480)	10.2% (54/527)	8.6% (50/582)	-1.6% pts	Not comparable
Hate Crime cases reviewed at the monthly Hate Incident Panel which resulted in action being taken	LBTH (NPFHF)	New indicator 2015/16	73	120	No data available	Not comparable	Not comparable
Hold 4 Tension Monitoring Group (TMG) Meetings per year with additional emergency meetings when required	LBTH (TMG)	New Indicator 2015/16	4 + emergency meetings	4 + emergency meetings	4 + emergency meetings	-	Not comparable

Priority G: Killed or Seriously Injured on our roads							
Performance Indicator	**Lead Agency for performance indicator**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct-Sept)**	**Performance 2014/15 Oct – Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2011 – Sept 2015**
Number of persons killed or seriously injured on road	Police (KSI)	142 Aug 2011 – July 2012	132 Aug 2012 – July 2013	44 Aug 2013 – July 2014	46 Jan 2015 – July 2015	Not comparable	Not comparable

Priority H: Property/Serious Acquisitive Crime							
Performance Indicator	**Lead Agency for performance indicator**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct – Sept)**	**Performance 2014/15 Oct – Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2012 – Sept 2015**
Number of Personal Robberies	Police (TTCG)	Data not supplied	1,169	1,030	1,057	+2.6% (+27)	-9.6% (-112)
Number of Residential Burglaries	Police (TTCG)	Data not supplied	1,528	1,215	1,252	+3% (+37)	-18.1% (-276)
Number of Theft of Motor Vehicles	Police (TTCG)	Data not supplied	894	942	1,025	+8.8% (+83)	+14.7% (+131)
Number of Theft From Motor Vehicles	Police (TTCG)	Data not supplied	1,685	1,613	1,566	-2.9% (-47)	-7.1% (-119)
Number of Theft from Persons	Police (TTCG)	Data not supplied	1,756	1,281	1,411	+10.1% (+130)	-19.6% (-345)
Number of Non-Residential Burglaries	Police (TTCG)	Data not supplied	1,396	1,232	1,179	-4.3% (-53)	-15.5% (-217)
Number of Theft of Pedal Cycles	Police (TTCG)	Data not supplied	1,338	1,309	1,109	-15.3% (-200)	-17.1% (-229)

Priority I: Prevent							
Performance Indicator	**Lead Agency for performance indicator**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct-Sept)**	**Performance 2014/15 Oct – Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2011 – Sept 2015**
No performance indicators set or data available to share, this is a new standalone priority for 2016/17	-	-	-	-	-	-	-

Cross-Cutting Priority 1: Public Confidence and Victim Satisfaction							
Performance Indicator	**Lead Agency for performance indicator**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct – Sept)**	**Performance 2014/15 Oct – Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2011 – Sept 2015**
Percentage of community concerned with ASB (Public Attitude Survey) – How much of a problem are teenagers in the street?	Police (Confidence and Satisfaction Board)	41 (FY 2011-12)	39 (FY 2012-13)	40 (Oct 2013 – Sept 2014)	43 (Oct 2014 – Sept 2015)	3% pts	2% pts
Overall Victim Satisfaction (with Police Service)	Police (Satisfaction Board)	70% (FY 11/12)	74% (FY 12/13)	72% (FY 13/14)	76% (September 2015)	4% pts	6% pts
Overall confidence of Police doing a good job	Police (Confidence Board)	61% (FY 12/13)	63% (July 12 – June 13)	55% (Oct 2013 – Sept 2014)	64% (Oct 2014 - Sept 2015)	9% pts	3% pts

Cross-cutting Priority 2: Reducing Re-offending							
Performance Indicator	**Lead Agency for performance indicator**	**Performance 2011/12 (Oct – Sept)**	**Performance 2012/13 (Oct – Sept)**	**Performance 2013/14 (Oct – Sept)**	**Performance 2014/15 Oct – Sept)**	**Difference (+/-%) 2014/15 – 2013/14**	**Direction of Travel Oct 2011 – Sept 2015**
Number of offenders on IOM Cohort 18+ who have reduced offending Data Not Available for Strategic Assessment Period, see Separate Table below with	Probation (RRB)	-	-	Unable to compare as data only available	Unable to compare as data only available	Not comparable	Not Comparable

Quarterly performance available under all elements of this indicator from operational IOM Scheme				Quarterly over 18 month period	Quarterly over 18 month period		
Jigsaw: Staff to high risk offender ration	Police (Police)	Data not supplied	Data not supplied	Data not supplied	1:13.8 Supervising 49.8 RSOs	Improvement reduced ratios over period	Improvement reduced ratios over 3 year period

Cross-cutting Priority 2: Reducing Re-offending – IOM Reduced Re-offending Available Data							
Performance Indicator	**Lead Agency for performance indicator**	**Performance April – June 2014**	**Performance July – August 2014**	**Performance October – December 2014**	**Performance January – March 2015**	**Performance April – June 2015**	**Performance July – September 2015**
Number of offenders on IOM Cohort 18+ who have reduced offending Red to Amber on Cohort	Probation (RRB)	12	6	8	7	7	1
Number of offenders on IOM Cohort 18+ who have reduced offending Amber to Green on Cohort	Probation (RRB)	0	2	2	9	8	5
Number of offenders on IOM Cohort 18+ who have reduced offending Green to Removal	Probation (RRB)	0	34	3	7	30	18
Average number of arrests per offender per month	Probation (RRB)	0.1	0.11	0.24	0.26	0.29	0.25
MOPAC 7 Offenders (those whose primary offence is one of MOPAC 7 crimes)	Probation (RRB)	Not Collected	Not Collected	28	39	53	55

Public Consultation

As part of the Partnership's statutory duties to consult the community on community safety in the borough, an extensive 5 week public consultation took place during May and June 2012. The consultation asked members of the public (residents and business people), partnership and community groups/organisations for their top three community safety priorities.

People were made aware of the consultation via press articles, letters and email alerts. They were given the opportunity to attend their local Police Safer Neighbourhood Team's Public Meeting, a Borough Public Meeting and/or an Elected Members' Consultation Session. In addition they could reply in writing /email or respond via the dedicated webpage.

In total 1,013 responses were received, the majority of which (862) were collected through the dedicated web page (Mytowerhamlets) survey. This collection method also enabled us to monitor the equalities data of those 862 recipients against the Greater London Assembly's 2011 data, full findings of which are included in Public Consultation Report. In summary 65.71% of recipients identified their ethnicity as White (17 percentage point overrepresentation) and 20.36% as Bangladeshi (14 percentage point underrepresentation). In terms of Gender, 42% of respondents were female and 58% were male, which shows a 6.5 percentage point underrepresentation for female. The largest group of respondents were those aged between 25 and 39 years of age, making up 50.2% (3.2% overrepresentation) of respondents and the smallest group being the 0 to 16 age group, making up only 5.1% (14.9% underrepresentation), however we cannot expect infants and minors to respond, so we cannot make meaningful statements about this. Those aged between 17 and 24 years made up 9% of respondents, which is an 11 percentage point underrepresentation.

<u>Results:</u>

Based solely on the number of selections by members of the public in Tower Hamlets across all the different collection methods, the top 4 community safety priorities for the Community Safety Plan 2013-17 are:

1) Anti-Social Behaviour (ASB)	298
2) Serious Acquisitive Crime	200
3) Drugs and Alcohol	196
- Violence	196

In 2015/16 as part of the Partnership's statutory duty to consult, the Safer Neighbourhood Board held five Resident's Question Time public meetings, where anyone in the borough was able to raise community safety issues with senior officers from the Partnership. During these five themed events the residents' and local community groups' main concerns were:

- Drugs & Alcohol
- Anti-Social Behaviour and Noise
- Cycle Lanes and Road Safety
- Public Confidence and response times to reports
- Use of CCTV
- Historic/Repeat Hotspots for ASB

Priorities – How the Partnership Decided

In December 2012, the Community Safety Partnership was presented with the Strategic Assessment 2012, an Executive Summary of the Strategic Assessment 2012, the Public Consultation Report and a paper which made recommendations based on their findings. These documents were used along with internal/external partnership priorities, when the partnership originally set its priorities for the full term of the plan back in March 2013.

It is a statutory duty of the Community Safety Partnership to review the Community Safety Plan annually, based on the findings of its annual Strategic Assessment.

In January 2016, the Community Safety Partnership was presented with the Strategic Assessment 2015, which included public consultation findings from 2015/16 and made recommendations to the Partnership which were discussed and the priorities formally reviewed.

The recommendations took into account the original Community Safety Partnership Plan 2013-17 Priorities, areas where trends were going in the wrong direction, areas which the partner agencies had highlighted as being priorities for all the partnership and existing priorities external to the partnership i.e. Home Office, MOPAC and Community Plan as well as the public's perception/priorities.

The draft CSP Plan 2013-17 reviewed for Year 4 (final year of the now 4 year term) amended to take into account those discussions during the January CSP meeting was then presented to the CSP on 3rd May 2016 for discussion.

There are some areas of work which are priorities for individual and/or several partner agencies which the Community Safety Partnership has also taken into account when agreeing its own priorities for the term of this plan. These priorities that have not been deemed a priority by/for the Partnership will continue to remain priorities for those individual agencies and their performance will continue to be monitored and managed by each respective agency.

Priorities for 2013 -2017

The Partnership recognises that it has a responsibility to address all areas of crime, disorder, anti-social behaviour, substance misuse and re-offending as part of its core business. However, it also recognises that there are a few particular areas, which have a greater impact on the people of Tower Hamlets and their quality of life. For this reason, it has agreed that it will place an added focus on these areas and they will form the priorities during the term of this plan.

As part of the Community Safety Partnership's statutory duty to review its Plan on an annual basis, in March 2016 the CSP Co-chairs reviewed the current CSP Plan Priorities based on the findings of the 2015 Strategic Assessment and agreed that the following would be the priorities for the final year (2016/17) of this Plan's 4 year term:

- **Gangs and Serious Youth Violence**
- **Anti-Social Behaviour and Arson**
- **Drugs and Alcohol**
- **Violence (inc. Domestic Violence & Violence Against Women and Girls)**
- **Prostitution**
- **Hate Crime and Cohesion**
- **Killed or Seriously Injured**
- **Prevent**
- **Public Confidence & Victim Satisfaction**
- **Reducing Re-offending**
- **MOPAC 7**

Priority A:

Gangs and Serious Youth Violence

Why is it a priority?

Tower Hamlets has one of the highest proportions of young people as a percentage of its population compared to other boroughs both in London and nationally. Whilst Tower Hamlets does not have a significant gang problem compared to other London Boroughs its prevalence is growing here, there are a small number of geographically based gangs in the borough, who sporadically come into conflict with each other. These gangs are responsible for a significant amount of the borough's youth crime and drug dealing. The effects that gangs and incidents of serious youth violence, although both uncommon, have on members' of the wider communities feeling of safety, especially other young people, makes this a priority for the Community Safety Partnership to address.

The borough saw a 27% reduction in the number of serious youth violence incidents and therefore victims for the period October 2011 – September 2012 when compared to the previous year. However, it is common to see increases and decreases, year on year as they can be skewed by unexpected events.

Young people aged 8 - 17, which form the Youth Offending Service's service users' age cohort, account for 10.4% of the Tower Hamlets population (27,280 residents[1]). This is above the proportion those aged 0 to 17 for Inner London which stands at 9.8% of the population, but below the figure for Greater London of 11%

This age group is projected to increase in size by 7.8% over the next 5 years[2] to reach 29,400 8 - 17 year olds by 2017. It is then projected to increase further over the following 5 years to reach 33,426 residents by 2022, which represents a 22.5% increase over the current 2012 number.

Responsible Board/CSP Sub-group:

Youth Offending Team Management Board
Reducing Re-offending Board
Strategic Operational Group – EGGSYV (Ending Guns, Gangs and Serious Youth Violence)

What will we aim to achieve this year?

- Reduce the levels of ASB, Drugs, Homicide, Firearms discharges, Knife crime, and Serious Youth Violence
- Reduce First Time Entrants (FTE) to the youth justice system by early intervention
- Reduce the harm caused by street gangs across the borough

[1] ONS 2011 Census
[2] GLA SHLAA population projections – 2012 Round

- Reduce re-offending
- Reduce the use of custody, especially remands into custody
- Focus activity towards offenders who present most risk and harm to the community
- Support interventions to prevent young people from becoming involved in gang crime, radicalisation and serious youth violence
- Improve the numbers of young offenders in Education, Training and Employment
- With partners, offer practical assistance to individuals wishing to stop their involvement in gang criminality
- Engage young people on the periphery of gangs in positive activities
- Deliver sturdy enforcement of the law against those who persist with gang criminality, ASB, drugs, knife crime and youth violence
- Make best use of all available Criminal Justice opportunities to prevent and disrupt gang criminality and bring offenders before the courts
- Train magistrates in the work we are doing in respect of gangs
- Ensure there is process for the community to provide information and we can demonstrate it has been acted upon
- Run a violent offender group-work programme via the Youth Offending Service
- Become actively involved in the Safe and Secure Project
- Work with Troubled Families, the Youth Service and Docklands Outreach to increase and improve our work with the Trauma unit (A&E screening and outreach to young victims of violence) at The Royal London Hospital
- The hospital is reporting growing numbers of stabbing injuries and one wounding by gunshot. Between Jan-October 2014: 430 people were seen at the Royal London with serious stab wounds. In the last 10 days 19th-29th of June 2015 there was 22 serious assaults with knives and 1 gunshot wound. The ages range from 12-25. It is important to note that the majority of patients do not come from Tower Hamlets, with approximately 2 within the 10 days data that came from Tower Hamlets postcodes.

How will we measure success?

- Number of Serious Youth Violence incidents
- Number of young people engaged with through the Police Gang Matrix
- Reduction in the number of First Time Entrants into the Criminal Justice System
- Number of young people from Police Gang Matrix:
  - Placed in Education, Training or Employment
  - Placed in suitable housing
- Re-offending Rates
- Police Public Attitude Survey
- Community Tension Reports
- Reducing Youth on Youth Violence through Rapid Response Team in identified Hotspot zones (identified by partners)
- YJB YOT rating reports (quarterly)
- Number of young people engaged via staff deployment in RLH A&E and Trauma ward.
- Number of young offenders given custodial sentences for SYV

How will we do this?

Youth Offending

- Identification and Priority Cohort – the key trigger for diversion and engagement targeted support and enforcement measures will be based on intelligence about young people shared between key partners and stakeholders.
- Support and enforcement to Young people (8-17 years) at risk of involvement in violent behaviour (including victims of SYV); those seeking a route out of violence and gang culture; and those being considered for enforcement measures due to refusing to exit violent lifestyles.
- Referrals will continue to come from schools to the Social Inclusion Panel and support will extend to siblings of the target cohort as well as children of adult offenders via the Youth Inclusion Support Programme. The Youth Offending Prevention Service will build on its existing referral mechanisms for parents and self-referrals.
- Referrals from Royal London Hospital A&E and Trauma wards
- We will also build on the Council's current arrangements for ASB enforcement measures and Gang Injunctions to ensure that young people have access to support services to prevent further escalation.
- Young people supported through diversion and engagement will be formally assessed using the Youth Justice Board's assessment framework. Assessments will aid the development of integrated action plans for each young person, determine and manage risks, taking into account safeguarding concerns.
- Interventions will be initiated via letter to both the young person and his/her guardian.
- Support available includes education, training, employment, accommodation (Police – Safe and Secure Initiative), substance misuse services, parental support, violent offenders/identity workshops, mentoring and positive activities, health and emotional wellbeing services and having a named key-worker.
- Early enforcement includes Behaviour Contracts (including exclusion zones and prohibitions), joint home visits and we would like tore-introduce the use of 'Buddi' monitoring tags.
- Civil enforcement including Gang Injunctions, Parenting Orders, Anti-Social Behaviour Orders and Individual Support Orders.
- The Youth Offending Team and the Family Intervention Service will combine to provide a more holistic, whole family approach to young people who offend or are at risk of offending, including a clinical response to young people and other family members who are experiencing low to medium mental health support needs.

Integrated Youth and Community Service

- The service will work in partnership with the police and respond to "Youth on Youth Violence" issues and engage them in to structured learning opportunities.

Supporting Stronger Families

- Supporting Stronger Families is the Council's response to the Troubled Families Programme. It will enhance the work of the Police and Youth Offending Team to broaden the offer of support and therapeutic intervention to the families of young people whose lives are affected by gangs. Outcomes are linked to the PBR element of the troubled families programme and focus primarily on reducing offending, increasing educational attendance and achievement and in getting young adults and their parents either into work or on the way to work.

Police

- The Police will use a range of activities in their approach to tackling Gangs and Serious Youth Violence. These will include activity analysis, weapons seizures, arrests, detections, search warrants, CHIS coverage and financial investigation and more frequent use of obtaining CBO (Criminal Behaviour Orders) and a more 'offender' approach.
- Produce Gang Related Intervention Profiles (GRIPs) on each individual which will include information on and from MATRIX analysis, reaching minimum threshold, intelligence coverage and whether they have been convicted in the past 6 months, charged in the past 3 months, under judicial restriction, named in proactive enquiry, a subject of financial investigation, engaging in a diversionary scheme and/or have no restrictions or current interventions in place.
- Other activities include targeting habitual knife carriers, supporting repeat knife crime victims, and continuing the knife prevention work with schools, youth centres and so on.
- The police have realigned resources to meet the specific profile of the borough; a police inspector now manages the Gangs Unit, police YOT, youth/schools officers and the boroughs police cadets. The inspector will work with partners to help prevent young people from becoming involved with gangs and/or crime.

LSCB

LSCB to take forward actions identified in the Thematic Review – Older Children Who Have Caused Serious Harm or Come to Harm

What we will aim to achieve over the term of this plan?

- Aim to alter the public's perception and increase both confidence and satisfaction
- Increase the number of gang nominal's in custody by 20% of the 140 on the Matrix
- Increase the number of those exiting gang related offending
- Focus enforcement work on those who reject the offer of intervention
- Increase the use of the family intervention: proportion of gang nominals supported within a Family Intervention context
- Increase the proportion of those supported into Education, Training and Employment

- Provide meaningful community engagement and full multi-agency collaboration and communication
- Through early intervention improve PRU and school truancy rates of those in the cohort
- Develop effective Accident & Emergency data sharing
- Provide enhanced offender management for gang members
- Maintain a fast response to critical incidents
- Develop shared ownership; strong leadership; information sharing; assessment and referral and targeted services
- To be able to identify what success is for key agencies, young people, families, government and for those involved in serious youth violence

Priority B:

Anti-Social Behaviour and Arson

Why is it a priority?

Anti-social behaviour (ASB) impacts fundamentally on our quality of life. It is therefore a National and Local priority.

ASB includes a variety of behaviours which adversely affect individuals and the areas in which they live, work and visit. Noise, graffiti, abandoned cars, fly-tipping, intimidation and threatening behaviour all leave those affected feeling frustrated, angry or frightened. It eats away at the cohesiveness of our communities and the attractiveness of our borough.

Tower Hamlets Community Safety Partnership works with partners to reduce ASB, mitigate its impact and prevent its recurrence. It wants residents and those who visit and work in the borough to feel safe and enjoy the area.

Arson for the purpose of this plan refers to deliberate fire-setting in the borough, the majority of which is deliberate bin fires on housing estates which are a significant threat to life due to the risks to residential properties.

Responsible Board/CSP Sub-group:

ASB Strategy Group
Tactical Tasking and Co-ordinating Group

What will we aim to achieve this year?

- Analyse incidents reported to all partners, including Police data, to identify and respond more effectively to the needs of victims
- Reduce the number of individual callers contacting 101 more than 10 times regarding anti-social behaviour
- Reduce the number of ASB incidents through targeted prevention and diversion interventions
- Reduce the number of incidents of vandalism
- Reduce the number of incidents of arson

How will we measure success?

- Number of calls to Police (101 or 999) for ASB**
- RSL ASB (no. of ASB incidents reported) data

** Using Metropolitan Police definition of Anti-social behaviour

- Number of young people engaged by the Youth Inclusion and Support Programme
- Number of incidents of Criminal Damage
- Improved Public Confidence and Victim Satisfaction
- Number of Arson incidents – All Deliberate Fires
- Number of Accidental Dwelling Fires
- Number of Primary Fires in Non-Domestic Buildings

How will we do this?

- Operational meetings between Police, Fire Brigade, Council ASB and Integrated Youth & Community Service (including Rapid Response Team) together with key partners (including Housing Providers) to prioritise resource tasking, including Tower Hamlets Enforcement Officers (THEOs)
- Better analysis through enhanced information sharing and improved data collection
- Measuring effectiveness of cluster/ward team actions and intervention
- By better use and co-ordination of civil tools and legislative powers available to landlords to tackle ASB in neighbourhoods
- Effective and consistent use of informal interventions to avoid criminal justice system particularly for younger offenders – e.g. acceptable behaviour contracts, agreements and undertakings
- Taking opportunities of environmental, regeneration and development projects to 'design-out' ASB
- Engage young people in services and opportunities to get involved – especially during school holiday periods
- Enhancing the ASB Partnership Action Group to support vulnerable and at risk victims
- Working together with LFB to reduce risk of arson by reducing dumped rubbish and fly-tipping, and developing a more effective reporting mechanism for residents

What we will aim to achieve over the term of this plan?

- Year-on-year 10% reduction in ASB incidents
- Improve the service to victims from Neighbourhood Policing Team by early identification and differentiation of ASB incidents from crime reports
- Improve standing from 2nd highest to 5th (or better) contributor of London's ASB incidents
- Proactively use new powers, ensuring partners are trained and utilisation is consistent across the borough
- Develop bespoke interventions that minimise recidivism, focusing especially on young people
- Reduction in incidents of vandalism
- Identify the support needs of vulnerable and at risk victims and work with statutory, third sector and other agencies to provide effective interventions

Priority C:

Drugs and Alcohol

Why is it a priority?

There is a clear link between dependent users of Class A Drugs (like heroin and crack cocaine) with burglary, robbery, theft from a person or vehicle (collectively known as Serious Acquisitive Crimes), fraud, shoplifting and prostitution, which they commit in order to fund the drug dependency.

The effects of alcohol on the body mean it is often more likely for the drinker to either be a victim or perpetrator of crime. Alcohol is often linked to both violence and anti-social behaviour. Its use is particularly linked to incidents of domestic abuse and violence.

Treatment for drug and alcohol users, particularly young people is important so that their health and well-being is safeguarded and they make a positive contribution to their local communities.

Responsible Board/CSP Sub-group:

Drug and Alcohol Action Team (DAAT) Management Board

What will we aim to achieve this year?

- Implement new treatment services and deliver a visible launch with comprehensive messages regarding substance misuse and where to get help
- Develop and implement an annual multi-agency communications plan for service users and professionals
- Ensure identification and brief advice interventions are routinely offered to adult clients across a range of frontline services
- Deliver training across Young People services to ensure a child's rights based approach
- Ensure family support is available to address the impact of parental substance misuse
- Establish a robust approach to carer involvement and support
- Ensure widespread distribution of Naloxone injections to reduce the incidence of drug related deaths
- Implement robust referral pathways between hostels and treatment services that maximise the skills and capacity of the total workforce
- Work with treatment services and CRC to maximise the utilisation and effectiveness of Drug Rehabilitation Requirements (DRRs) and Alcohol Treatment Requirements (ATRs) to reduce offending of those misusing substances
- Review and recommission GP based drug / alcohol treatment services to ensure general health outcomes for drug / alcohol users in treatment are improved

- Improve services available to substance misusing young people who have a concurrent mental health issue
- Recommission Young People's substance misuse service to ensure timely and comprehensive intervention for young people experiencing problems with drugs / alcohol
- Develop and implement a Community Alcohol Partnership scheme in Mile End that targets the issues around underage drinking
- Consult on the introduction of a late night levy to help fund the costs associated with the night time economy
- Increase in the number of successful completions for those on Alcohol Treatment Requirement & Drug Rehabilitation Requirements
- Enforce the new Psychoactive Substances Act
- Disrupt the supply of drugs, including harmful legal highs, through effective enforcement and legislation
- Adopt and implement a new Substance Misuse Strategy for 2016-2019

How will we measure success?

- Number of users of opiates that left drug treatment successfully (free of drug(s) dependence) who do not then re-present to treatment again within 6 months, as a percentage of the total number of opiate users in treatment
- Number of alcohol users engaging in structured treatment
- Number of DIP (criminal justice) clients engaging in structured treatment
- Number of young people entering structured drug / alcohol treatment
- Number of planned exits from alcohol treatment
- Number of arrests for Possession With Intent To Supply
- Possession With Intent To Supply Sanction Detection Rate
- Possession Only (Arrests & Warnings)
- Possession Only Sanction Detections

How will we do this?

- Deliver widespread training and awareness campaigns
- Conduct the defined procurement process to award contracts for new drug / alcohol treatment services
- Educate frontline professionals and residents about the harms and risks associated with the use of legal highs.
- Utilise the full range of legislation and powers to tackle drug / alcohol related ASB and crime
- Ensure all partners are fully committed to delivery of the Substance Misuse Strategy 2016-19
- Further develop and implement data capture and needs assessment processes to ensure we are fully aware of met and unmet needs across the borough

What we will aim to achieve over the term of this plan?

- Improved access and uptake of increasingly effective treatment interventions which in turn reduce drug / alcohol related re-offending

Priority D:

Violence
(including Domestic Violence and Violence Against Women & Girls)

Why is it a priority?

Violent crime is defined by the Home Office as robbery, sexual offences and violence against a person (ranging from assault without injury to homicide). The number of incidences of Most Serious Violence (GBH and above) in the borough has shown a significant increase over the 12 months measured in the Strategic Assessment 2013, up by 48% (173 incidents).

The strategic assessment figures above show that the number of Domestic Violence with Injury Offences has increased over the last 2 years i.e. since the baseline year (Oct 11-Sept 12), it has increased by 34.9% (188 recorded incidents), however it has remained stable in the last year compared to the previous year. This increase in domestic violence offences being recorded by the Police could be attributable to an increase in incidents being recorded as crimes rather than "non-crime incidents", although at present there is no data to support an increase in the proportion of incidents that are treated as crimes by the Police. It is hoped that the data is attributable to increased reporting rates, as so much of our partnership work is focussed on increasing confidence in reporting, to address the huge problem of underreporting of this type of crime.

Domestic violence affects both adults and children and has serious consequences for victims and witnesses. Evidence shows that domestic violence is experienced for a number of years, on average, before it is reported to the police for the first time.

Particular focus will be placed on Domestic Violence within this priority as well as all of the other strands of Violence Against Women and Girls (VAWG) contained within the borough's VAWG Plan, namely:

- Rape and Sexual Violence
- Domestic Violence (DV)
- Trafficking
- Prostitution
- Sexual Exploitation (including Child Sexual Exploitation)
- Female Genital Mutilation (FGM)
- Forced Marriage (FM)
- So called Honour Based Violence (HBV)
- Dowry Related Abuse
- Harassment
- Stalking

Across the partnership we have agreed to adopt the cross-Government definition of domestic violence and abuse which reads: -

"Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality."

This definition incorporates most of the VAWG strands and a wide range of abusive and controlling behaviours including physical, sexual, financial, emotional and psychological abuse, which contribute to the increase in violence across the borough. The cross-cutting nature of the Violence Against Women and Girls agenda means that responsibility for tackling these issues falls across a wide range of different agencies. Co-ordinating service provision and ensuring clear governance and accountability for this agenda is therefore a key challenge and a priority for the borough.

Responsible Board/CSP Sub-group:

Tactical Tasking and Co-ordinating Group
Domestic Violence (DV) Forum
Violence Against Women & Girls (VAWG) Steering Group

What will we aim to achieve this year?

- Sign off of the VAWG strategy by Cabinet to underpin local outcomes and delivery
- A reduction in the volume of non-domestic violence recorded Violence with injury compared with 2012/13 performance
- An increase in the proportion of domestic incidents that are recorded as crimes versus non-crime incidents by the Police.
- Improved sanctioned Detection rates for violence with injury (domestic and non-domestic) i.e. offences brought to justice.
- Increase in the reporting of domestic abuse and sexual violence to the Police
- Developing partnership work across the borough to ensure that Safeguarding Policies are adhered to by all agencies
- Continuation of the DV One Stop Service in its new location and with its expanded remit across all the VAWG strands.
- Increase in victim satisfaction from cases heard at the Specialist Domestic Violence Court
- Decrease in unsuccessful prosecutions of cases heard at the Specialist Domestic Violence Court
- Ensure monthly target of cases heard at MARAC per fortnight are met.
- Offer security installations to up to 60 households affected by domestic violence.
- Increase the number of DV perpetrators being referred to and accessing perpetrator programmes within the borough
- Run a violent offender group-work programme in the Youth Offending Team including an offensive weapon and joint enterprise session.
- Reduce the number of incidents of Violence with Injury
- Increased numbers of Tower Hamlets service users accessing the Haven, the Independent Sexual Violence Adviser (ISVA) and East London Rape Crisis (ELRC)
- Increased numbers of female genital mutilation (FGM) cases identified

- Increased numbers of victims of trafficking or sexual exploitation identified and supported through specialist services.
- Increase awareness through training and awareness raising of exploitation via online and social media
- Increased number of VAWG champions

How will we measure success?

- Number of Most Serious Violence offences per 1000 of the population
- Number of Gun Crimes
- Number of Knife Crimes
- Number of incidents of Violence with injury
- Number of Domestic Violence with Injury offences recorded by the Police (Colin, unless it was discussed at CPS, Police to confirm as Helen has not mentioned this to me and we don't receive detailed data reports anymore since cutbacks)
- Number of incidents of non-Domestic Violence with Injury (see comment above)
- Number of DV Murders recorded by the Police
- Number of Domestic Violence Offences recorded by the Police
- Number of Domestic incidents (non-crimes) recorded by the Police
- Percentage of total domestic reports to the Police that are recorded as offences versus percentage recorded as non-crime incidents (see comment above as the DVF don't receive this data)
- Domestic Violence Sanction Detection (SD) Rate
- Domestic Offence Arrest Rate (see comment above)
- Number of Rapes
- Rape Sanction Detection (SD) Rate
- Number of other Serious Sexual Offences
- Other Serious Sexual Offences Sanction Detection (SD) Rate
- Number of young people reported as missing from care or at risk of sexual exploitation, to Children's Services
- Number of cases referred to the MASE
- Number of service users presenting to sexual violence services in the borough
- Numbers referred to the MARAC
- Numbers of repeat referrals to the MARAC
- Number of women referred to the Prostitution MARAC
- Number of women re-referred to the Prostitution MARAC
- Number of women receiving de-infibulation services (for FGM) at Mile End Hospital
- Number of women who have undergone FGM reported to midwifery/sexual health services
- Numbers of people reporting HBV or FM (police and other partner data)
- Number of successful diversion from court outcomes for offences related to prostitution
- Number of test on arrest for drugs and alcohol when arrested for prostitution related offences
- Number of CRIS reports with flags for stalking or harassment
- Number of women and girls reported to the national referral mechanism for trafficking

- Numbers of trained VAWG Champions
- Training session delivered to capture exploitation and radicalisation

How will we do this?

- The Council will continue to develop partnership working with the Police, Health and the Voluntary Sector, to increase the reporting of domestic abuse The Police will work to the 'action plans' for Violence with Injury and Domestic Violence which are designed to drive forward performance.
- The Council Domestic Violence and Hate Crime team will drive the Domestic Violence Forum and its action plan, developing and coordinating services and undertaking training and awareness raising activities.
- The Council Domestic Violence and Hate Crime Team will deliver against the VAWG Action Plan, ensuring that specific partnership activity takes places against each of the VAWG strands above, coordinating services across the borough and coordinating training and awareness raising activities on VAWG issues.
- Development of services to tackle VAWG and support victims, including specific case management services.
- Working with the Prevent team to further develop training in regards to exploitation and extremism

<u>Role of the Domestic Violence and Hate Crime Team in relation to Domestic Violence and VAWG</u>

- Coordinating Domestic Homicide Reviews on behalf of the Council ensuring all partners are involved throughout the process.
- Running the Domestic Violence Forum, VAWG Steering Group and VAWG e-forum.
- Managing the Victim Support contract for Independent Domestic Violence Advisers and Violent Crime Caseworkers
- Co-ordinating The Tower Hamlets Multi Agency Risk Assessment Conference (MARAC): attended by key officers from the Police, Council and a range of other agencies. The MARAC meets fortnightly to share information and identify safety planning actions for agencies in high risk cases.
- Oversight, through the VAWG Steering Group of the prostitution work managed by the DIP, including the Police, and Tower Hamlets' Prostitution Partnership (THPP) meetings: interagency case meetings regarding sex workers
- Through the VAWG Steering Group, develop and oversee services to respond to all strands of VAWG
- Running the VAWG Champions Programme
- Running the Sanctuary Scheme to provide physical security measures in victim's homes.
- Servicing the Domestic Violence duty line providing advice and guidance to professionals and members of the public
- Receive and record DV1 referrals (inter-agency referral form) and maintain records of these through the borough's DV database
- Coordinate and manage the Partnership DV One Stop Shop

- Coordinate activities around White Ribbon Campaign
- Manage the Domestic Abuse, No Excuse Campaign ensuring key messages are communicated to all stakeholders.
- Hold DV Drop in surgeries including at the Barkantine and Homeless Person's Unit
- Coordinate the Specialist Domestic Violence Court for Tower Hamlets and Hackney
- Raise awareness and promote reporting amongst professionals and the public, in particular by providing training
- Coordinate and support the multi-agency forum on FGM
- Work with school staff, governors and parents, to enable young people to increase their awareness of VAWG and recognise when they are at risk
- Support agencies to identify and support people that are at risk of VAWG.

Violence with Injury

- Identification and Priority Cohort – the key trigger for diversion and engagement targeted support and enforcement measures will be based on intelligence about young people shared between key partners and stakeholders
- Young people (8-17 years) at risk of involvement in violent behaviour (including victims of Serious Youth Violence); those seeking a route out of violence and gang culture; and those being considered for enforcement measures due to refusing to exit violent lifestyles
- Referrals will continue to come from schools to the Social Inclusion Panel and support will extend to siblings of the target cohort as well as children of adult offenders via the Youth Inclusion Support Programme. The Youth Offending Prevention Service will build on its existing referral mechanisms for parents and self-referrals.
- Referrals from Royal London Hospital A&E and Trauma Wards
- We will also build on the Council's current arrangements for ASB enforcement measures and Gang Injunctions to ensure that young people have access to support services to prevent further escalation
- Support available includes education, training, employment, accommodation (Police – Safe and Secure Initiative), substance misuse services, parental support, violent offenders/identity workshops, mentoring and positive activities, health and emotional wellbeing services and having a named key-worker
- Early enforcement includes behaviour contracts (including exclusion zones and prohibitions), joint home visits and 'Buddi' monitoring tags.
- Civil enforcement includes Gang Injunctions, Parenting Orders, Civil Injunctions and Individual Support Orders
- The Integrated Youth and Community Service will work in partnership with the Police and respond to 'Youth on Youth Violence" issues and engage them into structured learning opportunities
- The Police will use a range of activities to tackle serious youth violence, this will include activity analysis, weapons sweeps and seizures, arrests, detections, search warrants, CHIS coverage and financial investigation
- Produce gang related intervention profiles (GRIPs) on each individual which will include information on and from Matrix analysis.
- Police will work to the 'action plans' for Violence with Injury and Domestic Violence which are designed to drive forward performance

What we will aim to achieve over the term of this plan?

- The Police will continue to work towards the MOPAC directive to achieve a 20% reduction in 'key crime' (Including Violence with Injury) by the end of 2015/16 performance year. (Police to comment on year?) The contribution to this performance through 2013/14 (Police to comment on year) will be a 5% Reduction in Violent Crime married with a 34% detection rate against the 2012/13 performance year. A focus on Violence with Injury offences and building on the success of Op Equinox the MPS Corporate Operation in the reduction of Violence with Injury (non DA).
- Increase victim satisfaction of cases heard at Specialist Domestic Violence Court
- Decrease unsuccessful prosecutions of domestic violence
- Increase awareness of all forms of VAWG and increase reporting to Police and other agencies
- Ensure recommendations from Domestic Homicide Reviews are considered at CSP
- Increase consistency of approach to addressing issues of domestic abuse across agencies, in particular by increasing the amount of training provided to professionals in front line services.
- Increase referrals to the MARAC and THPP, with a particular focus on all strands of VAWG.
- Develop specialist services for victims/ survivors of each VAWG strand.
- Develop educational and training resources for professionals and schools on how to appropriately respond on cases of VAWG.
- Increase the safety and health of street based sex workers and reduce associated ASB.

<u>Violence with Injury</u>

- A focus on Violence with Injury offences and building on the success of Op Equinox the MPS Corporate Operation in the reduction of Violence with Injury (non DA).
- Reduce the length of time that individuals experience domestic abuse for before they report it.
- Increase awareness of domestic abuse and violence and increase reporting of domestic abuse to the Police.
- Increase awareness of all forms of VAWG and increase reporting to Police and other agencies
- Increase consistency of approach to addressing issues of domestic abuse across agencies, in particular by increasing the amount of training provided to professionals in front line services,.
- Increase referrals to the MARAC and THPP, with a particular focus on all strands of VAWG.
- Develop specialist services for victims/ survivors of each VAWG strand.
- Develop educational and training resources for professionals and schools on how to appropriately respond on cases of VAWG.
- Increase the safety and health of street based sex workers and reduce associated ASB.

Priority E

Prostitution

Why is it a priority?

Prostitution in the borough is a new standalone priority to the CSP as of April 2015, formerly covered by Violence Against Women and Girls and Anti-Social Behaviour. The CSP has taken the decision to separate this out of both existing priorities to ensure that the impact that Prostitution has on both those involved and the surrounding neighbourhoods is recognised and addressed as a priority.

Women who sex work often experience complex needs for support for drug and alcohol misuse as well as underlying health and wellbeing issues which need to be addressed to enable their safe exit.

For those in the neighbouring community affected by prostitution (whether street-based or off street locations including brothels), it is often seen as anti-social behaviour which is having a detrimental impact of their quality of life, either from witnessing the act or the waste products left afterwards, to harassment alarm and distress both the prostitute and those involved in prostitution cause.

Work carried out by the CSP to address prostitution and its causes will have a positive impact on the performance against other interrelated CSP Priorities of Anti-Social Behaviour, Drugs and Alcohol and Violence Against Women and Girls.

Responsible Board/CSP Sub-group:

Violence Against Women and Girls (VAWG) Steering Group - TBC

What will we aim to achieve this year?

- Development of multi-agency coordination and accountability for prostitution
- Women with 'red flag' indicators are supported to reduce their risk through an holistic support package provided by a dedicated case management service
- Women engaged in prostitution are offered holistic support across health, housing, education and criminal justice
- Agencies across Tower Hamlets feel supported to support women engaged in prostitution
- Residents are engaged in partnership work to reduce prostitution related ASB
- Men who buy sex are targeted with police actions including letters deterring them from Tower Hamlets

How will we measure success?

- Number of women referred to the Prostitution MARAC
- Number of women re-referred to the Prostitution MARAC

How will we do this?

- Support organisations to increase their referrals to the Prostitution MARAC, with a focus on 'high-risk' groups such as sex workers, those who are dependent on alcohol or drugs, carers and young people.
- Increase safety and health of street based sex workers as well as reducing associated ASB.
- Meaningful consultation with residents, especially those from 'hotspot' areas for prostitution

What we will aim to achieve over the term of this plan?

Not applicable due to this only being made a priority for the final year of this CSP Plan term 2015/16.

Priority F:

Hate Crime and Cohesion

Why is it a priority?

The Tower Hamlets Community Plan aims to make the borough a better place for everyone who lives and works here. The Borough's diversity is one of its greatest strengths with the richness, vibrancy and energy that our communities bring. As a partnership we are committed to build One Tower Hamlets, to tackle inequality, strengthen cohesion and build both community leadership and personal responsibility. Preventing extremism and people becoming involved in it, is fundamental to achieving One Tower Hamlets. Our partnership approach has developed over the past five years and enabled us to tackle complex and contentious issues during that time.

The borough is a diverse and tolerant place, where the vast majority of people treat each other with dignity and respect. Unfortunately there is a small minority of people who don't hold those same values and perpetuate hate. Hate crimes are committed on the grounds of prejudice against people who are different than the perpetrator in some way.

The experience of prejudice and hate isn't limited to one particular group. Hate crimes are committed against people of different:

- race
- religion/beliefs
- age
- disability
- sexuality
- refugee/asylum seeker
- gender identity
- and any other (actual or perceived) differences

The partnership agencies will work together to address all the above forms of hate, with specific activity targeting under reported, more prevalent or emerging types of hate crime being addressed through the relevant CSP Subgroups on a quarterly basis.

Responsible Board/CSP Sub-group:

No Place For Hate Forum (NPFHF)
Tension Monitoring Group (TMG)
Prevent Board

What will we aim to achieve this year?

No Place For Hate Forum (NPFHF)

The NPFHF is a partnership of statutory, voluntary and community organisations that join together in a zero tolerance approach to all forms (also known as strands) of hate. We know that for some people difference is a frightening thing. In difference, they see a threat and that

is when prejudice takes hold. Sometimes prejudice results in the abuse and violence that undermines the borough's proud tradition of diversity and tolerance.
The No Place for Hate Forum brings partners together to implement a co-ordinated response to challenging prejudice and hate with work arranged under the following key themes:

- Protect and Support Victims
- Hold Perpetrators Accountable
- Prevention, Awareness and Community Cohesion

In 2016/17 we will ensure that all victims of all forms of hate crime have access to appropriate protection and support by:-

- Continue to develop strategies to impact on all forms of hate and ensure that Tower Hamlets is a safe place for everyone.
- Increase the reporting to the Police of hate crimes and incidents across all strands, by building community confidence.
- Increase professional and community awareness of hate and its impact, through a wide range of education and awareness raising activities including targeted activity for each of the strands of hate.
- Deliver a range of initiatives at different points throughout the year that contribute to making the borough proud and tolerant of its diversity.
- Develop a local NPFH Champions Programme to encourage responsibility in tackling hate and promoting cohesion.
- Manage and coordinate the No Place for Hate Campaign including increasing sign up to the No Place for Hate Pledge.
- Increase the number of cases heard at the Hate Incidents Panel.
- Maintain and further develop the Third Party Reporting (TPR) Centres and recruit new organisations to become TPR centres.
- Victim Support to ensure that clients have face to face visits and provide telephone support to victims
- Victim Support to establish a support desk at Accident & Emergency department at the Royal London Hospital
- Police Community Safety Unit to offer specialist advice to frontline officers regarding hate crime
- Ensure that victims of disability hate crime receive appropriate response, referrals to key partners and representations at ward panel meetings
- Disability hate crime victims to be identified from the first point of contact with the Police
- Build a local database and recognise the needs of all victims / suspects of disability hate crime

To deter and hold perpetrators accountable by:

- Hold monthly multi-agency Hate Incident Panel which ensure co-ordinated responses to hate crime and incidents
- Inform Registered Housing Providers of the Hate Incident Panel and encourage referrals and participation
- The Police Community Safety Unit to reduce offending opportunities for hate crime
- Reduce exclusions and cyberbullying by producing a locally relevant mobile app to inform pupils about cyber safety and online conflict

To prevent hate through promoting awareness, encouraging reporting and building community cohesion across all communities by:

- Awareness raising campaign promoting clear messages that Tower Hamlets is no place for hate and promote a stronger stand against hate in the borough
- Deliver activities outreach work and activities during National Hate Crime Awareness Week
- Recruit, train and support 10 No Place for Hate Champions to cascade hate crime awareness activities and training in the communities
- Inform all Children's Centres, Hospitals and GP Surgeries of the No Place for Hate Pledge, inviting them to join and encourage referrals to the HIP
- Carryout community cohesion intergenerational work to break barriers, reduce crime and get along together
- Raise awareness of the International Day Against Homophobia, Biphobia and Transphobia – Hatred Hurts All Conference aimed at those who work with victims of hate crime
- Raise awareness of pathways for hate crime reporting with members of the LBTH LGBT Community Forum
- Gain insight into local people experience and promote good practice in challenging homophobia, biphobia and transphobia

Tension Monitoring Group (TMG)

The TMG acts as a network of key individuals who represent statutory, voluntary and community organisations in Tower Hamlets who respond in real time to critical incidents, to provide an effective emergency response.

In 2016/17 we aim to:

- Review the membership of the group in order to cover gaps and strengthen its impact in protecting local communities.
- Continue to respond to cohesion related issues in the borough in real time.
- Undertake meetings and events to consider specific threats to cohesion, in order to both increase our knowledge and identify how the borough can respond to reduce specific threats.
- Undertake research on specific threats and how they impact upon the local community.
- Develop a communication protocol to support members in regards to reporting incidents in the borough

How will we measure success?

- Overall Hate Crime rate (reported to the Police)
- Hate crime sanctioned detection (SD) rate
- Number of "Racist and Religious" offences (reported to the Police)
- Number of Islamophobic offences
- Number of Anti-Semitic offences
- Number of Homophobic offences

- Number of Disability hate crime offences
- Number of Transphobic hate crime offences
- Number of cases reviewed at the Hate Incidents Panel
- % of hate crime cases coming to the Hate Incidents Panel where formal action is taken
- Number of Organisational and Personal No Place for Hate Pledges signed

How will we do this?

No Place For Hate Forum

- The Hate Incident Panel (HIP) consists of key agencies who can respond to cases of hate crime. Agencies who are members include the Council's Domestic Violence and Hate Crime Team, Police, LBTH Legal Services, Housing Associations, Victim Support and LBTH Youth Services. The HIP will meet regularly to assign and review effective actions, share information and swiftly manage responses to high risk hate crimes and incidents. It will ensure that the cases it considers receive a co-ordinated and structured response, and that offenders are held accountable for their actions. The HIP will increase the percentage of hate crime cases reviewed at the Panel, where enforcement action is taken. Enforcement action could be action against a tenancy such as eviction, legal action such as an injunction, criminal justice action such as arresting/charging/prosecuting or civil enforcement such as the range of powers available to THEOs and ASB Case Investigators.
- Advice and guidance will be provided by the LBTH Domestic Violence and Hate Crime Team to a range of agencies, particularly Registered Social Landlords (RSLs), with the intention to bring about a more coordinated and consistent response to hate crimes and incidents. Through this work, we will increase the number of cases referred to the HIP by RSLs.
- The Police, supported by other partners will work to increase the Sanctioned Detection (SD) Rate for hate crime across all strands.
- We will promote the message that we will not tolerate hate, in particular to offenders, by taking enforcement action and promoting the actions that have been taken.
- Maintain and develop Third Party Reporting Centres
- Encourage reporting through raising the profile of the No Place for Hate Campaign and Pledge.

Tension Monitoring Group (TMG)

- The TMG will continue to meet quarterly with emergency meetings taking place if and when needed to discuss imminent threats to cohesion. The group will also review its membership to ensure that all sections of the community are being engaged and are part of the discussion on cohesion related issues. Terms of reference will be updated along with a communication protocol to support the reporting of any incidents that may create a risk to community cohesion.

What we will aim to achieve over the term of this plan?

No Place For Hate Forum

- We will maintain and further develop the Third Party Reporting Project We will provide training and support to new and existing centres, including a TPR Steering Group. We will publicise the locations and contact details of TPR centres widely.
- No Place For Hate Campaign – we will continue the campaign which promotes an established clear message to the community. The campaign will be used to link to and support national and international campaigns as well as local events, highlighting clearly that the borough will not tolerate hate in any form in our diverse and cohesive borough, that is 'One Tower Hamlets'.
- The Forum will continue to promote the No Place for Hate Pledge, including at having stalls or other presence at events in the community, and through workshops and training. It will encourage as many individuals and organisations as possible to make a pledge against hate.
- The Forum aspires to increase the sign up of individuals and organisations to the pledge by at least an additional 100 per year.

Tension Monitoring Group (TMG)

- Maintain its role in monitoring local tensions and responding to threats to cohesion that may arise
- Aims to ensure that we continue to increase, on an annual basis, the percentage of people who believe people from different backgrounds get on well together in their local area, as measured by the Annual Residents Survey.
- Tackle and counter negative media messages about the borough in relation to cohesion and tension related issues.

Priority G:

Killed or Seriously Injured (on our roads)

Why is it a priority?

Road safety is an issue that affects not only everyone in London, but nationally and globally. We all need to use roads to get around – to school, to work, to the doctor, to the shops, to the cinema etc. Most of us use the roads every day, as drivers, passengers, cyclists and pedestrians, and for many people driving is the main part of their job.

TfL's annual Health, Safety and Environment Report reveals that 3,018 people were killed or seriously injured across Greater London in 2012, up from 2,805 in 2011. Of that fatalities were down from 159 to 134 and included 69 pedestrians, 27 motorbike/scooter riders and 14 cyclists, down two on 2011. The cost to the community of the road collisions in 2012 was an extraordinary £2.26 billion.

This increase in recent years along with media attention, has led to increased concern around road safety across London. Cycling fatalities in Tower Hamlets in and around busy arterial roads have increased local concerns and are a major factor for this being made a priority for the Community Safety Partnership.

2014 TFL data shows that compared to 2013, the number of people killed or seriously injured was down seven percent; Pedestrians and car occupants killed or seriously injured fell by seven per cent and six per cent respectively to their lowest ever levels. The number of cyclists killed or seriously injured was down 12%, despite huge increases in the number of people cycling, the number of children killed or seriously injured fell to the lowest level recorded, down 11%. This means that child road deaths have been reduced from 18 in 2000 to three in 2014 (Source https://tfl.gov.uk/info-for/media/press-releases/2015/june/mayor-takes-action-to-halve-road-casualties-by-2020).

Responsible Board/CSP Subgroup:

Killed or Seriously Injured (KSI) Board

What will we aim to achieve this year?

- Deliver road safety education programmes in schools, colleges and to community groups in the borough
- Deliver educational 'Exchange Programme' to drivers of HGVs and cyclists
- Focus campaigns on discouraging drink and drug driving and using mobile phones whilst driving
- Focused enforcement around travelling public in respect to road signage such as traffic lights/cycle boxes/ two-stage right turn

- Speed Gun Activity - Community Speed Watch and operation using children from local primary schools to advise drivers of the dangers of excessive speed; deterrent/educational programme.
- Joint Emergency Response Awareness Days: Demonstration of response to Road Traffic Collision.
- In June 2016 a joint operation is planned with RTPC's 'Safer Cycle Unit'. This will include an 'Exchange Programme' where cyclists are given an opportunity to sit in a HGV to experience the 'blind spots' and the perspective of the driver. A collaborative approach will also be taken with LBTH, with the use of a mobile police station for KSI educational/ enforcement days. A Community KSI event is also planned for later in the summer. This partnership initiative will see local policing units and RTPC working alongside the LFEPA and the LAS to reconstruct the aftermath of an RTC, showcasing the work of the emergency services and highlighting the dangers of speeding and Drug/Drink driving.
- A joint KSI operation is also planned at Canary Wharf to be conducted in partnership with Canary Wharf security. 120,000 people pass through the estate on a daily basis and this will be an educational programme focused particularly on cyclists.
- Regular ANPR operations continue to take place by the borough's CT Engagement Team using vehicle based mobile ANPR cameras and the Council's static CCTV. These operations take place on the main access/egress routes and target commuters coming in and out of central London. RTPC continue to have dedicated officers deployed on Operation Safeway to raise the profile of cycle related road safely; especially on the numerous Cycle Super Highways situated across the borough.

How will we measure success?

Number of recorded Killed or Seriously Injured as recorded by TFL

How will we do this?

- By engaging young people in schools/colleges/universities on road safety
- By provision of information and road safety equipment
- Better identification of road safety issue hotspots through enhanced information sharing, improved data collection, recording and analysis
- Regular meetings between Police, Fire Brigade, Council, TFL, London Ambulance Service (LAS) and key partners (including local transport groups), to prioritise identified problems and task resources committed to the reduction of KSI
- Identify road layout issues and set in place environmental changes to reduce risk

What will we aim to do over the term of this plan?

Through enhanced Police and partnership activity, we will seek a minimum 20% reduction in line with the MOPAC Police and Crime Plan 2013-17.

Priority H:

Prevent

Why is it a priority?

Nationally the threat from terrorism remains high and East London has been categorised as a 'high risk' area by the Government. Although there are many different terrorist groups across the world, currently the greatest risk to national security comes from ISIS. Tower Hamlets as well as neighbouring boroughs have had a small number of people being charged under the Terrorism Act 2006. We feel that a strong leadership and active community participation is required to address the threat of people being radicalised and the risk of local people supporting terrorism.

For the Tower Hamlets Partnership, work to reduce extremism and prevent individuals becoming radicalised is fundamental to achieving One Tower Hamlets. Work on preventing violent extremism began in 2007, but our local approach developed out of existing partnerships, approaches and programmes which had enabled us to tackle complex and contentious issues in the past.

Underpinning our work has been a commitment to engaging with all communities, to listen to and address concerns and work with the community and statutory partners to develop appropriate interventions where necessary.

We recognised from the outset that we could not achieve our aims by working in isolation and have been committed throughout to strengthening accountability and transparency. Engaging and debating with our communities has been key to increasing our own understanding of the impact on residents of extremism and its links to violence.

Prevent is a Home Office led national strategy with local action plans vigorously reviewed and approved by them before any activity is commenced at a local level. Local Prevent Action Plans remain strictly confidential within only those agencies in attendance at the local Prevent Boards.

Responsible Board/CSP Subgroup:

Prevent Board

What will we aim to achieve this year?

- Target social, peer and educational support and advice to individuals identified as at risk of involvement in extremist activity and violence
- Strengthen community Leadership to enable key individuals and organisations to challenge extremist ideology

- Strengthen positive social networks and institutions to increase their capacity to challenge extremism and violence, and disrupt networks and organisations which are sympathetic to extremism and terrorism
- Ensure robust evaluation is built into the delivery of the Prevent programme and activities to ensure effective monitoring of impact and increased capacity of local organisations to deliver Prevent objectives
- Mainstream Prevent across all Directorates in order to increase Prevent awareness and enhance referrals for those that are vulnerable to extremism.
- Support capacity building with local organisations and providers to support the delivery of Prevent and the safeguarding agenda locally.
- Ensure corporate Safeguarding Policy includes Prevent as a key strand.
- Ensure that WRAP training is provided to a broad range of organisations, across front line operational teams to community organisations and through to Cllrs and executive members of the Council.
- The delivery of Home Office funded projects which are community based.
- Continue with the parental engagement project and working with VAWG led for joint training and awareness session

How will we measure success?

- Number of Prevent Board Meetings per year
- Number of referrals to Social Inclusion Panel (under 18 years of age)
- Number of referrals to Safeguarding Adults Board (over 18 years of age)
- Number of training sessions delivered per year (including categories of those trained)
- Number of individuals trained per year (including categories of those trained)

How will we do this?

- The Prevent Action Plan is currently being developed awaiting confirmation of Home Office funded projects for 2016-17. (April 2016) Once completed this will be shared with the Prevent Board to be signed off. In year action plans remain a confidential document for the Prevent Board to only as stipulated by the Home Office
- The Partnership and Prevent Team within the Council and Police officers will work with Home Office approved service providers to engage those at risk of involvement in extremism and violence and strengthen community leadership and resilience against it.
- Quarterly monitoring data in regards to the projects provide an update on activity and challenges. Updates on performance are shared at the bi monthly Prevent Board.
- Both the Social Inclusion Panel and Safeguarding Adults Panel lead on referrals regarding Prevent and will continue to lead on this and again share information at the Prevent Board and CSP Board each quarter.
- Each quarter the training that is delivered both through the Community Engagement post and also the Prevent Curriculum Advisor post are reported to the Home Office and an update provided to the Prevent Board and CSP Board.

Cross-Cutting Priorities

When the Strategic Assessment and Public Consultation findings were presented to the Community Safety Partnership, they recognised that there were a number of areas of work that cut across other priority areas. Action taken to address the stand-alone priorities would be impacted by and impact upon these cross-cutting areas. For this reason the Community Safety Partnership agreed that this Plan would also contain the following cross-cutting priorities:

Public Confidence & Victim Satisfaction

Reducing Re-offending

MOPAC 7

Cross-Cutting Priority 1:

Public Confidence & Victim Satisfaction

Why is it a priority?

Public Confidence is a Government priority and a measurement of the level of Confidence in Policing and the wider partnership. Reducing the community's fear of crime is therefore a priority as how we deal with crime, disorder and anti-social behaviour impacts on the community's well-being, confidence to report incidents and support of future investigations and prosecutions.

The perception of, and fear of both crime and ASB directly impacts on public confidence. Being a victim of or knowing a victim of a Serious Acquisitive Crime (robbery, burglary, car crime and theft), has a particular impact on public confidence and can generate negative perceptions of both agencies and particular geographical areas or estates in the borough.

Responsible Board/CSP Sub-group:

Confidence and Satisfaction Board

What will we aim to achieve this year?

- Ensure that residents and people who work in or visit the borough, have a realistic understanding of the levels of crime and disorder within the borough, so that their fear does not become disproportionate
- Encourage people to take reasonable steps to protect themselves, their neighbours and their property
- Ensure that people continue to report crime, disorder and anti-social behaviour to the relevant agencies and that they are confident their issues will be dealt with
- Reduce the level of reported ASB and Crime, including Serious Acquisitive Crime, which are known drivers of public confidence
- Improve the public's perception of police by 20% and improve satisfaction with the policing service provided

How will we measure success?

- % of residents who feel the Police deal effectively with local concerns about anti-social behaviour and crime
- Perceptions of Crime and ASB as measured by MPS and Council data reduced based on 2012/13 end of year performance data.
    - Local concern about ASB and Crime a) Drunk and rowdy behaviour in a public place
    - Local concern about ASB and Crime b) Vandalism and Graffiti

    - Local concern about ASB and Crime c) Drug use or drug dealing as a problem
    - Local council and police are dealing effectively with local concerns about anti-social behaviour and crime
- Year on year improvement in published performance data relating to Confidence and Satisfaction measures

How will we do this?

- Continue and improve partnership working to provide a quality response to all victim needs and identified crime trends.
- Respond to every victim's call for help by responding in a timely fashion while delivering a quality service.
- Contact every victim of ASB to establish how we can support them better, to improve theirs and their community's quality of life.
- Contacts a range of victims of crime to identify the level of service delivered and identify opportunities to improve service delivery.
- Improve our communication of good news 'you said, we did'

What we will aim to achieve over the term of this plan?

- 20% Increase in Public Confidence
- Reduce the Volume of Reported Crime and ASB each year from a baseline measured on 2012/13 financial year.
- Improve our Confidence and Satisfaction Performance data by 2 percentage points per year based on 2012/13 financial year.
- Through better contact with victims, we will improve victim care and increase our Public Confidence and Satisfaction performance that will contribute together with other activity to show Tower Hamlets as the 'best in class' within inner London.

Cross-Cutting Priority 2:

Reducing Re-offending

Why is it a priority?

Partners in Tower Hamlets are committed to working together to reduce crime and disorder, and tackling deprivation, worklessness and social exclusion. We know that 50% of all crime is committed by people who have already been through the criminal justice system – re-conviction rates for some offenders can reach over 70%.

IOM: In Tower Hamlets, like most boroughs there are a relatively small number of people who carry out the majority of criminal acts. By targeting resources at these prolific offenders, to improve the level of support provided for those who wish to change their lives in a positive way and fast-tracking the prosecution process for those who refuse to change, we aim to reduce the number of prolific offenders in the borough and make it a safer environment for everyone.

MAPPA: Persons who are subject to MAPPA oversight are by their very nature some of the most dangerous offenders living in our community. Public safety is critical and it is also essential that MAPPA subjects are provided with the opportunity and cause to stop offending, through various mechanisms including rehabilitative interventions.

GANGS: Gang violence remains an issue for the borough; Tower Hamlets has a high number of young people involved with gangs with offences such as robbery and violence being committed. During 2015/16 over 150 knives were recovered - from people carrying them in public places, from weapons sweeps and also from test purchase operations. The number of knife crime victims under 25 is a concern for the CSP.

Responsible Board/CSP Sub-group:

Reducing Re-offending Board (RRB)
Youth Offending Team (YOT) Management Board

What will we aim to achieve this year?

- Reduce the level of recorded crime within the borough
- Reduce the level of the 'Gang Indicator crimes' within the borough
- Ensure there is adequate provision (e.g. housing and ETE) so that prolific and/or dangerous offenders can be rehabilitated and the public protected
- Work with partners to identify a common approach to the use of Criminal Behaviour Orders
- Develop a Youth IAG and Young Advisors programme to ensure young people have a voice and that they can help influence the partnership approach to these and other challenges

How will we measure success?

Young People

- Number of Youths not entering Criminal Justice System through YOS EIP
- Proven reduced re-offending by offenders supported by Youth Offending Service

Gangs

Gang Indicator crimes –

- Serious Violence
- Violence With Injury
- Knife crime
- Knife injury
- Gun crime
- Gun discharges
- SYV victims
- Knife Injury victims under 25 no DA related

IOM

- No. of red and amber offenders with a 'need' versus the no. where the need has been met. The “need” categories are: Accommodation, ETE, Mental Health, Substance Misuse & Benefits

MAPPA

- No. of L2 / L3 offenders with an accommodation need v no. of offenders with that need met
- No. of L3 offenders committing a serious offence within the period of supervision
- No. of L3 offenders committing a serious offence within 28 days after the end of the period of supervision

How will we do this?

- Better identify youths who are suitable for non-Criminal Justice outcomes by improved triage processes and introduce conditional cautioning as a disposal option.
- Improve drug testing activity in Police custody, to identify potential offenders and provide support / treatment
- Improve partnership engagement to better identify third sector agencies that can support identified offenders who require help to escape their life of crime.
- Secure additional housing and/or other services such as ETE, to meet the needs of the offenders

- Enhance our daily contact with named individuals through the Integrated Offender Management Team (Police, Probation and Drug Intervention Project), to ensure their on-going commitment to a non-criminal lifestyle
- Use of the YJB Re-offending toolkit which enables management to target resources to those groups committing the most re-offending, using live data.

Cross-Cutting Priority 3

MOPAC 7

Why is it a Priority?

The Mayor's Office for Policing and Crime (MOPAC) under their remit as Police and Crime Commissioner for London have produced their 3 year Police and Crime Plan. Within their plan are 7 reduction targets relating to key neighbourhood crimes, which in total MOPAC have set a target for the Metropolitan Police Service to reduce by 20% by the end of March 2016.

Using the financial year of 2011/12 as a baseline, each London Borough Police have been set individual targets against each of the 7 key crimes to obtain an overall 20% reduction. These individual reduction targets have been reviewed and set annually based on each financial year's performance during the 3 year term of the Police and Crime Plan.

Tower Hamlets Community Safety Partnership Plan is aligned to the London Police and Crime Plan both in terms of MOPAC 7 priorities and length of term.

Responsible Board/CSP Sub-group:

Tactical Tasking and Co-ordinating Group (TTCG)

What will we aim to achieve this year?

- Reduction in the total number of MOPAC 7 basket offences/crimes
- Reduction in the total number of Burglaries
- Reduction in Criminal Damage
- Reduction in Robbery
- Reduction in Theft from Motor Vehicle
- Reduction in Theft/Taking of Motor Vehicle
- Reduction in Theft from Person
- Reduction in Violence with Injury

How will we measure success?

- Number of MOPAC 7 basket offences/crimes
- Number of Burglaries
- Number of incidents of Criminal Damage
- Number of Robberies
- Number of Thefts from Motor Vehicles
- Number of Theft/Taking of Motor Vehicles
- Number of Thefts from Person
- Number of incidents of Violence with Injury

How will we do this?

Integrated offender management and targeted work around prolific and priority offenders is key to reducing these types of crimes. Working in partnership, agencies such as the Police, Probation, drug treatment services and the Council can manage these offenders by providing a range of interventions from treatment and support which seek to address the causes, to criminal justice interventions such as the courts.

Violence with Injury

- Identification and Priority Cohort – the key trigger for diversion and engagement targeted support and enforcement measures will be based on intelligence about young people shared between key partners and stakeholders
- Young people (8-17 years) at risk of involvement in violent behaviour (including victims of Serious Youth Violence); those seeking a route out of violence and gang culture; and those being considered for enforcement measures due to refusing to exit violent lifestyles
- Referrals will continue to come from schools to the Social Inclusion Panel and support will extend to siblings of the target cohort as well as children of adult offenders via the Youth Inclusion Support Programme. The Youth Offending Prevention Service will build on its existing referral mechanisms for parents and self-referrals.
- Referrals from Royal London Hospital A&E and Trauma Wards
- We will also build on the Council's current arrangements for ASB enforcement measures and Gang Injunctions to ensure that young people have access to support services to prevent further escalation
- Support available includes education, training, employment, accommodation (Police – Safe and Secure Initiative), substance misuse services, parental support, violent offenders/identity workshops, mentoring and positive activities, health and emotional wellbeing services and having a named key-worker
- Early enforcement includes behaviour contracts (including exclusion zones and prohibitions), joint home visits and 'Buddi' monitoring tags.
- Civil enforcement includes Gang Injunctions, Parenting Orders, Civil Injunctions and Individual Support Orders
- The Integrated Youth and Community Service will work in partnership with the Police and respond to 'Youth on Youth Violence" issues and engage them into structured learning opportunities
- The Police will use a range of activities to tackle serious youth violence, this will include activity analysis, weapons sweeps and seizures, arrests, detections, search warrants, CHIS coverage and financial investigation
- Produce gang related intervention profiles (GRIPs) on each individual which will include information on and from Matrix analysis.
- Police will work to the 'action plans' for Violence with Injury and Domestic Violence which are designed to drive forward performance

Robbery and Theft from Person

- Areas of high risk need will need to be identified through the TTCG process and staff allocated as required, a conscious decision needs to be made between Local Authority and Police as to where their limited resources are best deployed at a given time
- Additional support and training needs to be given to teachers and those that have the closest interactions with youth in order to educate them on personal safety.
- Raise awareness on personal safety when exiting transport hubs and being aware of their property

Burglary

- Landlords, Local Authority and Police to work closer together to reduce the number of properties/areas that are attractive to burglars, as offenders will look for the easiest option for the highest yield with the lowest risk of being detected.
- Address common themes and remind owners to take simple steps to protect their property, like securing windows and doors
- Work with developers to design out crime during the planning stages of new residential developments
- Work in partnership with Queen Mary University to educate students, target harden dorms and reduce burglaries/thefts from both student accommodation and campus
- Work with schools officers to engage with schools about crime prevention tactics
- Partnership working with businesses to reduce the amount of thefts from business premises, including use of key fob entry systems and designing out crime opportunities

Vehicle Crime

- Increase education of owners of particular motor cycles/mopeds to ensure increased security of these high risk vehicles
- Signage in high crime hotspots to educate owners to secure and protect their vehicles
- Use publicity to address emerging trends in types of vehicle being targeted to prevent further offences
- Increase education of owners/drivers and in particular non-resident parking area users to ensure they take steps to reduce risk and secure both vehicle and contents
- Deter drivers form leaving valuables on display for opportunist crimes

This page is intentionally left blank

APPENDIX 2 – Equalities Considerations

The Community Safety Plan 2013-16 is informed by both the Strategic Assessment 2012 and annual Strategic Assessments within its term, which analyses data on the trends and future local challenges, and through consultation with both members of the public and the wide membership of the Community Safety Partnership (Safe and Cohesive Community Plan Delivery Group). A number of cross cutting issues were also considered as part of this process.

From this detailed evaluation of the strategic landscape and assessment of the most effective governance arrangements, priority areas were developed. This included consideration of the drivers of crime locally and equalities - through the impact on people from different protected characteristic groups. This has influenced the identification of the Plan's priorities for 2013-16, which are:

- Gangs and Serious Youth Violence
- Anti-Social Behaviour (including Arson)
- Drugs and Alcohol
- Violence (inc. Domestic Violence and Violence Against Women and Girls)
- Prostitution
- Hate Crime and Cohesion
- Killed or Seriously Injured
- Property / Serious Acquisitive Crime

Cross-cutting Priorities:

- Public Confidence
- Reducing Re-offending
- MOPAC 7

A high level test of relevance equalities screening has been undertaken on the Plan. This is attached as appendix 2. As the Plan is to be further developed through Community Safety Partnership (CSP) subgroup action plans – further detailed evaluation of equalities in the action plans will be undertaken by those subgroups to ensure they continue to be considered with the development of the Plan.

The Plan is a jointly owned partnership approach – it is not solely owned by the Council – so the authority will communicate the importance of ensuring subgroups give 'due regard' to equalities in the action plan development process and are aware of the requirement to provide appropriate evidence: These considerations will be recorded through the inclusion of equalities considerations in the template for creating their action plans. As sub-group action plans are presented to the Community Safety Partnership (Safe and Cohesive CPDG) equalities considerations will be evaluated by the members.

APPENDIX 3 - Equalities Analysis - Initial Screening Document

This document is to be used for:-

- Establishing whether an Equality Analysis needs to be undertaken for the policy, function or strategy. *(Based on Section 4 around Impacts)*
- Reviewing existing equality analysis (EQIA) to ascertain whether the original EQIA needs revising.

Section 1 – General Information

Name of the Policy or Function
Community Safety Partnership Plan 2013-16

Service area
Safer Communities Service

Team name
The Community Safety Partnership

Service manager
Emily Fieran-Reed

Name and role of the officer completing the Initial Screening
(Explain why these people were selected i.e. the knowledge and experience they bring to the process)
Colin Hewitt – CSP Officer, Community Safety

Section 2 - Information about the Policy or Function

Is this a policy or function? Policy ☒ Function ☐

Is the policy or function strategic or developmental?

Strategic ☒ Developmental ☐

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

If for a new policy or function, please indicate the date this form was undertaken
April 2013

If for an existing policy or function, what was the original date(s) the equality analysis (Initial Screening or EQIA) was undertaken
(please attach a copy of any previous equality analysis)

What are the main aims and objectives of the Policy or Function

There is a legal requirement for each Community Safety Partnership formerly Crime and Disorder Reduction Partnership (Safe & Cohesive CPDG) to have a Community Safety Plan.

The Safe and Cohesive Plan 2013-2016 has been created in consultation with members of the Safe & Cohesive CPDG. The objective of the Plan is to address the following local priorities:

- Gangs and Serious Youth Violence
- Anti-Social Behaviour and Arson
- Drugs and Alcohol
- Violence (inc. Domestic Violence and Violence Against Women and Girls)
- Prostitution
- Hate Crime and Cohesion
- Killed or Seriously Injured
- Property/Serious Acquisitive Crime

Cross-cutting Priorities:

- Public Confidence
- Reducing Re-offending
- MOPAC 7

Who are the main stakeholders:
The London Borough of Tower Hamlets
The Police
London Fire Brigade
Probation Services
Health, NHS, CCG and Public Health
Those who live, work, study and visit the borough

Is this policy/function associated with any other policy or function of the Council
(i.e. Community Plan, One Tower Hamlets etc.)

- The Community Plan
- Children and Young People's Plan
- Substance Misuse Strategy 2011-2014 (Drugs &Alcohol)
- Violence Against Women and Girls Strategy
- Integrated Offender Management Plan
- Tower Hamlets Prevent Delivery Plan (under review in line with National Guidance)
- ASB Profile
- Hate Crime Strategy
- Community Cohesion Contingency Plan

Section 3 – Information about <u>Existing</u> Policies and, or Changes to Functions only

Has there been any 'significant' change to the Policy or Function?

Yes No ☐

If yes, Please indicate what the change will be and what has brought about this change to the policy or function?

has been NO SIGNIFICANT amendments to an existing policy/function there is no need to continue to Section 4 below or a full equalities analysis

Section 4 – The Impact

(Briefly assess the potential impact that the policy/function could have on each of the target groups. The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will need to also assess whether that negative potential impact is high, medium or low). Please also indicate if there is any link to Community Cohesion.

Identify the potential impact on the following groups and:

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)** • 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	Positive	For race equality the priority of addressing Hate Crime and Cohesion may be of particular relevance. The data collected in the CSP Strategic Assessment 2012 suggests that depending on your racial background, the likelihood of you being a victim of crime or identified as a perpetrator of crime varies significantly. The analysis below summarises this information and sets out key areas which will be addressed by sub-groups in developing detailed plans to reduce crime, protect victims and promote equality for people from different racial backgrounds. **National crime data** There is a significant amount of national and regional evidence about the different experiences of crime by people from different racial background, some of which is summarised below. These suggest possible areas of inequality locally. In developing the CSPP sub-group action plans we will seek to collect and analyse local data to identify patterns in the borough: **Overall crime:** Analysis from the Ministry of Justice's Statistics on Race and the Criminal Justice System 2010 and according to the 2010/11 British Crime Survey, showed that nationally the risk of being a victim of personal crime was higher for adults from a Mixed background than for other ethnic

		groups. It was also higher for members of all BME groups than for the White group. Over the five year period 2006/7 to 2010/11, there was a statistically significant fall in the risk of being a victim of personal crime for members of the White group of 0.8%. The apparent decrease for those from BME groups was not statistically significant. **Violent crime:** Of the 2,007 homicides nation-wide recorded between 2007/8 and 2009/10, 75% of victims were White, 12% Black and 8% Asian. These proportions are lower for the white group and higher for the Black and Asian groups than reflected in estimates of the general population. In the majority of homicide cases, victims were suspected of being killed by someone of the same ethnic group, which is consistent with the previous trend (88% of White victims, 78% of Black victims and 60% of Asian victims). **Arrest and sanction rates:** Across England and Wales, there was a 3% decrease in the total number of arrests in 2009/10 (1,386,030) compared to 2005/6 (1,429,785). The number of arrests for the White group also decreased during this period, arrests of Black persons rose by 5% and arrests of Asian people by 13%. Overall, there were more arrests per 1,000 population of each BME group (except for Chinese or Other) than for people of White ethnicity in 2009/10. Per 1,000 population, Black persons were arrested 3.3 times more than White people and those from Mixed ethnic group 2.3 times more than White people. Conviction ratios for indictable offences were higher for White persons in 2010 than those in the Black and Asian groups (81% for White, 74% for Black and 77% for Asian). A higher percentage of those in the BME groups were sentenced to immediate custody for indictable offences than in the White group in 2010 (White 23%, Black 27%, Asian 29% and Other 42%), this is mainly due to differences in plea between ethnic groups. **Regional crime data:** Analysis from the MOPAC Policing and Crime Plan 2013-17 Equality Impact Assessment 2013 states that London is disproportionately affected by crime problems, such as robbery and knife crime, typically associated with young males who often operate in groups or ‘gangs’. Current analysis shows that all of the gang members scored on the MPS matrix are male and that 79% are described as Black and Minority Ethnic (BME). In 2011 14% of homicides (19) were gang related and two thirds (12) were teenagers and all but one was male and from a BME background.

		Hate crime: Analysis from the MOPAC Policing and Crime Plan 2013-17 Equality Impact Assessment 2013 states that hate crime is greatly unreported and which is a great concern for many communities. In 2011/12 there was a 6.8% reduction in the number of reported racist and religious hate crimes. Analysis by the Home Office shows that there were 43,748 hate crimes recorded by the police in 2011/12 in England and Wales, of which 35,816 (82%) were race hate crimes The number of Racially motivated crimes/incident recorded by the Police in 2010/11 was 18% lower at 51,187, than they were during the 5 year period 2006/7 to 2010/11. **Local data** **Analysis** from the CSP Strategic Assessment 2012 under Cohesion & Hate Crime indicator recording the number of racist and religious offences showed a 9% decrease (34 less) in the number of offences in the year up to September 2012, when compared to the previous year. Offence numbers have remained reasonable static for the last 3 years, with an average of 358 offences a year, or one a day. **Recommendations** from CSP Strategic Assessment to CSP and Subgroups were that their action plans should maintain a continued focus on all Hate Crime Offences of which Racist and Religious Offences fall into. The CSP and its Subgroups to continue their work around education of potential victims and suspects within this crime category and to carry on with various education/crime prevention plans linked to this subject. **Analysis** from the CSP Strategic Assessment 2012 provided by the Metropolitan Police to Victim Support regarding victims of crime by ethnicity and age is not thorough and reliant on the information recorded on the Police CRIS system. However combined figures for segmented groups into large groups (Asian, White, Black, Other) shows that during the period 1st October 2011 to 30th September 2012, 45% of victims of crime were from the White group, 35% from the Asian group and 9% from the Black group. Population figures for Tower Hamlets from the 2011 Census shows 45% from the White group, 41% from the Asian Group and 7% from the Black group. Therefore the Asian group is underrepresented by 6 percentage points and the Black group is over represented by 2 percentage points. Looking at crime breakdown by ethnicity White people are over represented in the borough being victims to 60% of burglary and 50% of robbery, when compared to the population figure of 45%. Black people are over represented in the borough being victims to 12% of violent crime, when compared to

		the population figure of 7%. **Recommendation** from Victim Support in the CSP Strategic Assessment 2012 is for the Metropolitan Police to improve the recording of specific hate crime categories which will improve the referrals to Victim Support via the automatic data transfer from the Police CRIS system. More accurate recording of ethnicity of victims will enable Victim Support to analyse trends in crimes for the borough and assist in targeted work for CSP Subgroups to deliver.
Disability	Positive	For disability equality, the priority of addressing Hate Crime and Cohesion may be of particular relevance. **National and regional data** **Analysis** by the Home Office shows that there were 43,748 hate crimes recorded by the police in 2011/12 in England and Wales, of which 1,744 (4%) were disability hate crimes **Analysis** of regional police force figures show that there were 133 disability hate crimes recorded by the Metropolitan Police Force in 2011. This demonstrates a 14.66% increase on the number of recorded disability hate crimes in 2010 (116) and a 34% increase when compared to the ACPO figures for London in 2009 (99). **Analysis** in the British Crime Survey 2010/11 shows that Disabled people are significantly more likely to be victims of crime than non-disabled people. This gap is largest amongst 16-34 year-olds where 39 per cent of disabled people reported having been a victim of crime compared to 28 per cent of non-disabled people. Disabled people are less likely than their non-disabled peers to think the Criminal Justice System (CJS) is fair. This gap is largest amongst 16-34 year-olds, where 54 per cent of disabled people think that the CJS is fair compared to 66 per cent of non-disabled people **Analysis** from the MOPAC Policing and Crime Plan 2013-17 Equality Impact Assessment 2013 states that hate crime is greatly unreported and which is a great concern for many communities. There is significant underreporting of disability hate crimes (according to the Met's 2011/12 Annual Report). **Local data:** **Analysis** from the Tower Hamlets Local Voices report (Hearing the Voices of Disabled People in Tower Hamlets) produced by REAL in 2013, of which 99 disabled people responded to the survey showed that the number one issue for 12% of the survey respondents and number 2 issue for 9.1% of

		the respondents was Crime and Safety. Older people, Asian people and those with a Mental Health condition has slightly higher levels of concern and a greater sense that crime and safety services were failing disabled people than others. Nearly half of the survey respondents disagreed/strongly disagreed that disabled people were safe from harassment and hate crime and only 30% agreed they were safe. Within each gender, age and ethnicity groups of those disabled people who completed the survey, it was Men, people under 60 and Asian people who most tended not to agree that disabled people were safe. Amongst different impairment groups, disagreement was particularly high for people with visual impairment (55%), people with learning disability or cognitive impairment (80%) and people with mental health condition (87%). Overall 28% of survey respondents believed crime and safety services did not serve disabled people well, making it fourth worst performing service out of the survey. People with visual impairment were particularly critical, with 25% saying it fails disabled people. **Response** - In line with the equalities duty and the No Place For Hate & Domestic Violence action plan, The Domestic Violence & Hate Crime Team are committed to supporting both agencies and disabled service users in the context of all crime and disorder. The DV & Hate Crime Team currently provide monthly training to service users who experience mental health illness & learning disabilities around recognising what domestic violence and hate crime is, which also shows them how they can report incidents. We have recently produced an 'easy read' DV leaflet for adults with learning disabilities and will have finished an easy read HC leaflet by November 2013. The team also provide regular training to the Community Mental Health Team, Safeguarding Adults Board, Safeguarding Adults Champions and local community groups including REAL, Positive East and MIND.
Gender	Positive	For gender equality, the priority of addressing Violence (with a focus on Domestic Violence) may be of particular relevance. **National and regional data** **Analysis** from the Ministry of Justice's Statistics on Women and the Criminal Justice System 2012, shows an estimated three in every 100 adults were a victim of violent crime according to the Crime Survey England and Wales 2011/12, with 2% of women reporting being victims of violent crime compared to 4% of men. The type of violence most commonly reported differs by gender. Women who reported being a victim of violence were most commonly victimized by an acquaintance whereas men

		most commonly were victims of stranger violence. A higher proportion of women reported being victims of intimate violence such as partner or family non-physical abuse, threats sexual assault or stalking - 7% of women compared with 5% of men. 201 women were victims of homicide in 2010/11 compared with 435 men according to data from the Homicide Index. A greater proportion of female victims than male victims knew the principal suspect, 78% and 57% respectively in 2011. 34% of females and 31% of males were arrested for violence against the person in 2010/11 - the most common offence group for arrest during the five year period 2006/7 to 2010/11. According to the Ministry of Justice figures for 2010/11 by Police Force area, the Metropolitan Police arrested 50,293 men and 9,464 women that year for Violence Against the Person. The next highest was 28,207 arrests of men and 8,471 arrests of women for Theft and Handling, followed by 20,980 arrests of men and 1,894 arrests of women for Drug Offences. Nationally more than 1.2m persons of known gender were convicted and sentenced at all courts in 2011. Of these 24% were female and 76% were male. **Analysis** from the MOPAC Policing and Crime Plan 2013-17 Equality Impact Assessment 2013 states that London is disproportionately affected by crime problems, such as robbery and knife crime, typically associated with young males who often operate in groups or 'gangs'. Current analysis shows that all of the gang members scored on the MPS matrix are male. In 2011 14% of homicides (19) were gang related and two thirds (12) were teenagers and all but one was male. **Local data** **Analysis** from the CSP Strategic Assessment 2012 under Violent Crime Indicator for the 'Number of Most Serious Violence offences per 1,000 of the population' and 'Number of Assault with Injury' show that victims are more likely to be male although repeat victims are more likely to be female. Currently (October 2013) Non Domestic Violence with Injury accounts for 68% and Domestic Violence With Injury accounts for 32% of all Violence with Injury in the borough. In the town centre hotspot, victims and suspects are less likely to know each other. When they do know each other they are more likely to be acquaintances, whereas on the rest of the borough, they are more likely to have been in a past or current relationship with each other (domestic violence).

		Recommendations from CSP Strategic Assessment to CSP and Subgroups was that their action plan should include a continued focus on Violence Related Offences, the Community Safety Partnership to continue its work around education of potential victims and suspects within this crime category. Carry on with various education plans linked to this subject and continue crime prevention programmes. The subgroup responsible for the CSP Priority Violence (with a focus on Domestic Violence) action plan should contain detailed actions to address these findings, which should lead to a decrease in the number of offences and an increase in partnership working, social cohesion and education around this subject. **Analysis** from the CSP Strategic Assessment 2012 under Violence Against women and Girls, measures the number of Domestic Violence Offences shows an increase in the number of offences by 6% year on year over the three year period. This increase could be down to a number of factors including numbers of people living in the borough, overcrowding and the economic downturn, particularly the associated pressures that these can bring, but also may be down to an increase in confidence to report offences. A lot of work has been done in the borough to raise awareness of domestic violence, specifically Violence Against Women and Girls as it has been both nationally and locally grossly under reported. The Crime Survey for England and Wales estimates that since the age of 16, 29% of Women have experienced Domestic Violence; 20% have experience Sexual Assault and 19% have experienced Stalking. Approximately 97% of all known victims of interpersonal violence in Tower Hamlets are Female, which is a significant gender bias towards Women. **Recommendations** from CSP Strategic Assessment to CSP and Subgroups were that their action plan should include a continued focus on all violence related offences, especially those that can be linked to Domestic Violence. The CSP and Subgroups should continue to work and focus around education of potential victims and engaging with suspects within this crime category. Carry on with various education plans linked to this subject and continue with gender specific crime prevention programmes.
Gender Reassignment	Positive	For transgender equality, the priority of addressing Hate Crime and Cohesion may be of particular relevance, as this priority aims to address all hate crimes, of which trans phobic crime is one. **Analysis** by the Home Office shows that there were 43,748 hate crimes recorded by the police in 2011/12 in England and Wales, of which 315 (1%) were transgender hate crimes. In 2013 Galup's hate crime report stated that there were only 50 transphobic crimes recorded in

		London during 2012/13, yet anecdotal evidence collected by Galup identifies individual trans people who are the target of over 50 transphobic crimes each year. We do not have any local or borough data to analyse as there were no recorded trans phobic crimes in last year according the local Police data.
Sexual Orientation	Positive	For Lesbian, Gay and Bisexual people, the priority of addressing Hate Crime and Cohesion may be of particular relevance. **National and regional data** **Analysis** by the Home Office shows that there were 43,748 hate crimes recorded by the police in 2011/12 in England and Wales, of which 4,252 (10%) were sexual orientation hate crimes. **Analysis** from the MOPAC Policing and Crime Plan 2013-17 Equality Impact Assessment 2013 states that hate crime is greatly unreported and which is a great concern for many communities. In 2011/12 there was a 5.5% reduction in the number of reported homophobic crimes. A report on homophobic crime produced by the Equality and Human Rights Commission shows that LGB people appear to worry about being the victim of crime to a greater degree than other minority groups. In 2008 around 40 per cent of LGB people say they are worried about being the victim of a crime. This compares to 13 per cent of people on average who are worried about being the victim of a crime. A survey of Homophobic hate crime in 2008 showed that eleven per cent of LGB people say being the victim of a crime is their biggest worry. **Local data** **Analysis** from the CSP Strategic Assessment 2012 under Cohesion & Hate Crime indicator recording the number of Homophobic offences shows no pattern in the levels of offences each year. The figures from the control period shows increases one year and decreases the following, this is due to the low number of offences that are reported each year in the borough, 71 in the year up to September 2012. Over the past three years the average number of offences was 73. **Recommendations** from CSP Strategic Assessment to CSP and Subgroups were that their action plan should maintain a continued focus on all Hate Crime Offences of which Homophobic Crime can be categorised. The CSP and its Subgroups should continue their work around education of potential victims to boost confidence and increase reporting and work with the LGB community to address

		homophobic attitudes which drive hate incidents and hate crimes. It should also carry on with various education/crime prevention plans linked to this subject to prevent further incidents/crimes.
Religion or Belief	Positive	For Religion/Belief equality , the priority of addressing Hate Crime and Cohesion may be of particular relevance. **National and regional data** **Analysis** by the Home Office shows that there were 43,748 hate crimes recorded by the police in 2011/12 in England and Wales, of which 1,621 (4%) were religion hate crimes. **Analysis** from the MOPAC Policing and Crime Plan 2013-17 Equality Impact Assessment 2013 states that hate crime is greatly unreported and which is a great concern for many communities. In 2011/12 there was a 6.8% reduction in the number of reported racist and religious hate crimes. **Local data** **Analysis** from the CSP Strategic Assessment 2012 under Cohesion & Hate Crime indicator recording the number of racist and religious offences showed a 9% decrease (34 less) in the number of offences in the year up to September 2012, when compared to the previous year. Offence numbers have remained reasonable static for the last 3 years, with an average of 358 offences a year, or one a day. **Recommendations** from CSP Strategic Assessment to CSP and Subgroups were that their action plans should maintain a continued focus on all Hate Crime Offences of which Racist and Religious Offences fall into. The CSP and its Subgroups to continue their work around education of potential victims and suspects within this crime category and to carry on with various education/crime prevention plans linked to this subject.
Age	Positive	For age equality , the priorities of addressing Gangs & Serious Youth Violence and Reducing Re-offending may be of particular relevance. **National and regional data** **Analysis** from the Mayor's Office for Policing and Crime states that London is disproportionately affected by crime problems, such as robbery and knife crime, typically associated with young males who often operate in groups or 'gangs'. In 2011 14% of homicides (19) were gang related and two thirds (12) were teenagers. Gang members mostly fall into the 13-24 age range, with the largest cohort being 18-24 (75% of the highest harm individuals are over the age of 18); intelligence also suggests

		that 10-13 year olds are increasingly being drawn into gang membership. **Analysis** from the Ministry of Justice's Breaking the Cycle: Effective punishment, rehabilitation and sentencing of offending 2010, states that 75% of young people released from custody and 68% of young people on community sentences re-offend within a year **Analysis** from the CSP Strategic Assessment 2012 provided by the Metropolitan Police to Victim Support regarding victims of crime by ethnicity and age is not thorough. However looking at victim breakdown by age shows that 18 – 24 year olds are over represented at 24% of the borough's victims when compared to the population figure from the 2011 census of 12%. It also shows that 25-34 year olds are over represented in the victim breakdown for the borough at 34%, when compared to this group making up 25% of the population. **Local data** **Analysis** from the CSP Strategic Assessment 2012 under Violent Crime Indicator for the 'Number of Most Serious Violence offences per 1,000 of the population' and 'Number of Assault with Injury' show that offenders and victims show similar patterns of age, with a peak occurring in the 20's and a steep decline as age increases. **Recommendations** from CSP Strategic Assessment to CSP and Subgroups was that their action plan should include a continued focus on Violence Related Offences, the Community Safety Partnership to continue its work around education of potential victims and suspects within this crime category. Carry on with various education plans linked to this subject and continue crime prevention programmes. The subgroup responsible for the CSP Priority Violence (with a focus on Domestic Violence) action plan should contain detailed actions to address these findings, which should lead to a decrease in the number of offences and an increase in partnership working, social cohesion and education around this subject. It recommends a continued investment in youth diversionary/outreach services to prevent young people being involved in crime and anti-social behaviour either as a victim or a perpetrator. The borough Gangs Matrix aims to tackle those already involved in gang activity/crime, offering ways out of offending behaviour or where this is not accepted by the offender, taking enforcement action against them. **Analysis** from the CSP Strategic Assessment 2012 under Violent Crime Indicator for the number of 'Hospital admissions for unintentional and deliberate injuries for young people aged 0 – 17 years, shows that 0 – 4 and 5 – 14 age groups by 3 year pooled data, show downward trends in the numbers of admissions, with a more pronounced downward trend in 0 – 4 year age group.

		Recommendations from CSP Strategic Assessment to CSP and Subgroups are for • Programmes that support parents and families, develop life skills in children, work with high risk youth and reduce availability of and misuse of alcohol have proven effective at reducing violence. Measures to ensure appropriate identification, care and support mechanisms are in place are important in minimising the harms caused by violence and reducing its recurrence. • Reducing violence to 0-5 does depend on widespread, multi-sectorial action and requires a well-planned strategic approach to involving all members of the partnership and Local Safeguarding Children Board. Moving straight into action planning now would be precipitate. However better data on presentations to A7E (work is on-going), we need better information on what is being delivered across the piece and thirdly we need a strategy that sets out what, why and how we are proposing action. The subgroup responsible for the CSP Priority Violence (with a focus on Domestic Violence) and Local Safeguarding Children Board (LSCB) action plans should contain detailed actions to address these findings, which should lead to a decrease in the number of offences and an increase in partnership working, social cohesion and education around this subject. **Analysis** from the CSP Strategic Assessment 2012 under Property Crime indicator 'Number of Personal Robberies' will also contain some correlation with Serious Youth Violence and Knife Crime and shows that School pupils and students account for almost half of all victims on the borough, with mobile phones being the most frequently stolen property around 29% of all property taken. Personal Robbery appears to be mainly a crime whereby the majority of suspects are aged between 15 and 19 years and the majority of victims tend to be youths. Knife Enabled Robbery remained a persistent proportion of all personal robbery offences. **Recommendations** from CSP Strategic Assessment to CSP and Subgroups was that their action plan should include a continued focus on Personal Robbery Offences and offenders as there are overlaps between offenders for robbery and other offence types. Community Safety Partnership and subgroups to continue their work around education of potential victims and suspects within this crime category. Carry on with various education plans linked to this subject and continue with crime prevention programmes. The subgroups responsible for the CSP Priorities Reducing Re-offending and Gangs & Serious Youth Violence action plans should contain detailed actions to address these findings, which should lead to a decrease in the number of offences and an increase in partnership working, social cohesion and education around this subject.

		Analysis from the CSP Strategic Assessment 2012 under Youth Crime, measures the number of victims, offenders, incidents, entering custody, successfully completing orders and proven re-offending of young people. They show clear correlations between Knife Crime Offences, Robbery Offences and Serious Youth Violence as these offences tend to overlay each other in crime types and peak and trough at the same time throughout the year. **Recommendations** from CSP Strategic Assessment to CSP and Subgroups was that their action plan should acknowledge the clear correlation between Knife Crime, Robbery and Serious Youth Violence and vital partnership working around all three identify the link and adapt their plans accordingly to ensure that they are all part of the strategy and performance measure. Increase in activity around hotspot wards for these offences will impact on one another as there is a link between the schools and robbery offences. Partnership working around facilities provided (ie. Schools, youth clubs and leisure facilities), as 80% of all Tower Hamlets' serious youth violence victims lives within the borough. The subgroups responsible for the CSP Priorities Reducing Re-offending and Gangs & Serious Youth Violence action plans should contain detailed actions to address these findings, which should lead to a decrease in the number of offences and an increase in partnership working, social cohesion and education around this subject. **Analysis** from the CSP Strategic Assessment 2012 under Drugs and Alcohol, measures the number of Young People taking drugs and or alcohol in specialist treatment has shown an 11.5% increase in the number of Young People in treatment over the three year period. This could be down to the realignment of services due to changes in funding, the YOT becoming part of the specialist treatment network and having a dedicated drug worker or a combination of both. However it is expected that the performance over the coming 3 years is likely to stay relatively stable, which goes against the national trend of a decrease over both periods. **Recommendations** from CSP Strategic Assessment to CSP and Subgroups was that specialist treatment service should continue to be monitored and adjustments made to it in accordance with the needs of the users/clients. **Analysis of National Research** shows that Domestic violence is a significant issue for the welfare of children and young people. It is estimated that nearly three quarters of children on the 'at risk' register live in households where domestic violence is occurring (Department of Health 2002 – Women's Mental Health: Into the mainstream). The majority of children in households experiencing domestic

		violence will witness abusive behaviour. It is estimated that 90% of children are in the same or next room when abuse occurs (Hughes, 1992) **Response** from Tower Hamlets Safeguarding Children's Board is that it has risk assessment tool to support professionals in identifying risks to children in families experiencing domestic violence and ensure appropriate response and actions. The tool and accompanying guidance supports the London safeguarding children board procedure "Safeguarding children abused through domestic violence".
Socio-economic	Positive	For this target group, the priorities of Drugs and Alcohol and Reducing Re-offending may be of particular relevance. **Analysis** from the CSP Strategic Assessment 2012 under Violence Against women and Girls, shows an increase in the number of domestic violence offences by 6% year on year over the three year period. This increase could be down to a number of factors including an increasing number of people living in the borough; overcrowding and; the economic downturn, particularly the associated pressures that these can bring, but also may be down to an increase in confidence to report offences. **Recommendations** from CSP Strategic Assessment to CSP and Subgroups were that their action plans should include a continued focus on all violence related offences, especially those that can be linked to Domestic Violence. The CSP and Subgroups should continue to work and focus around education of potential victims and engaging with suspects within this crime category. Carry on with various education plans linked to this subject and continue with crime prevention programmes.
Marriage and Civil Partnerships.	Positive	No data available for analysis
Pregnancy and Maternity	Positive	**Research** nationally shows that It is estimated 30% of domestic violence begins or escalates during pregnancy, and it has been identified as a prime cause of miscarriage or still-birth, premature birth, foetal psychological damage, foetal physical injury and foetal death. The mother may be prevented from seeking or receiving adequate ante-natal or post-natal care. In addition, if the mother is being abused this may affect her attachment to her child, more so if the pregnancy is a result of rape by her partner.

		Response from the CSP and the DV Forum is that they have recognised this increased risk during pregnancy and recent birth of a child. It has included this in their Domestic Abuse Stalking and Honour-based Violence Risk Assessment Form, for consideration of individual cases when taking cases to their Multi Agency Risk Assessment Conference on a bi-monthly basis.

As a result of completing the above, what is the potential impact of your policy/function on the public, giving particular regard to potential impacts on minority or protected groups?

High ☐ **Medium** ☐ **Low** ☒

Equalities to be further considered at the Action Planning stage.

If you have identified a LOW impact or, there has been NO SIGNIFICANT amendments to an existing policy/function there is no need to continue to a full equalities analysis.

If you have assessed the potential impact as MEDIUM or HIGH you will now need to complete a full equalities analysis - building upon the findings of the initial impact assessment (section 4)

This page is intentionally left blank

Cabinet 4 October 2016	TOWER HAMLETS
Report of: Shazia Ghani, Safer Communities, Communities, Localities and Culture	**Classification:** Unrestricted
Violence Against Women and Girls Strategy 2016	

Lead Member	**Councillor Shiria Khatun, Cabinet Member for Community Safety**
Originating Officer(s)	Shazia Ghani Head of Community Safety and Menara Ahmed DV and HC Manager
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	**Safe and Cohesive Borough**

Executive Summary

There is a requirement for each Community Safety Partnership (Safe & Cohesive CPDG in Tower Hamlets) to have a Violence Against Women and Girls Strategy. From a statutory perspective the responsibility to develop a VAWG Strategy lies with the Community Safety Partnership. This strategy comprises part of the Council's Crime and Disorder Reduction Strategy, which is a policy framework document which requires recommendation by Cabinet to full Council for approval.

Cabinet is required to agree and sign off the next three years VAWG Strategy (2016-2019) and the accompanying consultation report informing its development. Tower Hamlets has had a domestic violence team for over 15 years and a specific action plan for at least 10 years, aimed at tackling domestic violence against anyone who is experiencing abuse. In 2013, the borough launched an additional strategy, the Violence Against Women and Girls (VAWG) Plan aimed at addressing the disproportionate impact of gender based violence on female residents of the borough and linked to existing VAWG Strategies across London, nationally and internationally.

Abuse can take place regardless of gender, ethnicity, faith, sexuality or age. Whilst we recognise that the issues addressed here have a disproportionate effect on women, we also recognise that boys and men are victims of violence too. As a Council and as a Community Safety Partnership and a Local Strategic Partnership, we remain committed to providing support for all victims of abuse and the intention of this plan is to strengthen our response to responding to abuse rather than distract from it. This draft strategy and supporting documentation is presented for securing final approval.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the content of the VAWG Strategy (appendix 1)
2. Agree that this report, the VAWG Strategy is recommended to Full Council for approval.

1. REASONS FOR THE DECISIONS

1.1 Full Council must adopt a VAWG Strategy in order to meet government requirements. The priorities and governance structure outlined in the CS Plan are based on the statutory strategic assessment exercise that was carried out by statutory partners to consider data priorities in the Borough. They have been agreed by the DV Forum and Community Safety Partnership in Tower Hamlets. The Cabinet is asked to consider the Strategy for recommendation to Full Council pursuant to the policy framework procedure.

2. ALTERNATIVE OPTIONS

2.1 It is a statutory responsibility for Community Safety Partnerships to produce a VAWG Strategy as it forms part of the Community Safety Plan within the Council's Crime and Disorder Reduction Strategy. There are therefore no alternative options to doing so.

3. DETAILS OF REPORT

This is Tower Hamlets' second VAWG Plan. Tower Hamlets has had a Domestic Violence Team for over 15 years and a specific action plan for at least 10 years, aimed at tackling domestic violence against anyone who is experiencing abuse. In 2013, the borough launched an additional strategy, the Violence Against Women and Girls (VAWG) Plan, aimed at addressing the disproportionate impact of gender-based violence on female residents of the borough and linked to existing VAWG Strategies across London, nationally and internationally.

3.2 This draft strategy highlights the commitment of the Partnership to strengthen a coordinated multi-agency approach to tackling VAWG over the next three years and build upon the previous VAWG Plan. This is a partnership document, agreed through the VAWG sub group and CSP Board

3.3 The aim of the VAWG Strategy is to support the work of the Domestic Violence and Hate Crime Team (DVHCT), within which the VAWG work sits, through the provision of a joined up and comprehensive approach to addressing all forms of gender-based violence. To that end the VAWG

Steering Group and Plan forms an additional CSP subgroup area linking in to the structures of the DVHCT and the work of the Domestic Violence Action Plan including the Community Safety Partnership (CSP) and Domestic Violence Forum (DVF) subgroup.

3.4 **METHOD**

In developing the VAWG Strategy we have used a consultative engagement approach with professionals, survivors of violence, local residents and young people to ensure that we include their views. We have also utilised a 'Stages of Change' methodology to enable a systematic review to inform our key performance indicators and outcomes.

3.5 **CONSULTATION**

Between October 2015 and February 2016, a comprehensive consultation process was undertaken across the Borough to support the development of the second Violence Against Women and Girls (VAWG) Plan which will be published in 2016.

3.6 The violence against women and girls consultation involved:

- Consultation with professionals and partners through our local VAWG professional networks
- An on-line consultation
- Individual interviews with key stakeholders
- A series of focus groups held with local groups of survivors, women and young people
- Feedback has also been sought from DMT, CMT and MAB to influence and shape the final report and the inclusion of a number of appendices.

3.7 Key partners and stakeholders consulted included: VAWG Steering Group; Community Safety Partnership; Local Safeguarding Children's Board (LSCB) Members; Multi-Agency Sexual Exploitation (MASE) and Practitioners' Forum members; Key contacts within Children's and Adults' Social Care; Safer Communities; Public Health; Barts Health; Mental Health Services; Domestic Violence Forum; Youth Council; Survivor Groups; Housing Options; Voluntary and Community Organisations and Local Residents.

3.8 A consultation report was prepared to inform the new three year VAWG plan. This report (attached) outlines the key learning from the consultation process and looks at the prevalence of various forms of violence against women and girls within the borough. It also examines the experience of female survivors of violence and provides an overview of what we currently know about local needs. It provides an overview of the national and regional context of work on addressing violence against women and girls and an assessment of our current approach in Tower Hamlets. It also highlights proposals made during the consultation by participants.

3.9 This action plan will be governed through the VAWG sub group reporting to the CSP Board. The VAWG action plan attached in the appendix was signed off by the VAWG steering group in April 2016 and CSP Board in July 2016,

GENERAL FINDINGS

4.1 The recommendations in the draft strategy are set out below in summary and the operational activity driven by these recommendations will be defined and further developed by the joint working arrangements already in place within the Partnership.

4.2 Survivor and Community Recommendations

- Prevention should be a key priority within the VAWG strategy
- A multi-agency approach to delivering services for survivors is the considered to be the best approach
- Multi-pronged but individualised approaches are needed to best support survivors
- Perpetrators should be given support to understand the consequences of their behaviour
- There is a need for a public awareness campaign to help women members in the community understand that experiencing abuse is not their fault
- Delivery of training to professionals on how to support survivors of VAWG promoting an empathetic approach
- Peer support methods, including group sessions, should be implemented
- Community champions programmes should be expanded

4.2 Young people's Recommendations

- Focus on providing young people with information about all of the strands of VAWG and where they can get help and support
- Develop the work in schools to ensure that all young people are getting the right messages about what is acceptable and what is not acceptable
- Further develop youth programmes, recognising that young people will often disclose to other young people
- Work with parents so that they understand the issues that young people face and can support their children
- Work with young people so that they can recognise that pornography and the media send out the wrong messages to young people about what healthy relationships look like

4.3 Professionals' Recommendations

- Prevention should be a key priority in a climate of welfare reform and cuts. Continuation and expansion of work with young people, starting from reception is vital

- Links between competing priorities and VAWG should be made more explicitly – for example countries where FGM is emerging due to the increase in radicalisation and the increase in threat of extremism as a factor in child arrangement orders in the family courts
- Maintain the four objectives from the previous VAWG Plan but expand to highlight the need for better partnership working and participation by survivors
- Develop work across sectors, including having a renewed focus on women experiencing multiple disadvantage and work with older and disabled women
- Develop a survivors' forum which will be a peer support group for survivors of all forms of VAWG
- Commission services for young people experiencing VAWG as they can fall through gaps between children's and adult services
- Develop links with some of the large employers in the borough to highlight the impact of VAWG on their staff
- The key barriers to disclosure are faced by women experiencing multiple disadvantage and a fear of institutions. These need to be a key focus of the VAWG Strategy
- There is broad based support for the existing strands but there needs to be a focus on the internet as a facilitator of abuse

5. COMMENTS OF THE CHIEF FINANCE OFFICER

5.1 The report sets out the consideration of the VAWG three year draft strategy and highlights that up to £1m of funding was received over the previous three year strategy from external sources such as MOPAC, DfE, DCLG that supplemented the Policy and Victim budget of £571,000.

5.2 Given the financial constraints being faced by the Council and other partners, it is imperative that funding levels for the service are considered fully as part of the Council's Outcomes Based Budgeting approach for 2017 -2020. This will include the identification of complementary funding and consideration of the most effective way to respond to this area of work alongside the Council's wider priorities.

5.3 Consequently whilst there are no direct financial implications emanating from this report, the extent to which funding at the levels previously seen will continue to be available must be a consideration. There are a number of recommendations contained within the strategy that will need to be defined and further developed as they would seem to have the potential for significant financial implications which is not currently in place.

5.4 Any proposals that cannot be accommodated within the current budget provision will require financial approval as part of the Medium Term Financial Strategy (MTFS) process before further commitments are made.

6. LEGAL COMMENTS

6.1 This report relates to the draft Violence Against Women and Girls (VAWG) Strategy for 2016-19. There is a statutory requirement for such a strategy as the Council is one of the responsible authorities for Tower Hamlets, within the meaning of section 5 of the Crime and Disorder Act 1998 ('the 1998 Act'). Other responsible authorities for Tower Hamlets include: every provider of probation services in Tower Hamlets; the chief officer of police whose police area lies within Tower Hamlets; and the fire and rescue authority for Tower Hamlets. Together, the responsible authorities for Tower Hamlets are required to formulate and implement strategies for: the reduction of crime and disorder; combating the misuse of drugs, alcohol and other substances; and the reduction of reoffending pursuant to section 6 of the 1998 Act. When formulating and implementing these strategies, each authority is required to have regard to the police and crime objectives set out in the police and crime plan for Tower Hamlets.

6.2 Additionally, when considering this Strategy regard must be had to section 17 of 1998 Act and which places an obligation of the Council to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area

6.3 Development of the VAWG strategy complies with a number of the Council's key safeguarding duties. The Care Act 2014 sets out the council's duties to safeguard adults who are experiencing or at risk of abuse or neglect. The statutory guidance issued under the 2014 Act details the processes to follow during safeguarding investigations. This must be implemented together the Pan London Adult Safeguarding Policy and Procedures dated 03.12.2015.

6.4 The 2014 Act also sets out the council's duties to: - a) ensure the provision of preventative services, b) promote wellbeing when carrying out any of their care and support functions (this includes protection from abuse and neglect), c) cooperate with relevant partners and d) provide information about services available in the area that can prevent abuse and support.

6.5 The Children Act 1989 provides the legislative framework relating to the council's duty to protect children from abuse and neglect and to promote the welfare of all children and young people in their area. Some of the council's responsibilities for the care and protection of children and young people are listed under, sections 17, 20, 31 and 47 of the 1989 Act.

6.6 Section 11 of the Children Act 2004 places duties on a council to ensure its functions are discharged having regard to the need to safeguard and promote the welfare of children. Section 10 of 2004 Act and Section 27 of the 1989 Act refers to the requirement for local authorities to cooperate with other agencies to promote the well-being of children.

6.7 With regard to consultation, regulations 12 to 14A of the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 provide for

Community Engagement. Further, in consulting, the Council must comply with the common law principles set out in *R v Brent London Borough Council, ex p Gunning,* (1985) and recently approved by the Supreme Court in *R(Mosely) v LB Haringey 2014*. Those are *'First, that consultation must be at a time when proposals are still at a formative stage. Second, that the proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response. Third that adequate time must be given for consideration and response. And finally, fourth, that the product of consultation must be conscientiously taken into account in finalising any statutory proposals."* There is no prescribed period for consultation, but principles of fairness apply such that there should be sufficient time for those being consulted to consider and respond to the matters arising, having regard to their complexity, impact etc. It is necessary to comply with the common law requirement to consider any feedback before making a decision.

6.8 Consultation has been carried out as referred to in paragraphs 3.4 through to 3.9 of the report. The responses have been incorporated into the Consultation Report in the Appendices and the consultation responses must be conscientiously taken into account before the final adoption of the Strategy.

6.9 The adopting of VAWG Strategy for 2016-19 is for Full Council. The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) provide that the making of a crime and disorder reduction strategy pursuant to sections 5 and 6 of the 1998 Act is a function that is required not to be the sole responsibility of the Council's executive. In that regard, Part 2 Article 4 of the Council's Constitution includes the crime and disorder reduction strategy sections 5 and 6 of the 1998 Act in the policy framework. The Substance Misuse Strategy forms a part of the Council's crime and disorder reduction strategy and, on this basis, the final making of the strategy is for Full Council.

6.10 However, pursuant to the Council's Budget and Policy Framework Procedure Rules, the Mayor as the Executive has responsibility for preparing the draft plan or strategy for submission to the full Council. It will therefore be for the Mayor in Cabinet to recommend the draft strategy to Full Council.

6.11 In the exercise of its functions, the Council must comply with the public sector equality duty to eliminate unlawful conduct under the Equality Act 2010, namely the need to have regards to equality of opportunity and the need to foster good relations between persons who share a protected characteristic, including ethnicity, gender, disability, and age and those who do not. We note that an EQIA has been completed for the VAWG Strategy and that all equality strands have been considered.

7. ONE TOWER HAMLETS CONSIDERATIONS

7.1 The Community Safety Partnership (Safe and Cohesion Community Plan Delivery Group) aims through its plan, to make Tower Hamlets a more

cohesive place to live, work, study and visit. The work of the DV Forum, MARAC, No Place For Hate Forum; Community Cohesion, Contingency Planning Tension Monitoring Group and the Preventing Violent Extremism Programme Board, all subgroups of the CSP aim to carry-out this important part of work for the Partnership. Tackling gender based crime remain an important priority for the Partnership.

7.2 An EQIA has been completed for the VAWG Strategy and all equality strands have been considered. VAWG work aims to ensure One Tower Hamlets by aiming to eliminate gender based violence and discrimination.

8. BEST VALUE (BV) IMPLICATIONS

8.1 Whilst difficult to quantify there are potentially significant efficiency gains from working in partnership to reduce violence against women and girls in the borough. The Strategy which is a partnership document brings together key crime and disorder reduction agencies to ensure that we continue to work together as a partnership and share resources.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

9.1 Approval and publication of the VAWG Strategy is expected to have a positive effect on the environment by helping to reduce violence against women and girls. This will then reduce the amount of serious and violent crime in the borough including domestic homicides, rape, sexual assault, prostitution, forced marriage, honour based violence, stalking, harassment, sexual exploitation and dowry related abuse as well as other environmental crimes in the borough.

10. RISK MANAGEMENT IMPLICATIONS

10.1 There is risk that the name of the strategy is biased towards females, however, it is explicitly stated in the report that this is in line with national terminology from government, and that our strategy works across all protected characteristics. Majority of VAWG services support men and women.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

11.1 The decision to approve the VAWG Strategy will ensure we continue to work in partnership to tackle VAWG, ensure support for victims and ensure enforcement action against identified perpetrators. It will also support the Mayors priorities contributing to relevant ‘safer’ related community plan commitments.

12. SAFEGUARDING IMPLICATIONS

12.1 The Community Safety Partnership includes amongst its members the independent chairs of the DV Forum, Safeguarding Adults and Safeguarding Children Boards. These boards are seen as ‘linked boards’ to the CSP and

have been included in the development process. There are no safeguarding risks identified in the report, only benefits for partner agencies across the CSP and both Safeguarding Boards by working together at strategic and operational levels in the borough, to ensure tackling VAWG in all its forms.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- Appendix 1: VAWG Strategy & VAWG Consultation Report
- VAWG Consultation Report
- VAWG EIA Check List
- VAWG EIA
- VAWG Action Plan 2016-17
- DV Action Plan 2016 – 17
- NPFH Action Plan 2016-17

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

- NONE

Officer contact details for documents:

Menara Ahmed
Ext: 6188

This page is intentionally left blank

London Borough of

Tower Hamlets

Draft Violence against Women and Girls Strategy 2016-2019

Foreword – Executive Mayor of TH

Foreword – Deputy Mayor and Cabinet Member for Community Affairs

Contents

	Page
Introduction	5
Why have a VAWG Strategy?	5
Evaluating our work on VAWG	6
Outline of the VAWG Strategy	9
Theory of Change	15
Strategic Approach	18
Strategic Priority 1: Prevention and Early Intervention	19
Strategic Priority 2: Provision of Appropriate Support to Survivors	21
Strategic Priority 3: Protection from Abuse	23
Strategic Priority 4: Partnership Working across Statutory and Voluntary Agencies	25
Strategic Priority 5: Participation of Victim/Survivors to Inform Services	27
Strategic Priority 6: Perpetrator Accountability	28
Implementing the VAWG Strategy	30
Measuring Success	32
Appendix 1: Definition of the VAWG Strands	33
Appendix 2: Coordinated Community Response to VAWG	35
Appendix 3: Consultation Log	36
Appendix 4: Performance Matrix 2015/2016	42
Appendix 5: 'Whole School' approach	55
Appendix 6: Person Centred Approach	59
Appendix 7: List of Acronyms	60

Introduction

This is Tower Hamlets' second VAWG Plan. Tower Hamlets has had a Domestic Violence Team for over 15 years and a specific action plan for at least 10 years, aimed at tackling domestic violence against anyone who is experiencing abuse. In 2013, the borough launched an additional strategy, the Violence Against Women and Girls (VAWG) Plan, aimed at addressing the disproportionate impact of gender-based violence on female residents of the borough and linked to existing VAWG Strategies across London, nationally and internationally.

This current strategy outlines and highlights the commitment of the partnership to strengthen a coordinated multi-agency approach to tackling VAWG over the next three years and build upon the previous VAWG Plan. It is key to note that the strategy is a partnership document led through the Council and has cross cutting outcomes that are delivered and supported through a number of forums and boards such as the Domestic Violence Forum, Prevent Board, No Place for Hate Forum and Child Sexual Exploitation Group. The Domestic Violence and Hate Crime Team (DV&HCT) supports the development of co-ordinated community responses to hate crime. A threefold approach which includes ensuring support and protection for all victims and witnesses, ensuring enforcement action is taken against any identified perpetrators and partnership and raising awareness work focuses on prevention and reducing the harm these crimes cause to individuals, families and the community as a whole.

Why have a VAWG Strategy?

The aim of the VAWG Strategy is not to replace the existing work of the Domestic Violence and Hate Crime Team (DVHCT), within which the VAWG work sits, but to complement the team through a strategic approach to address all forms of gender-based violence. To that end, the structures of the DVHCT, including the Domestic Violence Action Plan and the Community Safety Partnership (CSP) Domestic Violence Forum (DVF) subgroup continued in their original form with the VAWG Steering Group and Plan forming an additional CSP subgroup area.

Addressing violence against women and girls is already recognised as a priority area regionally, nationally and internationally. The UN Declaration on the Elimination of Violence Against Women was adopted by the General Assembly in 1993. This was followed by a resolution of intensification of efforts to eliminate all forms of violence against women in 2009. In 2010, the Mayor of London published 'The Way Forward'; a London-wide plan aimed to end all forms of violence against women in the capital and followed this with a refreshed strategy in 2013. In 2011, the Coalition Government published its 'Call to End Violence Against Women & Girls' which outlines the responsibility of Local Authorities to co-ordinate their response to VAWG issues. The Mayor of London's Policing and Crime Plan, launched in 2013 also has tackling VAWG as a key priority.[1] Tower Hamlets VAWG Plan takes a pro-active partnership approach to addressing this problem and makes a strong statement about the Council's commitment to safeguarding adults and children and pursuing gender equality.

Approximately 97% of all known victims of interpersonal violence in Tower Hamlets are female - a significant gender bias towards women. A Violence against Women and Girls approach sees the phenomenon of violence against women as both a cause and effect of fundamental inequalities

[1] The Policing and Crime Plan is currently in transition for 2016 and will be updated following consultation held by MOPAC in winter 2016. Our VAWG Strategy will be revised in light of any key changes.

between males and females. The Preamble to The UN Declaration on the Elimination of Violence against Women (1993) states that *"violence against women is a manifestation of historically unequal power relations between men and women, which have led to domination over and discrimination against women by men and to the prevention of the full advancement of women, and that violence against women is one of the crucial social mechanisms by which women are forced into a subordinate position compared with men."*

It is important that Violence against Women and Girls (VAWG) is not seen as a series of incidents or assaults which an individual experiences. VAWG describes violent and oppressive patterns of behaviour and practises, which achieve power and control over women and girls. It impacts on the physical safety, health and emotional well-being of individuals and impacts on families, carers, children and the community as a whole. As Alison Saunders, Director of Public Prosecutions has recently highlighted, *until it is no longer the case that the vast majority of these crimes are committed by men using power, coercion and violence against women, amending the title of VAWG would put the victims of these crimes back into the dark, where they have been kept for far too long*.[2]

Abuse can take place, however, regardless of gender, ethnicity, faith, sexuality or age. Whilst we recognise that the issues in the previous plan and this strategy have a disproportionate effect on women, we also recognise that boys and men are victims of violence too - 3% of all victims of interpersonal violence in Tower Hamlets. As a local area, we remain committed to providing support **for all victims of abuse** and the intention of this plan is to strengthen our response to responding to abuse rather than undermining this approach.

Evaluating our work on VAWG

Highlighting VAWG work to date

As outlined, we are developing our second VAWG Strategy. However, it is important to reflect upon the headline successes and challenges since 2013. Some of the key outcomes are outlined below:

- Almost £1,000,000 funding raised from external sources including MOPAC, DfE and DCLG
- Recruitment of over 150 VAWG Champions from organisations across the borough, ensuring that our champions represent the full diversity of communities in the borough.[3]
- Development of a multi-agency training programme and the Training and Awareness Officer post
- Development of a partnership approach to prostitution including a 'prostitution MARAC'
- Tower Hamlets is one of only 5 boroughs to participate in a MOPAC and DfE funded pilot to tackle 'harmful practices'
- VAWG network of over 500 participants
- Over 1800 young people have received lessons
- Nearly 2000 professionals have received training
- 'Whole School' approach to prevention developed and implemented in schools across the borough

[2] Saunders, A. (2015) 'Some violence is targeted at women and girls – we can't ignore that', Alison Saunders, Director of Public Prosecutions in The Guardian Newspaper, 28.07.15

[3] We have recruited champions from different communities across Tower Hamlets. Additionally, we have champions who represent LGBT residents and who represent disabled residents in the borough.

- MARAC referrals for all strands of VAWG have increased, highlighting increased awareness by professionals
- Change in working practice around harmful practices where Tower Hamlets is now seen as a best practice borough across London
- Increase in men working to tackle VAWG – VAWG is not just seen as a 'women's issue' and men are championing the work around gender equality.
- Increase awareness through training regarding exploitation and radicalisation and the use of social media
- Police reporting across all strands except dowry related abuse increase (dowry abuse is expected to have been subsumed within wider 'domestic abuse' flags.
- Development of a strong multi-agency partnership approach across all strands
- Increased awareness of VAWG across the wider community including recruitment of VAWG Community Champions. This project recruits local volunteers to go out into the community utilising their unique skill set to ensure One Tower Hamlets messages are far reaching. Accredited "hate crime leadership" training is also being planned for 2016-17. The programme empowers local people to play their part in promoting community cohesion including targeting members from across all areas of the community to take part.
- No Place for Hate Campaign promotes increased public awareness of hate crime through a range of publications. The campaign is high profile communicated through outreach, billboards, advertisements and local media including at key LGBT events such as IDAHO and Pride and the national 16 days of action campaign.
- No Place for Hate Pledge aims to encourage all individuals who live, work or visit the borough to make a united stand against prejudice and discrimination. This public condemnation aims to send a strong message to offenders that Tower Hamlets is No Place for Hate and discrimination. It also encourages organisations to sign up to the Pledge committing them to ensuring their organisation is equipped to respond to hate incidents effectively.
- Community project delivered through the Prevent Programme which have focused on social media and exploitation, raising awareness of safe messages and risks and recognising abuse. This covers areas of bullying to radicalisation. This has been delivered through both primary and secondary schools in 2015-16 and funding has been secured to deliver this to further schools in 2016-17 and further support sessions for parents and carers planned.
- The International Day Against Homophobia, Biphobia and Transphobia – Hatred Hurts All Conference aimed at those who work with victims of hate crime and was delivered in May 2016. This brought togeater all partner agencies and communities with the pledge to tackle and promote the no tolerance to any form of hate crime in the borough and outline support and services that are available for those wishing to report any issues/incidents and to victims.
- The borough has continued to deliver on the Hate Incident Panel which provides a coordinated response by partners on hate incidents.

Areas for Development

Our consultation for the development of the current strategy[4] has highlighted that there are areas that we are currently working on (including all of the above) that should be maintained and there are areas that we need to develop during the 2016-2019 period.

[4] Our consultation process ran from October 2015 - February 2016 to ensure that we consulted with as many people as possible. The consultation methodology was varied to allow for different stakeholders to contribute to our Strategy. A consultation questionnaire was launched in October and individual meetings and focus groups started in November 2015. (A paper version of the questionnaire was also available). A report to accompany the consultation is available with key recommendations that fed into the development of the strategy. An executive summary of the report is available in Appendix 3.

The key areas for development included:

- innovation of services;
- increased multi-agency working to reduce resource costs and improve responses;
- renewed focus on No Recourse to Public Funds (NRPF), perpetrators and victims experiencing multiple disadvantage and prioritising prevention work with young people;
- increased awareness and intervention in regards to on line exploitation and grooming.
- Increased need to look at intervention services, continuation of the whole schools approach and working with families and communities to understand abuse across all forms and mainstreaming a safeguarding approach.

Key Challenges and how to mitigate them

What about men?

One of the key challenges in providing a VAWG approach is the belief that our work does not include men and boys. However, the aim behind providing a VAWG approach is the recognition that 97% of victims of interpersonal violence in Tower Hamlets are female. Any victim of violence and abuse deserves to access support and help: the Domestic Violence and Hate Crime Team (within which VAWG sits) will support anyone presenting regardless of gender or sexuality – we recognise that men also experience domestic violence and this is explicit in all the work of the team. However, the VAWG strategy reflects that gender based violence is predominately a pattern of behaviour perpetrated by men against women. We will continue to support all victims regardless of gender and further support and services for victims of abuse can be found in the Domestic Violence action plans produced each year.

Welfare reform and austerity

Another key challenge to providing our work on VAWG is the difficulties that welfare reform coupled with austerity has on the survivors we work with and also the organisations providing specialist support services. Women are disproportionately affected by all of the reforms and victims of VAWG are further victimised through high levels of financial control. We have sought to mitigate some of the impacts through development of the partnerships, the champion programme as well as external funding meaning that our VAWG work can be developed without huge levels of additional resourcing.

Competing priorities

Given the difficulties of prioritising funding in a climate of cuts, VAWG has diminished in some areas as a priority focus. We have sought to mitigate this through close working with priority areas – for example we have developed workshops around the links between extremism and gender-based violence.

New Legislation

A new area which will provide a key challenge to our new Strategy is the introduction of coercive control legislation, which came into force in December 2015. This new criminal offence, with a renewed emphasis on protecting people from abuse, will provide a challenge to existing resources of police, the council and also our partners across the VAWG area. We are also awaiting the new Police and Crime Plan which is currently in consultation. This will also inform in regards to priorities on the broader areas of work in regards to victims of abuse across a range of services including VAWG and DV and Hate Crime.

Sustainable Funding Streams

A key area of challenge for all of the work on VAWG is the sustainability of funding. A lot of the work around VAWG is funded externally, either through different departments within Tower Hamlets or by external funders. There is a risk that once the discrete projects (including FGM, Harmful Practices Pilot, Training and Awareness Officer Post and Youth Campaign) finish that there will not be funding to continue the VAWG Strategy work. There is also a risk to projects funded and delivered externally that are subject to the same pressures and cuts to local authority funding, including the IRIS domestic violence project that works in GP surgeries.

Outline of the VAWG Strategy

To address all of the forms of VAWG experienced by women in Tower Hamlets, our Strategy takes a multi-agency approach, recognising that no one agency can support all the victims of VAWG. As outlined above, in developing this strategic approach we worked with a range of organisations to hold stakeholder discussions with female victims of VAWG and women accommodated in refuge and other provision across the borough to ensure that our proposal is survivor led and that it also meets the needs of the diverse range of victims in our borough, including BME women, women with NRPF and women who experience multiple disadvantages.

What is Violence against Women and Girls?

Violence against Women and Girls (VAWG) is both a form of discrimination and a violation of human rights. As outlined above, locally we have adopted the United Nations Declaration on Elimination of all forms of violence towards women, which defines violence against women as:

> 'Any act of gender based violence that results in or is likely to result in physical, sexual or psychological harm or suffering to women [or girls], including threats of such acts, coercion or arbitrary deprivation of liberty'
>
> **United Nations Declaration on the Elimination of Violence towards Women (1993, Article 1)**

Violence against Women and Girls includes violence that is targeted at women or girls because of their gender or affects women and girls disproportionately. Examples of the types of violence included are[5]:

[5] See Appendix 1 for definitions of the VAWG strands

- **Sexual Violence**
- **Domestic Violence**
- **Trafficking**
- **Prostitution**
- **Child Sexual Exploitation including in a gang context**
- **Female Genital Mutilation (FGM)**
- **Forced Marriage**
- **So-called 'Honour' Based Violence**
- **Dowry Related Abuse**
- **Stalking and Harassment**

We propose to maintain all ten strands but to also explicitly recognise that the internet and social media have facilitated a huge range of online and offline abuses and that this has escalated rapidly over the past three years since we published our first VAWG Plan.

Given that we have successfully bid to the DCLG for a pilot and also the commitment from respondents, it is vital to also have a real focus in the VAWG strategy on women with no recourse to public funds and a renewed focus on women who experience multiple disadvantages (homelessness, mental health, prostitution and drugs and alcohol misuse).

Cost of VAWG in Tower Hamlets

Safe Lives, formerly CAADA, estimated that it costs £20,000 in preliminary support costs during one year per victim before being discussed at Multi-Agency Risk Assessment Conference (MARAC). They estimate that for every pound spent on MARAC, six pounds of public money are saved. Their analysis shows that MARACs save £6,100 of the £20,000 cost per victim discussed.[6] **This would mean for Tower Hamlets that the MARAC saves £2,519,300 per annum based on 413 cases year.**

Trust for London and the Henry Smith Charity[7] have estimated that the total cost to Tower Hamlets of domestic abuse (the wider definition which includes most of the strands of VAWG covered within our Strategy) is £31.7 million pro-rated by population of the borough. This figure does not include the human and emotional costs, which they have estimated as £54.6 million. To break the £31.7 million figure down further, they have estimated that the costs are as follows:

Table 1: Costs of VAWG in Tower Hamlets

Service	Cost (£ million)
Physical and Mental Health care	9.5
Criminal Justice	6.9
Social Services	1.6

[6] CAADA (2010) *Saving Lives, Saving Money: MARACs and high risk domestic abuse*, London: Coordinated Action Against Domestic Abuse (CAADA)

[7] The spreadsheet, *Costs of domestic violence per local area*, uses the available estimates for the costs of Domestic Violence (Professor Sylvia Walby 2009) to calculate an estimated cost for each local authority area, based on the size of the 16-59 year old population. (This is the age range that is targeted by the Crime Survey for England and Wales, formerly British Crime Survey, from which national estimates of domestic violence prevalence are obtained). It uses the Office for National Statistics 2009 mid-year population estimates.

Housing and refuges	1.1
Civil legal services	2.1
Lost economic output	10.5

Current Prevalence

This strategy has drawn upon a wide range of data sources to establish prevalence which includes a comprehensive consultation process with partners, survivors and organisations across the borough. Despite this, it is widely acknowledged that all strands of VAWG are underreported[8] and many survivors do not come to the attention of services. This coupled with lack of awareness of professionals around individual strands, means that true prevalence data is not obtainable. However, a major part of the work of the VAWG agenda has been to boost reporting across each priority area and there has been an increase across the majority of strands since 2013.

Borough profile

Tower Hamlets is the 6th smallest London Borough and it is also the 4th most densely populated with a population of 287,100 usual residents.[9] The population is also extremely diverse with the single largest ethnic group being Bangladeshi (32%) with White British at 31%.[10]

Tower Hamlets also has one of the youngest populations in London and has the lowest median age in the country at 29 (the same as Newham) and 74.3% are aged between 16 and 64, with 48% aged 20-39 (19.9% are aged under 16).[11]

Tower Hamlets has a very mixed demography where there is a mixture of affluent and very deprived areas. Tower Hamlets has two of the richest and four of the poorest wards in London. According to the Multiple Deprivation Index (MDI)[12], Tower Hamlets is now the 24th most deprived boroughs in the country although is 3rd when ranked on the 'extent' measure. [13]

Violence against women and girls (VAWG) is a significant problem in the borough. The Violence Indicator Profiles for England (VIPER) show that Tower Hamlets has the sixth highest number of

[8] See for example: Home Office (2013) *Ending Violence Against Women and Girls,* London: Home Office; Palermo, T., Bleck, J. and Peterman, A. (2014) 'Tip of the Iceberg: Reporting and Gender Based Violence in Developing Countries', *American Journal of Epidemiology*, 179(5), pp.602-612; Allnock, D., Radford, L., Bunting, L., Price, A., Morgan-Klein, N., Ellis, J. and Stafford, A. (2012) 'In Demand: Therapeutic Services for Children and Young People who have Experienced Sexual Abuse', *Child Abuse Review*, 21, pp.318-334; Kimmel, M. (2002) '"Gender Symmetry" in Domestic Violence: A Substantive and Methodological Research Review', *Violence Against Women*, 8(11), pp.1332-1363; Dragiewicz, M. and DeKeseredy, W.S. (2012) 'Claims about women's use of non-fatal force in intimate relationships: A contextual review of Canadian research', *Violence Against Women*, XX(X), pp.1-19; Lea, S. and Lynn, N. (2012) 'Dialogic Reverberations: Police, Domestic Abuse, and the Discontinuance of Case', *Journal of Interpersonal Violence*, XX(X), pp.1-24

[9] GLA (2015) *London Borough Profiles*

[10] Tower Hamlets (2013) *Ethnicity in Tower Hamlets: Analysis of 2011 Census*

[11] *Ibid*

[12] DCLG (2015) *The English Indices of Deprivation 2015, Statistical Release*, London: Department for Communities and Local Government. Tower Hamlets has become relatively less deprived since 2010 when it was the 7th most deprived borough in the country and was ranked 3rd in both the 2004 and 2007 indices.

[13] Tower Hamlets has become relatively less deprived since 2010 when it was the 7th most deprived borough in the country and was ranked 3rd in both the 2004 and 2007 indices. 54% of all neighbourhoods in Tower Hamlets rank in the top 10% nationally and it is top in both the older people index and the young people index for the highest proportions living in an income deprived household.

recorded sexual offences in England and the third highest in London, ranking 322 out of 326.[14] In 2014/2015, Tower Hamlets had the 9th highest prevalence in London for Rape and 16th for sexual offences. This is not disaggregated by borough size or population.[15]

Tower Hamlets consistently has one of the highest rates of reported domestic abuse across London. Between November 2014 and November 2015 there were 2773 domestic crimes reported which is a 13.3% on the previous year and means that Tower Hamlets had the third highest rates of reporting in London (after Croydon and Greenwich).[16]

VAWG Profile

The demographics of Tower Hamlets means that there are relatively high levels of vulnerability within the borough's population including high numbers experiencing mental health and substance misuse issues as well as those with language support needs and disabilities (physical and learning). Women with additional vulnerabilities find it most difficult to seek help and are therefore often most at risk from abuse. We have found that coupled with No Recourse to Public Funds, women are often living for many years with abuse across the spectrum of gender-based violence. Prostitution is also still a significant issue for the borough – particularly the on-street trade. From our work on VAWG over the past 3 years, we have found that those involved in prostitution are increased risk of violence and abusive behaviour, including sexual exploitation and being sexually assaulted and yet often have housing needs. In addition to this, the ethnic profile of the borough suggests that 'culturally' specific forms of violence such as forced marriage, 'honour' based violence and female genital mutilation are key issues for the borough, although these forms of violence, despite a vast increase in reporting through our coordinated approach, are not always well reported to local agencies.

In Tower Hamlets, over the past year alone, we have had 10 cases to the domestic violence MARAC where single women with no recourse to public funds have been referred. Women who are also victims of forced marriage or trafficking for the purposes of forced marriage have been forced to flee from abusive homes but have been unable to access any adequate accommodation. Some women have been supported to return to their countries of origin but this does not mean that they are necessarily safer and this is a real safety concern for us, especially as the numbers of women identified are increasing.

Table 2: High Risk Adult victims referred to MARAC by VAWG Strand from April 2014 – March 2015

Strand	Female	Male
Domestic Violence	382	31
Sexual Violence	83	3
Forced Marriage	2	0
So-called 'honour' based violence	6	2
Stalking & Harassment	143	12

[14] Violence Indicator Profiles for England Resource (VIPER), available at: www.eviper.org.uk (last accessed 17.12.13)
[15] Metropolitan Police Crime Mapping, available at: http://maps.met.police.uk/tables.htm (last accessed 11.01.16)
[16] Metropolitan Police Crime Figures, available at: http://www.met.police.uk/crimefigures/ (last accessed 11.01.16)

Dowry Related Abuse	0	0
Female Genital Mutilation	0	N/A
Prostitution/ Sexual exploitation	0	0
Trafficking	0	0

Note 1: The figures for domestic violence will sum to 100% as the main referral reason under the 2012 definition which includes all strands except Prostitution/Sexual Exploitation, Dowry related abuse (explicitly) and Trafficking.

Note 2: The figures for all strands apart from domestic violence have been monitored individually from June 2014 and were not previously disaggregated.

Note 3: Despite high numbers of cases to MARAC, this is not representative of the full numbers of victims of VAWG in Tower Hamlets due to underreporting or no recognition of abuse.

Note 4: No victim was referred explicitly on the basis of prostitution or exploitation. Although some victims had been sexually exploited, they were referred on the basis of domestic abuse.

LGBT

Research suggests that there are similar levels in LGBT relationships as in heterosexual relationships: here it is clear both men and women can be victims and perpetrators.[17] In 2014/2015, there were 9 gay men, 2 bisexual women and 1 transgender man referred to the Domestic Violence MARAC.[18]

Disability

Research has consistently found that disabled women are twice as likely to experience domestic violence as non-disabled women are.[19] The same research has shown that disabled men are also more at risk, although at a rate of about 1.5 times non-disabled men. In 2014/2015 there were 23 disabled victims (20 female and 3 male victims) referred to the domestic violence MARAC.

---

[17] Donovan, C., Barnes, R. and Nixon, C. (2014) *The Coral Project: Exploring Abusive Behaviours in Lesbian, Gay, Bisexual and/or Transgender Relationships*, Interim Report September 2014, available at: http://www.rapecrisisscotland.org.uk/workspace/publications/Coral-Project-Interim-Report-Sept-2014_FINAL-VERSION2.pdf (accessed 13 July 2015); Bowen, E. and Nowinski, S. N. (2012) 'Partner violence against heterosexual and gay men: Prevalence and correlates', *Aggression and Violent Behavior*, volume 17 (1), pp36-52; Goldberg, N. & Meyer, 'Sexual orientation disparities in history of intimate partner violence results from the California Health Interview Survey', *Journal of Interpersonal Violence*, 28(5), pp.1109-1118.

[18] MARAC is the Multi-agency Risk Assessment Conference, which is a bi-monthly meeting where professionals meet to discuss, and safety plan high risk cases of domestic violence.

[19] Khalifeh, H., Howard, LM., Osborn, D., Moran, P., Johnson, S. (2013) 'Violence against People with Disability in England and Wales: Findings from a National Cross-Sectional Survey', *PLoS ONE* 8(2); Chang, J., Martin, S., Moracco, K., Dulli, L., Scandlin, D., Loucks-Sorrel, M., Turner, T., Starsoneck, L., Neal Dorian, P. and Bou-Saada, I., (2003) 'Helping Women with Disabilities and Domestic Violence: Strategies, Limitations, and Challenges of Domestic Violence Programs and Services' *Journal of Women's Health*, 12(7), pp. 699-708; Hague, G., Thiara, R., Magowan, P. and Mullender, A. (2008) *Making the Links: Disabled Women and Domestic Violence*, Bristol: Women's Aid; Thiara, R., Hague, G., Bashall, R., Ellis, B. and Mullender, A. (2012) *Disabled Women and Domestic Violence: Responding to the Experience of Survivors*, London: Jessica Kingsley Publishers; Coker, A., Smith, P. and Fadden, M. (2005) 'Intimate Partner Violence and Disabilities among Women attending Family Practice Clinics', *Journal of Women's Health*, 14(9), pp.829 -838; Mays, J. (2006) 'Feminist disability theory: domestic violence against women with a disability', *Disability and Society*, 21(2), pp147-158 and Mirrlees-Black, C. (1999), *Op. Cit.*, footnote 7, pages 32-33.

Children

Each year up to 750,000 children in the UK experience domestic violence.[20] Most children who live in families where there is abuse are aware of the abuse that has been taking place and a meta-analysis of research studies estimated that in 30 -60 percent of domestic violence cases, the abusive partner was also abusing children in the family meaning that it is the most serious safeguarding issue for children.[21] Children's social care estimates that around 70-80% of all contacts to the Integrated Pathways and Support Team (IPST)/Multi-agency Safeguarding Hub (MASH) Team involve domestic abuse (using the wider definition). In 2014/2015 there were 467 children involved in the cases referred to MARAC.

Young People

The highest risk age for all forms of VAWG is those under the age of 24.[22] In 2014/2015 there were 101 victims referred to MARAC aged 24 and under which represents almost a third of all victims. 17 of those victims were aged between 16 and 18.

Unmet need

We know that there is unmet need within our borough – both from people fleeing domestic abuse but also an increase in cases of No Recourse to Public Funds and complex needs cases. In many instances, these women are being turned away from refuge provision as there is no space. Research conducted by UK Refuges Online (UKROL) has shown that in the 18 months to March 2015, 21 women with no recourse to public funds were turned away from refuge provision in Tower Hamlets. We have also noted an increase in single women needing refuge provision who are BME with complex needs and are unable to be accommodated either because of a lack of specialist support or because they have no recourse to public funds. There is also a significant proportion of women who currently reside in Tower Hamlets who need to flee but who are unable to do so due to the numbers of children they have[23] or who have no recourse to public funds and are unable to be accommodated anywhere in London.

It is difficult for us to forecast how many refuge spaces will be needed in the future but we are anticipating a large increase due to a combination of welfare reform and also an increased awareness of professionals about complex needs and wider harmful practices, especially the highest needs cases.[24] We are also working across sectors, with drugs and alcohol services, mental

---

[20] DH (2002) *Women's Mental Health : Into the Mainstream,* London: Department of Health

[21] Edleson, J (1999) 'Children Witnessing of Adult Domestic Violence', *Journal of Interpersonal Violence*, 14:4. For a detailed discussion of the impact of domestic violence on children see Hester et al (2007) op cit., Wolfe, D., Crooks, C., Lee, V., McIntyre-Smith, A., and Jaffe, P., (2003), 'The effects of children's exposure to domestic violence: a meta-analysis and critique', *Clinical Child and Family Psychology Review*, 6(3), Kitzmann, K., Gaylord, N., Holt, A. and Kenny, E., (2003), 'Child Witnesses to Domestic Violence: A Meta-Analytic Review', *Journal of Consulting and Clinical Psychology*, 71(2) and Evans, S., Davies, C. and DiLillo, D. (2008), 'Exposure to Domestic Violence: A meta-analysis of child and adolescent outcomes', *Aggression and Violence Behavior*, 13(2).

[22] See for example: Schutt, N. (2006), Domestic violence in adolescent relationships: Young people in Southwark and their experiences with unhealthy relationships, London: Safer Southwark Partnership; Sugar Magazine Poll (2005); End Violence Against Women (EVAW) (2006) UK Poll of 16-20 Year Olds. November 2006. ICM; Barter, C., McCarry, M., Berridge, D. and Evans, K. (2009) Partner exploitation and violence in teenage intimate relationships, London: NSPCC and Beckett, H. et al (2012) Research into gang-associated sexual exploitation and sexual violence: interim report, Luton: University of Bedfordshire; Berelowitz, S. et al (2012) "I thought I was the only one. The only one in the world." The Office of the Children's Commissioner's inquiry in to child sexual exploitation in gangs and groups: interim report, London: Office of the Children's Commissioner and Child Exploitation and Online Protection Centre (CEOP) (2011) Out of mind, out of sight: breaking down the barriers to child sexual exploitation: executive summary, London: CEOP.

[23] 28% of households in Tower Hamlets have 3 or more children which has an impact for victims of VAWG in being able to access refuge provision. ONS (2013) 'Family Size in 2012', Newport, *Office for National Statistics*

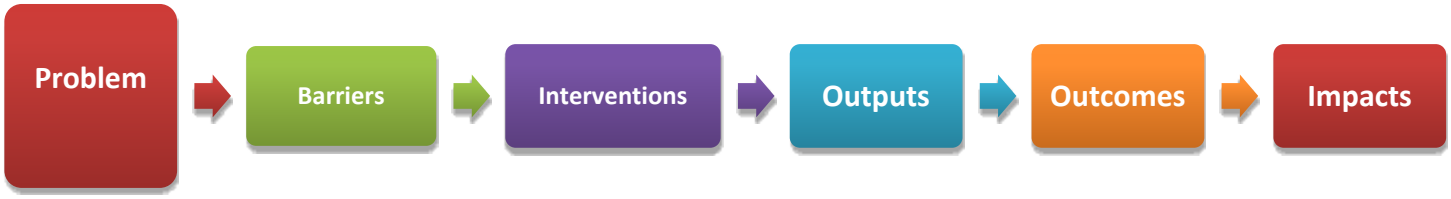
[24] There are currently 34 total bedspaces in Tower Hamlets. We have a specialist refuge for BME women and children with 4 family spaces (3 (3 for a woman and 2 children, 1 for a woman and 1 child) and 1 single room accommodating

health teams and the voluntary sector on supporting women with complex needs/multiple disadvantages who are also victims of VAWG and anticipate a large increase in need once the professionals across the borough are equipped with the knowledge about how to identify women at risk as we have seen with all awareness raising over the past 3 years. UKROL's report found that just over two-fifths (41.6%) of women (where n=208) presenting for refuge in Tower Hamlets are able to be accepted into the refuge, either due to lack of space or because of complex needs or NRPF.

19 in total. We also have provision for an additional 32 bedspaces with floating support. A further 72 women experiencing domestic abuse were accepted as homeless in the past 12 months (to October 2015).

Theory of Change

In developing our updated VAWG Strategy, we have applied a theory of change model to our current work on VAWG.[25] The model, which has been used since the late 1980s, is 'a systematic and cumulative study of the links between activities, outcomes and contexts of the initiative'[26]. The model has been used extensively in recent years by Department for International Development (DFID) to evaluate work in developing countries on VAWG[27] and the systematic review highlights both the successful outcomes of our existing VAWG work but also shows where there needs to be additional focus for our strategic approach moving forwards.



A Theory of Change (TOC) model is depicted as a linear model to be read from the bottom up (See below) but should not be interpreted as such given the complexity of VAWG. Using a linear outline enables the key milestones and concepts to be outlined which, when combined with a coordinated community response model highlights the need for better multi-agency, multi-sector working to tackle VAWG.

Stage 1: Problem

The base of the TOC model is the problem which is the overarching issue to be overcome in order to work towards a borough that is free from VAWG. In the case of Tower Hamlets, the problem is that gender-based violence violates the rights of women and girls in the borough and both constrains their choices and affects their ability to participate as equal actors in society.

Stage 2: Barriers

The next level in a TOC model is identification of key barriers. In Tower Hamlets, the key barriers to prevention, provision and protection are:

- Attitudes of members of the community that condone violence
- Need for continued and committed political will at a senior level to tackle VAWG
- Inadequate or inappropriate support for victims of VAWG
- Lack of awareness of VAWG amongst professionals that impacts on responses to victims
- Absence of prevention with younger people leads to concerning attitudes and impacts on future support needs of young women

---

[25] For information on using a theory of change for work on VAWG, please see: Fancy, K. and McAslan Fraser, E. (2014) *DFID Guidance Note on Addressing Violence Against Women and Girls (VAWG) in Education Programmes – Part A*, London: VAWG Helpdesk; Lindley, H. (2014) 'Reflections on Womankind Worldwide's experiences of tackling common challenges in monitoring and evaluating women's rights programming', *Gender and Development*, 22(2), pp. 271-289; Gains, F. and Lowndes, V. (2014) 'How is Institutional Formation Gendered, and Does it Make a Difference? A New Conceptual Framework and a Case Study of Police and Crime Commissioners in England and Wales', *Politics and Gender*, 10(4), pp.524-548

[26] Connell, J.P. and Kubisch, A. C. (1998) 'Applying a Theory of Change Approach to the Evaluation of Comprehensive Community Initiatives: Progress, Prospects, and Problems' in Fulbright- Anderson K, Kubisch A.C. and Connell J.P., (eds). *New approaches to evaluating community initiatives: theory, measurement, and analysis*. Washington, DC: Aspen Institute

[27] Our Theory of Change model is based on Lockett, K. and Bishop, K. (2012) *A Theory of Change for Tackling Violence against Women and Girls*, Violence Against Women and Girls: CHASE Guidance Note Series: Guidance Note 1, London: DFID

Stage 3: Interventions

Appropriate interventions address the key barriers and support the creation of an environment that facilitates work on VAWG and work with the whole community to tackle VAWG. The key interventions are outlined in the Coordinated Community Response which highlights our 6 strategic objectives designed to provide a long term solution to gender-based violence.

Stage 4: Outputs

Each intervention leads to a range outputs and each area is cross-cutting – for example, good quality prevention work can lead to better perpetrator accountability. Outputs are in essence the extremely short term outcomes of the interventions but which contribute towards an overall systems change. Examples of this include: Training 100 VAWG Champions who then deliver messages to 15 staff members each at a team meeting extending the reach to 1500 professionals in the borough.

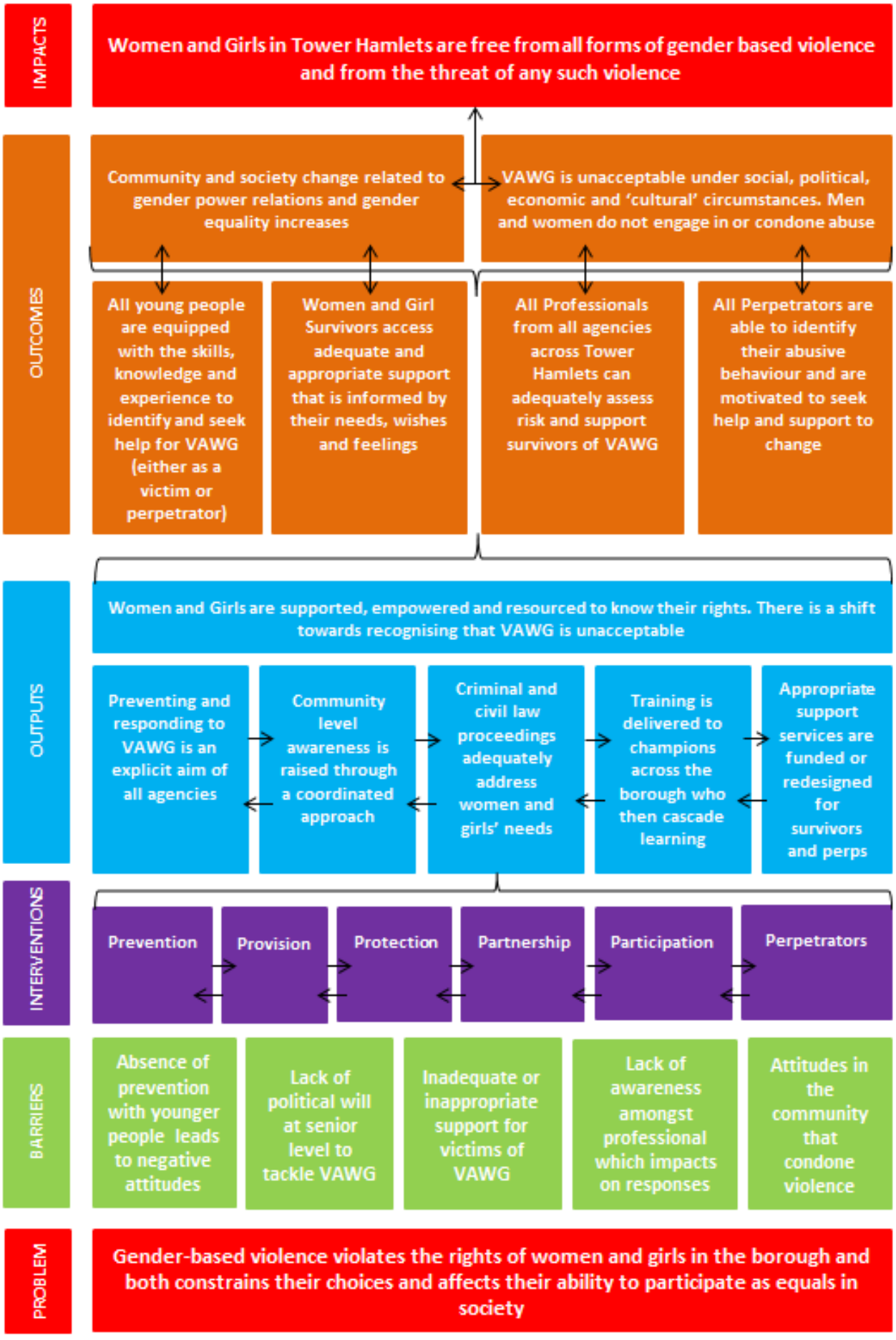
Stage 5: Outcomes

Given the linear depiction of the model – the outputs should lead to fulfilment of outcomes in a successful VAWG programme. Outcomes can be seen as the medium term successes the programme – a highlight of the areas that are recorded and monitored within our action plans and performance matrix (See Governance section, page 29)

Stage 6: Impacts

The key impact, the top of the TOC model or the area of change essentially tries to ensure that the problem established in Stage 1 has been addressed and eradicated. For a Tower Hamlets model that would be the achievement of our strategic vision for the borough where all women and girls are free from all forms of gender-based violence and from any threat of such violence.

Figure 1: VAWG Theory of Change Model



Strategic Approach

Evaluation of our current work and the findings of the VAWG consultation process to date has shown that we should continue to work towards a Coordinated Community Response (CCR) (See Appendix 2)[28] as we have been doing since 2013. A CCR approach to VAWG ensures that all relevant organisations effectively respond to these issues both within their own agencies and in collaboration with other partners to prevent harm, reduce risk and increase immediate and long-term safety for people across the borough. The approach recognises the cross-cutting nature of VAWG whereby it links to and impacts on a range of areas including: homelessness, drugs and alcohol misuse, child abuse, unemployment, crime and health. We recognise that VAWG impacts on all services across Tower Hamlets including community safety, housing, police, children and adult services, health, probation, criminal justice, civil courts, school, voluntary and community organisations and want to ensure that our approach is multi-agency and multi-faceted to tackle all areas.

We propose to use a 6P approach to develop the strategic priorities, ensuring that the learning from our work to date, as well as the theory of change model and CCR, are incorporated:

- **Strategic Priority 1: Prevention and Early Intervention**
- **Strategic Priority 2: Provision of Appropriate Support to Survivors**
- **Strategic Priority 3: Protection from Abuse**
- **Strategic Priority 4: Partnership working across Statutory and Voluntary Agencies**
- **Strategic Priority 5: Participation of victim/survivors to inform services**
- **Strategic Priority 6: Perpetrator Accountability**

[28] The CCR diagram has been adapted from Kelly, L. and Coy, M. (2012) *Action Plan for Addressing Violence Against Women and Girls in Thurrock*, London: CWASU, London Metropolitan University.

Strategic Priority 1: Prevention and Early Intervention

There is a growing recognition throughout research into prevention[29] that experiencing violence in their home lives or their own relationships can have a significant impact on young people's ability to participate fully in school life and achieve academically[30]. Furthermore, children and young people are the next generation of potential victims and perpetrators of domestic abuse and wider forms of VAWG.

The current safeguarding legislation, policies, procedures and guidelines tend to be reactive, rather than proactive, yet by working with children and young people now; we can prevent VAWG in the future.

Based on recognition of the key importance of early intervention and prevention work with young people and the population profile of Tower Hamlets, whereby a fifth of the population is aged 16 and under as well as recognising the high levels of violence against young people in the borough coupled with the unhealthy attitudes that cause it, we have developed our young people programme to tackle VAWG.

However, working with schools and other youth settings is just one element of prevention. There is a need to embed longer term messages across the whole community through an integrated approach. The goal is to challenge attitudes that condone and underpin VAWG across the whole borough through a coordinated approach with all agencies.

Objective(s)

- All young people are aware of services available for support in the borough including specialist VAWG services for young people
- All young people are provided with an opportunity to become youth champions to provide peer support
- All young people received key messages about gender equality, human rights and respectful relationships
- Residents across the borough are provided with the opportunity to engagement with awareness raising sessions on VAWG
- Young people who have experienced or perpetrated abuse feel confident and supported to disclose and get support
- Young people understand what abuse looks like within the family, including harmful practices, and where to get support for disclosures
- Highlight the role that faith leaders, community champions and councillors can play in prevention and early intervention

[29] See for example: Phipps, A. and Smith, G. (2012) 'Violence Against Women Students in the UK: Time to take action', *Gender and Education*, 24(4) pp.357-373; De Koker, P., Mathews, C., Zuch, M., Bastien, S. and Mason-Jones, A. (2014) 'A Systemic Review of Interventions for Preventing Adolescent Intimate Partner Violence', *Journal of Adolescent Health,* 54(1) pp.3-13; Banos-Smith, M. (2011) *A Different World is Possible: Promising Practices to Prevent Violence Against Women and Girls*, London: EVAW and Stein, N. (undated) *Gender Violence in Elementary and Secondary Schools*, available at: www.musc.edu/vaw/prevention/research/nan_stein.html (last accessed 16.04.14)

[30] Prevention work is also vital when working in other youth settings including: youth clubs; short-stay schools (formerly pupil referral units) and youth offending teams.

Actions

- Continued development of the 'whole school' approach programme (See Appendix 5) including work with parents
- Promoting and developing the 'youth campaign' and evaluation of prevention launch
- Work with the healthy lives team to ensure VAWG is embedded within health
- Promoting specialist support services that provide therapeutic, emotional and psychological support to young people across the borough in mainstream education and other youth provision
- Additional development of the youth champion programme to ensure access to peer support
- Creation of a network of community champions to support local communities
- Development of a public awareness raising communications plan that supports key dates on an annual basis – '16 Days of Action', Zero tolerance to FGM, CSE Awareness Day etc.
- Distribution of the youth VAWG leaflet to all youth settings in the borough
- Continued community engagement with BME organisations and communities, especially around 'harmful practices'.

So to address that issue, I mean you can't get them one-on-one. Some boys don't have their parents to look up to when it comes to talking about sexual matters. So when you talk about having 'the talk' I mean, none of us had 'the talk' because we come from a certain background or certain family where that kind of stuff is not usually talked about. And a lot of the boys come from similar backgrounds. I mean the majority do. I don't know if that's changing or not. From what I can tell I don't think it is. Now if no one's addressing these issues, regardless of it being a success or failure, now the boys go out when they do need to find such information. They'll be listening to such music and they'll be watching certain movies and so on and so forth and then all their information will come from that, and that's not good.

[Consultation with Bow Boys' School]

Education is the way forward for everything, whether it's to address racism or sexism. Education is the key; you have to root it into their minds when they're young. So they grow up to believe it's the right way rather than them being feeded [sic] the opposite information from a young age.

[Consultation with Bow Boys' School]

Strategic Priority 2: Provision of Appropriate Support to Survivors

Research has shown that specialist and non-specialist, formal and non-formal support can improve health and safety outcomes and are vital to help survivors rebuild their lives. What is highlighted is the need for individualised, appropriate support that is developed with the survivor and meets their needs.[31] (See Appendix 6 for Person Centred Approach diagram)

The key for provision is to help women and girls to continue with their lives through effective provision of services - specialist services and support, emergency and acute services and universal services.

Objective(s)

- Provide empathetic specialist and non-specialist support services for all victims of VAWG in Tower Hamlets
- Services in Tower Hamlets promote empowerment for survivors to move on from the abuse they have suffered
- Services in Tower Hamlets provide individualised support packages
- Ensure equal and fair access to services for all survivors regardless of age, sexuality, disability, ethnicity, religion or sexuality
- Ensure services are equipped with the skills, knowledge and experience to support the most vulnerable victims, including older women, those with disabilities, those experiencing multiple disadvantages and those with No Recourse to Public Funds (NRPF)
- Ensure services can respond effectively and appropriately to LGBT victims of VAWG
- Maintain and develop provision of services through internal and external funding
- All agencies are aware of the importance of respecting and advocating the views and opinions of the service user (where appropriate).
- VAWG survivors are supported to make informed choices about the VAWG services they receive and feel that their needs are fully recognised.
- Increasing the extent to which victims of violence feel well supported by agencies, including measuring key outcomes
- Increase victim satisfaction at court

Actions

- Continued provision of specialist services across all areas
- Publicising and promoting additional pan-London or cross-borough provision of services
- Improved communication and accessible information about services to victims through champions' programmes
- Creation of safe spaces for survivors to disclose, working with key locations across the borough
- Continue to support and promote the Domestic Violence IRIS model[32]

[31] See for example: Evans, M. and Feder, G. (2015) 'Help-seeking amongst women survivors of domestic violence: a qualitative study of pathways towards formal and informal support', *Health Outcomes*; Jenson, R., Peterson-Beese, J., Fleming, L., Blumel, A. and Day, A. (2015) 'Accessibility and Responsiveness Review Tool: Community Agency Capacity to respond to survivors with disabilities', *Faith and Community Health*, 38(3), pp. 206-215 and Rehman, Y., Kelly, L. and Siqqiqui, H.(eds) (2013) *Moving in the Shadows: Violence in the lives of minority women and children*, Surrey: Ashgate.

[32] IRIS or Identification and Referral to Improve Safety is a training and support programme targeted at primary care clinicians (primarily GPs) and administrative staff to improve referral to specialist domestic violence agencies and record identification of women experiencing abuse. In Tower Hamlets, IRIS is funded by Public Health and the CCG to work with all GP practices across the borough and is commissioned to Victim Support.

- Continue to support and promote the East London Rape Crisis Service
- Publicising and promoting redeveloped referral pathways and training through established awareness raising programmes
- Continued development of the 'One Stop Shop' providing wrap-around support for VAWG survivors by a number of key agencies to enable multiple needs met to be met under one roof.
- Continued provision of a multi-agency training programme which covers all strands of VAWG
- Improved responses for older women working in conjunction with adult services
- Work with partners to ensure all VAWG multi-agency guidelines are embedded into each service area
- Improving responses for child to parent violence and elder abuse including learning and recommendations from DHRs and Serious Case Reviews.
- Review and development of the VAWG Champions programme to ensure that there is representation from each agency working explicitly or implicitly on VAWG across the borough
- Ensuring information about help seeking and support is provided in locations across the borough, including at Third Party Reporting Centres.

"Provision of appropriate services leads to or creates access to the other priorities"

"As someone who has needed specialist services in the past, it's really important that the services are maintained. Every day you hear about services closing or the numbers of people who are turned away. I think even during austerity we need to keep the provision of services at the same or even higher level"

Strategic Priority 3: Protection from Abuse

A strategic approach to protection must cover all aspects of protection – that is protection must be available across all strands of VAWG and be accessible to all victims.[33] Protection covers both short term and long term protection: immediate safety as well as prevention and early intervention to stop abuse before it starts as well as longer term safety. As Coy *et al* have stated 'Protection is not just about immediate safety but also a deeper sense of safety and human security.'[34]

Provision of appropriate high quality support through specialist support services is a key route to protection as they are adept in providing crisis intervention (short term protection) and also longer term emotional and practical support to enable survivors to remain safe.

As MOPAC has highlighted, Domestic Homicide Review research has shown that often victims are not known to statutory services but neighbours and other services may have some awareness.[35] Research conducted by ROTA into girls affected by violence has also highlighted the difficulty in disclosing to statutory services and that often young people in particular fear that professionals are not adequately equipped to deal with disclosures.[36] Additionally, research into disclosure of VAWG over the past ten years has shown that often victims will disclose to friends, family and community members rather than to services.[37] Taking this all together further emphasises the need to protect victims through engagement across the community.

Objective(s)

- Survivors feel confident in reporting VAWG and taking police action against perpetrators (where appropriate)
- Embed multi-agency and VAWG work into each team's training including police, children's social care, housing, adults' social care and health
- Ensure all agencies are aware of their role in protecting survivors of VAWG
- Empower the community to protect their friends and family members
- Faith based organisations are engaged and supported to support victims of VAWG
- Embed VAWG awareness into all safeguarding training

---

[33] See for example: Garcia-Moreno, C., Hegarty, K., Lucas D'Oliveira, A., Koziol-Maclain, J., Colombini, M. and Feder, G. (2014) 'The health-systems response to Violence against Women', *Violence Against Women and Girls Briefing Paper 2*, November 21st 2014; Patterson, D. and Tringall, B. (2014) 'Understanding how advocates can affect sexual assault victim engagement in the criminal justice process', *Journal of Interpersonal Violence*, 30(12) pp. 1987-1997; McGarry, J., Simpson, C. and Hinsliff-Smith, K. (2012) 'Safeguarding and Domestic Abuse: An Intersection for Future Policy and Practice Development', *Journal of Care Services Management*, 6(4) pp156-160 and Jewkes, R. (2014) *What works to prevent violence against women and girls: Evidence review of the effectiveness of response mechanisms in preventing violence against women and girls*, Annex H., London: DFID

[34] Coy, M., Lovett, J. and Kelly, L. (2008) *Realising Rights, Fulfilling Obligations: A Template for an Integrated Strategy on Violence Against Women for the UK*, London: End Violence Against Women (EVAW) Coalition

[35] MOPAC (2013) *Mayoral Strategy on Violence Against Women and* Girls, London: Mayor's Office for Policing and Crime, p.21

[36] Firmin, C. (2010) *Female Voice in Violence Project: A Study into the Impact of Serious Youth and Gang Violence on women and girls*, London: Race on the Agenda (ROTA) and Firmin, C., (2011) *'This is it. This is my life…': Female Voice in Violence Final Report*, London: ROTA

[37] See for example: Hagemann-White, C. and Bohn, S. (2007) *Protecting Women Against Violence: Analytical Study on the Effective Implementation of Recommendation on the Protection of Women Against Violence in Council of Europe Member States*, Strasbourg: Council of Europe and Kelly, L. (2005) 'Inside outsiders: Mainstreaming violence against women into human rights discourse and practice' *International Feminist Journal of Politics*, 7(4)

Actions

- Development of services for victims that are appropriate to needs and level of risk
- Partnership working with police to implement measures including DVPOs, DVPNs and measures to tackle FGM, Forced Marriage and Harmful practices
- Work closely with the SDVC and family courts to improve survivor access to justice
- Development of Third Party reporting centres to support disclosures from victims unable to access specialist services
- Continued development of MARAC to support wider forms of VAWG
- Continued provision of IDVAs and Violent Crime Caseworkers
- Continued provision of the Sanctuary scheme to ensure victims can be protected to remain in their own homes safely
- Development of 'Safe havens' for victims to be protected on a short term basis
- Continued development of the community and professional VAWG Champions programme to ensure that victims can feel empowered to disclose abuse
- Ensure that safeguarding procedures include all VAWG referral pathways and procedures, ensuring professionals and victims are aware about how to access support to signposting.

Strategic Priority 4: Partnership working across Statutory and Voluntary Agencies

The benefits and potential pitfalls of multi-agency working to tackle VAWG have long been recognised with the overarching conclusion that despite differences in working practices, a coordinated approach works best for survivors.[38]

Working in partnership is key to delivering effective VAWG work in Tower Hamlets. No one agency can be responsible for our vision of ending gender based violence. Work in partnership will ensure that we can obtain the best possible outcomes for victims in Tower Hamlets including agreeing and achieving consistent services.

Objective(s)

- Improve and increase joint working to ensure more work with less funding
- Strengthen relationships between services
- Ensure VAWG outcomes embedded into other service areas and organisations
- Strengthen relationships between specialist VAWG services and children's and adults' social care to prevent VAWG in the future and support families
- Recommendation and support for agencies commissioning VAWG services to ensure a consistent response across the borough
- Develop improved data monitoring across services to accurately record VAWG outcomes
- All professionals understand safeguarding and referral mechanisms for all strands of VAWG and can identify risk and need
- Ensuring senior level buy-in and commitment from across statutory and voluntary organisations in the borough to embed work on VAWG
- Ensuring survivors of VAWG are viewed as key partners in all approaches

Actions

- Improve referral pathways across services in the borough ensuring that all professionals are aware of risk and referral mechanisms in Tower Hamlets
- Continued development of multi-agency training programmes available to all professionals in the borough
- Work with partners to embed local, national and international campaigns
- Continued development of the VAWG champions programme to cascade information and training
- Development of a 'Train the trainers' programme for VAWG Champions, including guidance on legislation and policy
- Incorporate any learning from Domestic Homicide Reviews (DHRs) and Serious Case Reviews (SCRs) to increase best practice working across agencies
- Development of Good Practice Guidelines for professionals on dealing with VAWG
- Continued partnership and engagement with schools to embed work on VAWG across the 'whole school'
- Coordinate approaches across different service areas related to VAWG – for example the linkages between grooming for sexual exploitation and extremism under PREVENT

[38] Robinson, A. (2006) 'Reducing Repeat Victimization Among High-Risk Victims of Domestic Violence: The Benefits of a Coordinated Community Response in Cardiff, Wales' *Violence Against Women*, 12(8), pp.761-788; Wills, A. with Jacobs, N., Montique, B. and Croom, L. (2011) *Standing Together Against Domestic Violence: A Guide to Effective Domestic Violence Partnerships*, London: Standing Together

- Review membership of multi-agency forums including DV forum, MASE etc. to ensure adequate and active participation and representation from all agencies
- Update the Domestic Violence directory to ensure that all VAWG services are included

"If there's more focus on partnership working, agencies can provide support and information to victims and collectively work together to provide skills to prevent violence and protect victims"

"The key for me is multi-agency working and skilling up all professionals to address VAWG. I feel like there could also be work done on spaces where people are likely to disclose - friends and family, medical context. While the focus on police and reporting is important this does not reflect how survivors access help"

Strategic Priority 5: Participation of victim/survivors to inform services

The involvement of…survivors is clearly a difficult and sensitive issue, however, and needs to be carried out not just as a formality, but as a process which has practical effects and which leads to policy change and action.'[39] Research has shown that it is crucial to recognise that survivors' voices are fundamental to ensuring that services commissioned to work on VAWG, and indeed any approach to tackle VAWG, are successful.[40] Tower Hamlets firmly support this approach – our VAWG approach could not be successful without real input from survivors. Our approach is not just survivor-centred but also survivor-led acknowledging that they are the experts in their own empowerment and recovery from abuse.

Objective(s)

- Ensure that the voices of survivors input into all work on VAWG
- Develop an SVIP Model of Survivor engagement[41]
- Reduction in costs to services of providing inappropriate services and programmes for survivors

Actions

- Development of continued feedback mechanisms to monitor VAWG outcomes
- Continued development of the Community Champions programme to allow survivors to participate in VAWG work.
- The community are made aware that Tower Hamlets is a place that does not tolerate VAWG and can support friends, family and neighbours to access services
- Development of community engagement mechanisms on VAWG through projects and programmes
- Utilise spaces for community engagement to consult residents to feel more supported to disclose
- Young survivors encouraged to get support and discuss VAWG in safe spaces
- Development of training and leaflets informed by survivors' experiences
- Work towards development of a peer support scheme for survivors including training through the community champions' programme to provide group and one-to-one support
- Review policies, procedures and services to ensure that they are open to survivors participation and input
- Survivors to partner with existing services to access schools' and parent groups
- Facilitate bi-annual survivor workshops to ensure that consultation informs policies and actions within the VAWG Strategy (See Governance Section p.29)
- Ensure that the SDVC satisfaction surveys are utilised to ensure that victims accessing court are best supported

[39] Skinner, T., Hester, M. and Malos, E. (2013) *Researching Gender Violence*, London: Routledge, p.163

[40] See for example: Kulkami, S., Bell, H. and McDaniel Rhodes, D. (2012) 'Back to Basics: Essential Qualities of Services for Survivors of Intimate Partner Violence', *Violence Against Women*, 18(1) pp. 85-101; Hague, G. and Mullendar, A. (2006) 'Who listens? The Voices of Domestic Violence Survivors in Service Provision in the UK', *Violence Against Women*, 12(6) pp. 568-587

[41] The Survivors' Voices Inclusion Project (SVIP) Model of survivor engagement is a tool to meaningfully engage women survivors of abuse and violence in the work to end violence against women developed in Canada. The goal is to improve access and quality of services for women and children transitioning to violence free lives.

Strategic Priority 6: Perpetrator Accountability

Research into effective work with perpetrators to change and reduce rates of VAWG has consistently shown that a multi-pronged approach to support works best – an approach that provides criminal justice interventions coupled with support for perpetrators to change their behaviour.[42] In the wider context of VAWG, perpetrators can be both intimate partners but also wider family members, especially in cases of 'harmful practices' where they are often carried out by wider family members and with collusion from the community. Tower Hamlets wants to move to an approach where perpetrators are held accountable by a range of interventions that decrease risks to victims and their wider family members, provide appropriate penalties, provide clear messages that abuse is not acceptable and provide specialist support to identify and change behaviour

Objective(s)

- Ensure that family mediation is not seen as a solution to 'family violence', especially in the context of so-called 'honour' based violence or forced marriage
- Improve responses to perpetrators with multi-disciplinary working in multi-agency to combine skills, knowledge and experience
- Increase in reporting of incidents to police and to other statutory services
- Increase in the percentage of successful criminal justice outcomes for survivors especially through the Specialist Domestic Violence Court (SDVC)
- Develop processes to address young perpetrators and female perpetrators
- Ensure linkages between perpetrator and family services are strengthened to ensure more effective multi-agency working around perpetrator accountability.
- Identify positive male role models to support young men around masculinity to prevent perpetrators in the future

Actions

- Perpetrators are given an opportunity to change their behaviour through a coordinated approach between services
- Focus on work with young people to challenge future perpetrators
- Development of training for all services on how to appropriately work with perpetrators and identify risk
- Work with professionals to avoid 'charm bias' of perpetrators, especially in family court and child protection proceedings
- Specialist support for perpetrators to prevent future victimisation
- Develop appropriate and considered criminal justice initiatives that place onus on perpetrators rather than victims to change behaviour
- Development of multi-agency working protocols between agencies around perpetrators who have been convicted of offences relating to VAWG, in order to keep the survivor safe
- Increase the focus on prevention through the 'whole school' approach (See Strategic Objective 1) to develop work on gender equality and address privilege

[42] See for example: Brooks, O., Burman, M., Lombard, N., McIvor, G., Stevenson-Hastings, L. and Kyle, D. with assistance from Thomazi, A., (2014) *Violence Against Women: Effective Interventions and Practices with Perpetrators – A Literature Review*, Scotland: The Secottish Centre for Crime and Justice Research, Report No. 05/2014 and Westmarland, N., Thorlby, K., Wistow, J. and Gadd, D. (2014) *Domestic violence: evidence review*, N8 Policing Research Partnership

- Deliver and/or support training for criminal justice agencies, including magistrates and district judges

"We have to prosecute offenders to show we are serious about not tolerating VAWG. The only way we are really addressing it is in the long term i.e. for future generations."

'It's vital for us to support perpetrators to change rather than just going down the criminal justice route. For me, the key element is ensuring that perpetrators of all forms of abuse are given information on their behaviour and an opportunity to change"

Implementing the VAWG Strategy

Governance of the VAWG Strategy

The VAWG Strategy 2016-2019 will fall under the governance of the VAWG Steering Group which was set-up in 2014 with senior representation from statutory, voluntary and community organisations working to tackle VAWG. The VAWG Steering Group is a subgroup of the Community Safety Partnership (CSP). Domestic abuse continues to be a separate subgroup and is responsible to the multi-agency Domestic Violence Forum. Prostitution is also a separate strand of the CSP but also falls under the auspices of the VAWG Steering Group and elements fall under the ASB subgroup. Child Sexual Exploitation continues to be the responsibility of the Local Safeguarding Children Board (LSCB). There is sideways accountability for the remainder of the VAWG strands to the Health and Wellbeing Board (HWB).

The VAWG Steering Group will:

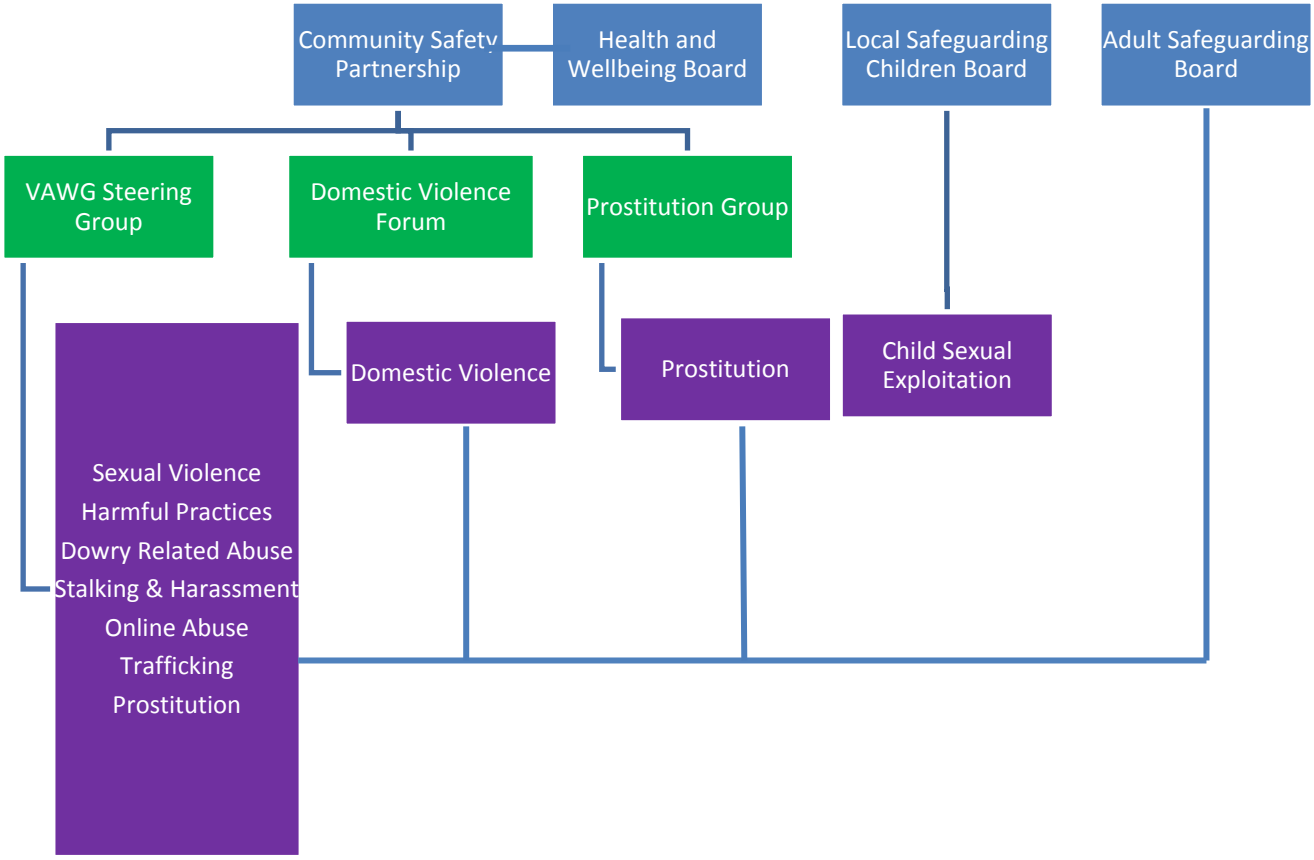
- Set and monitor the targets within the VAWG performance matrix and assess whether outcomes are being met
- Report quarterly to the CSP and provide reports on indicators for the Strategic Assessment on an annual basis
- Ensure learning from Domestic Homicide Reviews, including relevant recommendations, are incorporated into VAWG actions
- Promote multi-agency working across all sectors to ensure VAWG is included in all business areas
- Ensure survivors' voices and experiences are reflected throughout the VAWG Strategy and action plans
- Ensure any new policy, practice or legislation is fully included within the VAWG performance matrix and is embedded in all VAWG work across the borough

Objectives of the VAWG Steering Group

- Strategic oversight of VAWG Action Plans
- Reducing duplication of effort, and providing greater efficiency and consistency
- Improving accountability and ensuring quality assurance
- Better communication and transparency amongst agencies
- Improving sharing of good practice and lessons learnt
- Providing long term direction and vision for the area, including prioritisation of workstreams
- Performance management
- Identifying and resolving area wide issues
- Monitoring and reviewing voices of survivors of all forms of VAWG

The VAWG Steering Group is chaired by the Head of Community Safety and membership includes senior officers from: Police; Children's Social Care; Adults' Social Care; Public Health; Mental Health; Supporting People; Housing; Health; Youth and Community Services; Probation and Specialist VAWG organisations.

VAWG Governance Structure



Action Plans

Individual strands or combined areas (namely harmful practices which includes forced marriage, so-called 'honour' based violence and female genital mutilation) have action plans which are monitored on a regular basis. FGM also has a cross-borough Action Plan which is developed and monitored by the North East London FGM Group. There is also an overarching performance matrix which is overseen by the VAWG Steering Group, as outlined above, on a quarterly basis. Each action plan and the performance matrix are reviewed and evaluated on an annual basis.

Survivor Input

Initial evaluation of the VAWG Plan (2013-2016) and results from the consultation process highlighted the need for more explicit survivor input into the VAWG Strategy. As a result a VAWG survivor group will be established to ensure that robust consultation informs policies and action plans relating to the VAWG strands. The group will meet at least bi-annually, with the first group in April 2016.

Measuring Success

As with all strategic areas of systemic change, many of the changes in VAWG are long term outcomes. However, as can be seen from the 'Theory of Change' model, there are short term 'wins' that can have a real impact. We are currently evaluating that work of our first VAWG Plan (See page 6 for highlights) and have already seen a real shift in partnership working, training and awareness over the past three years. The coordinated community approach has meant that there has been a big increase in reporting and in cases being identified as VAWG. We view this as a positive as more victims are being supported and hopefully, in conjunction with the other strategic objectives, will mean that we will see a decrease in VAWG in the future until we reach our ultimate goal of eradicating gender-based violence in Tower Hamlets.

Outcomes

The key outcomes of the VAWG Strategy will be developed and monitored by the VAWG Steering Group as outlined above. The RAG rated performance matrix is monitored and reviewed on a quarterly basis.[43] The aim is not to duplicate the work of any one agency represented but to have a streamlined approach to measuring outcomes.

Data measurement

Again data measurement will not be the responsibility of one agency. The overarching aim of the VAWG Strategy is to improve multi-agency working and accountability and data will be measured across the partnerships by both commissioned services as part of their SLA and through other services on a voluntary basis.

Ongoing needs assessment

Ongoing needs assessment will be conducted in conjunction with the survivor group above as well as collectively through the Joint Strategic Need Assessment (JSNA) conducted by Public Health. We will also use other local, national and international evidence to assess areas that need to be re-designed or developed.

Reporting and accountability

Most of the elements of delivery will be reported to the VAWG Steering Group (the DV forum in the case of DV and the LSCB CSE Subgroup in the case of CSE) on a quarterly basis. Some outcomes will be reported to the Community Safety Partnership on a quarterly basis and to the Strategic Assessment on an annual basis. Performance and activity are also monitored on an annual basis through the Strategic Assessment which assesses the subgroup's performance against strategic priorities set by the CSP.

Overall accountability, as outlined above, will be to the Community Safety Partnership with sideways accountability to the Health and Wellbeing Board.

[43] The performance matrix is RAG rated on a quarterly basis. The version outlined in this strategy does not include the RAG rating but can be provided on request for the previous two quarters.

Appendix 1: Definitions of the VAWG Strands

Sexual Violence and Abuse
The World Health Organization (WHO) has defined sexual violence as "*any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work*."[44] It includes rape, sexual assault, sexual harassment/ bullying, sexual exploitation (coercion and exploitation in the sex industry), and trafficking.

Domestic Violence and Abuse
The cross-Government definition of domestic violence was changed in September 2012 (and was implemented in March 2013). The definition was widened to 'domestic violence and abuse' and also to include those aged 16-17 and coercive control for the first time.

The definition of domestic violence and abuse now states:

Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse:

- *psychological*
- *physical*
- *sexual*
- *financial*
- *emotional*

Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.

This definition, which is not a legal definition, includes so-called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.

So-called 'Honour' Based Violence
So-called 'honour' based violence is a term used to describe violence committed against a woman where her family or the community feels that she has not followed what they believe is acceptable behaviour and has brought dishonour or shame to the family. It is based on the belief that women are commodities and the property of male relatives and women's bodies are the repositories of the family's honour.[45]

[44] WHO (2002) *World Report on Violence and Health,* Geneva: World Health Organization, page 149
[45] For a wider discussion of so-called 'honour based violence see: for example: Brandon, J. and Hafez, S., (2008), *Crimes of the Community: Honour-Based Violence in the UK*, London: Centre for Social Cohesion; Watts, C. and

Forced marriage

'A forced marriage is where one or both people do not (or in cases of people with learning disabilities, cannot) consent to the marriage and pressure or abuse is used. It is an appalling and indefensible practice and is recognised in the UK as a form of violence against women and men, domestic/child abuse and a serious abuse of human rights.'[46]

Female genital mutilation (FGM)

Female genital mutilation (FGM) comprises "all procedures involving partial or total removal of the external female genitalia or other injury to the female genital organs for non-medical reasons."[47]

Prostitution, Trafficking and Exploitation

Women are forced, coerced or deceived to enter into prostitution and/or to keep them there. Trafficking involves the recruitment, transportation and exploitation of women and children for the purposes of prostitution and domestic servitude across international borders and within countries ('internal trafficking').

Child Sexual Exploitation

Child sexual exploitation (CSE) is a type of sexual abuse in which children are sexually exploited for money, power or status. Children or young people may be tricked into believing they're in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol. They may also be groomed online. Some children and young people are trafficked into or within the UK for the purpose of sexual exploitation. Sexual exploitation can also happen to young people in gangs.[48]

Sexual harassment and sexual bullying

Sexual harassment is usually defined as any unwanted sexual attention, requests for sexual favours or unwanted verbal or physical behaviour of a sexual nature. It can take many forms including sexually explicit remarks, flashing, obscene and threatening calls and online harassment. It can take place anywhere, including the workplace, schools, streets, public transport and social situations.

Stalking and Harassment

Although harassment is not specifically defined it can include '*repeated attempts to impose unwanted communications and contacts upon a victim in a manner that could be expected to cause distress or fear in any reasonable person.'*[49] Again, there is no strict legal definition of stalking but the Protection from Harassment Act (as amended by the Protection of Freedoms Act 2012) sets out what examples of what can constitute stalking: physical following; contacting, or attempting to contact a person by any means (this may be through friends, work colleagues, family or technology); or, other intrusions into the victim's privacy such as loitering in a particular place or watching or spying on a person.

Zimmerman, C. (2002), 'Violence against women: global scope and magnitude', *The Lancet*, 359; Welchman, L. and Hossain, S. (2005), *'Honour': Crimes, Paradigms, and Violence against Women*, London, Zed Books and Terman, R. (2010), 'To specify or single out: Should we use the term "Honor Killing"?', *Muslim World Journal of Human Rights*, 7(1)

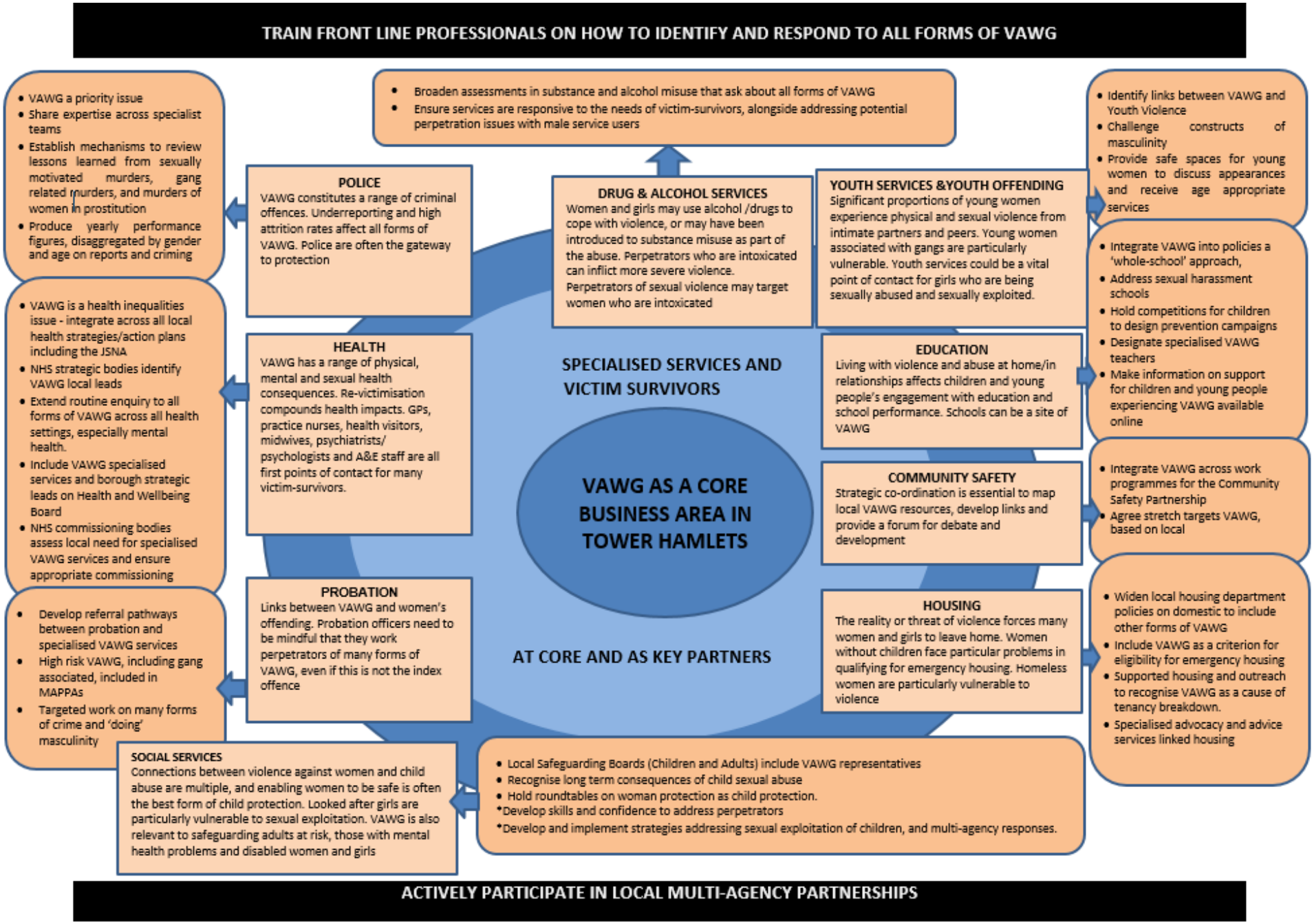
[46] FCO and Home Office (2015) 'Forced Marriage', available at: https://www.gov.uk/guidance/forced-marriage (last accessed 24.02.16)

[47] WHO, (2010), Female Genital Mutilation, World Health Organization Fact Sheet No. 241, available at: http://tinyurl.com/lvsjl (last accessed 24.02.16)

[48] NSPCC, 'Child Sexual Exploitation', available at: https://www.nspcc.org.uk/preventing-abuse/child-abuse-and-neglect/child-sexual-exploitation/what-is-child-sexual-exploitation/ (last accessed 24.02.16)

[49] CPS (2012) *Stalking and Harassment: Guidance for Prosecutors*, London: Crime Prosecution Service

Appendix 2: Coordinated Community Response to VAWG



Appendix 3: Consultation Log

We started our consultation process in October 2015 and continued until February 2016 to ensure that we could consult with as many people as possible. The consultation methodology is varied to allow for different stakeholders to contribute to our Strategy. A consultation questionnaire was launched in October and individual meetings and focus groups started in November 2015. (A paper version of the questionnaire is also available). As outlined above, a report on the consultation is available for perusal.

Table 3: Consultation Timeline

Action	Date
Launch of VAWG Consultation Questionnaire	October 2015
16 Days of Action	November 2015
Interviews with key stakeholders	November 2015 – February 2016
SMT	December 2015
DMT	February 2016
VAWG Steering Group	January 2016
DV Forum	January 2016
Community Safety Partnership	January 2016 (final presentation April 2016)

A Stakeholder analysis was conducted to ensure that the correct agencies have been consulted. Consultation with a range of key professionals from the agencies listed in Table 4 will continue until end February.

Table 4: Key Stakeholders

Stakeholder	VAWG Strand
'A' Team Arts	All
Barts Health NHS Trust (community and acute services)	All
Citizens Advice	All
City Gateway	All
Community Mental Health Teams	All
Community Safety Partnership members	All
Domestic Violence and Hate Crime Team	All
Domestic Violence Forum	All
East London Foundation Trust	All
East London Harmful Practices Steering Group	Harmful practices
East London Rape Crisis	All, especially sexual violence and 'harmful practices'
Faith Regan Foundation	All
Head Teachers	All
Hestia	All
Hostel Providers	All
LBTH Adults' Safeguarding Board	All
LBTH Adults' Social Care	All
LBTH Attendance and Welfare Service	All
LBTH Children's Centres	All

LBTH Children's Safeguarding Board	All
LBTH Children's Social Care	All
LBTH Domestic Violence Team Services –The MARAC Steering Group, the LBTH 'One Stop Shop', the Homeless Person's Unit (HPU) drop-in service and the Barkantine Medical Centre	All
LBTH Housing Department – Housing Options and Support Team (HOST) and Homeless Families Service	All
LBTH IARP (Identify, Assess, Referral Programme)	All, especially prostitution and sexual violence
LBTH Idea Stores	All
LBTH MASE Group	CSE
LBTH Parent and Family Support Service	All
LBTH Public Health	All
LBTH Supporting People	All
LBTH THEOs	All
LBTH Youth Offending Service	All
LBTH Youth Services	All
London Black Women's Project (formerly Newham Asian Women's Project)	All
London Fire Brigade	All
London Muslim Centre and Maryam Centre	All
Look Ahead	All
Mayor's Office for Policing and Crime (MOPAC)	All
Metropolitan Police	All
NIA Project	All
North East London FGM Group	FGM
NSPCC Protect and Respect	Child Sexual Exploitation and Sexual Violence
Ocean Somali Community Association	All, especially FGM
Open Doors	All, especially Prostitution and Sexual Violence
Partnership for Ending Harmful Practices (PEHP)	All, especially harmful practices
PRAXIS	All
Probation (Community Rehabilitation Company and National Probation Service)	All
Registered Social Landlords	All
Step Forward	All
The Haven	Sexual Violence
The Specialist Domestic Violence Court (SDVC)	All
Tower Hamlets Volunteer Centre	All
TV Edwards	All
VAWG Champions	All
VAWG E-Group Members	All
VAWG Steering Group members	All
Victim Support	All
Women's Health and Family Services	All, especially FGM
'A' Team Arts	All

Consultation Report: Executive Summary

Introduction

Violence against women and girls issues form part of our local partnership approach to improving safety in the borough. Tackling VAWG is a priority within the 2015 Community Plan's *A Safe and Cohesive Community* strand.[50] Currently the oversight of violence against women and girls initiatives sits within the Community Safety Partnership (CSP) with sideways accountability to the Health and Wellbeing Board (HWB). Leadership locally is provided by the Community Safety Partnership.

Tower Hamlets has had a Domestic Violence Team for over 15 years and a specific action plan for at least 10 years, aimed at tackling domestic violence against anyone who is experiencing abuse. In 2013, the borough launched an additional strategy, the Violence Against Women and Girls (VAWG) Plan, aimed at addressing the disproportionate impact of gender-based violence on female residents of the borough and linked to existing VAWG Strategies across London, nationally and internationally. This consultation report relates to the updated VAWG Strategy 2016-2019, which will be launched in late 2016.

Between October 2015 and February 2016, a comprehensive consultation process was undertaken across the borough to influence the development of the second Violence Against Women and Girls (VAWG) Plan which will be published in Spring 2016.

This report outlines the key learning from the consultation process and:

- Looks at the prevalence of various forms of violence against women and girls within the borough
- Looks at the experience of female survivors of violence and provides an overview of what we currently know about local needs
- Provides an overview of the national and regional context of work on addressing violence against women and girls
- Provides an assessment of our current approach to tackling violence against women and girls in Tower Hamlets
- Highlights proposals made during the consultation on the way forward for tackling VAWG in Tower Hamlets

The violence against women and girls consultation involved:

- Consultation with professionals and partners through our local VAWG professional networks
- An on-line consultation
- Individual interviews with key stakeholders
- A series of focus groups held with local groups of survivors, women and young people
- Presentations at meetings including the LSCB
- Feedback from boards including DV Forum, CSP and Adults and Childrens Safeguarding Boards

[50] Tower Hamlets Community Plan 2015, available at: http://www.towerhamlets.gov.uk/lgnl/community_and_living/community_plan/community_plan.aspx (last accessed 10.02.16)

Highlights from the consultation process

Awareness

Our consultation has shown that the vast majority of people consulted are aware of VAWG services in the borough. Almost 80% of respondents across all of the groups consulted have some awareness of the work and all of the individuals interviewed know about the work. This represents a large increase from the consultation held in 2013 for the first VAWG Plan.

Strands

All respondents believe that we should continue to prioritise the existing VAWG strands and are in agreement that there needs to be more work focussing on online methods used to abuse victims. The internet has increased as a facilitator of abuse since our first VAWG Plan and there is a need to recognise this.

Barriers

Barriers to disclosure differed depending on the consultation group but there was a cross-cutting barrier around people not disclosing as they did not understand what constituted abuse meaning that there is greater need to provide training and awareness to all residents and professionals in Tower Hamlets. For professionals the greatest barrier to disclosure for victims of VAWG was the increased complexity that women experiencing multiple disadvantage (mental health, complex needs, drugs and alcohol, homelessness and No Resource to Public Funds) as well as a marked fear of institution identified. For young people, the greatest barrier was a feeling of shame or embarrassment on disclosure of abuse and the feeling that professionals do not fully understand their experiences of VAWG.

Challenges

The two areas that respondents feel would have the biggest impact in the current economic climate are: prioritising prevention work and strengthening multi-agency links across all services in the borough. One of the comments includes: *The key for me is multi-agency working and skilling up all professionals to address VAWG. I feel like there could also be work done on spaces where people are likely to disclose - friends and family, medical context. While the focus on police and reporting is important this does not reflect how survivors access help.*

Current gaps in services

The main gap that has been identified is the lack of multi-agency working of some statutory and voluntary organisations in the borough. The other key areas that respondents feel is currently missing is support for women with no recourse to public funds (NRPF) (especially single women) and also women with multiple disadvantage. These are two new priority areas for development of our new strategy. For survivors it was a need to have survivor led spaces combined with a two pronged approach of crisis-support and ongoing emotional and practical support as risks reduced.

Recommendations

The recommendations across the 3 groups – survivor and community consultation, young people and professionals had cross-cutting similarities but also nuanced difference pertaining to the individual group. There was consensus to build upon the work of the previous VAWG Plan but to expand in some areas, particularly prevention and community engagement and to develop other areas, especially around NRPF and complex needs.

It is obvious from consultation as well as evaluation through Strategic Assessments that there has been a change in Tower Hamlets since 2013 in terms of identifying, recording and supporting victims of VAWG. Recording has increased across the majority of strands (it is thought that dowry-related abuse continues to be subsumed under domestic abuse figures) and responses by professionals have improved although there is still a staggering need for more training to all professionals.

Survivor and Community Recommendations

- Prevention should be a key priority within the VAWG Strategy
- A multi-agency approach to delivering services for survivors is the best approach
- Multi-pronged, individual approach is needed to best support survivors
- Perpetrators should be given support to understand the consequences of their behaviour
- Hold a public awareness campaign to help women members in the community understand that experiencing abuse is not their fault
- Delivery of training to professionals on how to support survivors of VAWG with an empathetic approach
- Peer support methods, including group sessions, should be implemented
- The community champions programme should be expanded

Young people's Recommendations

- Focus on providing young people with information about all of the strands of VAWG and where they can get help and support
- Develop the work in schools to ensure that all young people are getting the right messages about what is acceptable and what is not acceptable
- Development the youth champions programme, recognising that young people will often disclose to other young people
- Work with parents so that they understand the issues that young people face and can support their children
- Work with young people so that they can recognise that pornography and the media send out the wrong messages to young people about what healthy relationships look like.

Professionals' Recommendations

- Prevention should be a key priority in a climate of welfare reform and cuts. Continuation and expansion of work with young people, starting from reception is vital

- Links between competing priorities and VAWG should be made more explicitly – for example countries where FGM is emerging due to the increase in radicalisation and the increase in threat of extremism as a factor in child arrangement orders in the family courts
- Maintain the four objectives from the previous VAWG Plan but expand to highlight the need for better partnership working and participation by survivors
- Develop work across sectors, including having a renewed focus on women experiencing multiple disadvantage and work with older and disabled women
- Develop a survivors' forum which will be a peer support group for survivors of all forms of VAWG
- Commission services for young people experiencing VAWG as they often fall through gaps between children's and adult services and existing services are predominantly funded externally
- Develop links with some of the large employers in the borough to highlight the impact of VAWG on their staff
- The key barriers to disclosure are faced by women experiencing multiple disadvantage and a fear of institutions. These need to be a key focus of the VAWG Strategy
- There is broad based support for the existing strands but there needs to be a focus on the internet as a facilitator of abuse

Appendix 4: VAWG Performance Matrix 2015/2016

Performance Indicators

The indicators for each strand are outlined below. Due to the overlapping nature of the strands of VAWG, there is some necessary overlap between indicators. To this end, only individual indicators are included within each area. This can be highlighted through the examples below[51] and is highlighted throughout our VAWG work:

- The Health Service is in a unique position in that virtually every woman will use the health care system at some point. Health professionals treat injuries from physical and sexual violence, including female genital mutilation and deal with the longer term impacts on health and mental health, especially with respect to adult survivors of child sexual abuse.
- Teachers and education welfare officers are in daily contact with girls who are living with: domestic violence and/or sexual abuse; violence in their own relationships; sexual exploitation; threats of forced marriage, FGM and/or 'honour-based' violence, which may include girls and young women being missing from school.
- Social services, missing persons units, educational welfare officers, PREVENT officers and LSCBs are often all involved in support and intervention, but may not be making connections with threats or realities of violence.
- Significant proportions of referrals to Social Services involve some form of VAWG: domestic violence; child sexual abuse; adult survivors of child sexual abuse; sexual exploitation and trafficking; risk of FGM; forced marriage and so-called 'honour' based violence. In complex cases it will be the compounding disadvantage of multiple forms of VAWG.
- Substance misuse services are working with women who use drugs and alcohol as self-medication to cope with violence and abuse and with perpetrators (NOTE: alcohol does not 'cause' VAWG, most assaults take place when individuals are sober, but it is associated with heightened levels of injury).
- Police are often first responders to incidents of VAWG, and devote considerable resources to investigating sexual offences, domestic violence and sexual exploitation of women and girls.
- Escaping violence and abuse is a significant reason for leaving home. Homeless women, especially those who are young, are particularly vulnerable to violence, the impacts of which add to their support needs.
- Many women offenders have experienced some form of violence/abuse, including those in caseloads of probation services.

[51] Adapted from Kelly, L. and Coy, M. (2012) *Building Blocks: A Strategy and Action Plan for Addressing Violence Against Women and Girls in Thurrock*, London, CWASU: London Metropolitan University

Assumptions

- There is an expectation that there is a training and awareness element linked to all action plans for professionals, young people and the community. The training will be multi-agency but led by the Domestic Violence and Hate Crime Team (unless explicitly stated otherwise)

- There is an expectation that there is an increase of referrals to the multi-agency risk assessment conferences (MARACs) both the prostitution and domestic violence MARACs

- There is an expectation that, due to the expansive definition of domestic violence contained within the action plan, legal remedies (civil and criminal) for issues including: coercive and controlling behaviour, forced marriage, harmful practices, FGM and stalking and harassment are included. Therefore they are not explicitly contained within the plans below

- There is an expectation that the police will work closely with all agencies to tackle the perpetrators of all forms of VAWG.

- There is an assumption that appropriate information sharing agreements (ISAs) are in place across each strand which address data sharing and intelligence, confidentiality and client records.

- There is an assumption that where the action plans are not within the remit of the VAWG Steering Group, that the VAWG Strategy Manager will seek to influence those action plans to include the wider VAWG agenda. For example, DV Action Plan, CSE Action Plan etc.

- There is an assumption that the members of the VAWG Steering Group will seek to proactively encourage their agency to respond appropriately and holistically to all forms of VAWG.

1. Domestic Violence

Tower Hamlets consistently has one of the highest rates of reported domestic abuse across London. Between November 2014 and November 2015 there were 2773 domestic crimes reported which is a 13.3% on the previous year and means that Tower Hamlets had the third highest rates of reporting in London (after Croydon and Greenwich).[52]

Tower Hamlets has developed a coordinated response to domestic violence that includes:

- Multi-agency reporting and referral procedures
- A multi-agency risk assessment process which includes the MARAC
- The partnership campaign 'Domestic Abuse No Excuse'
- Domestic Violence One-Stop-Shop
- Specialist Domestic Violence Court
- Specialist information and advice surgeries at the Housing Options Team and at the Barkantine Medical Centre

Our partnership response to tackling domestic violence is overseen by the Tower Hamlets Domestic Violence Forum which is an umbrella body for organisations working with families experiencing domestic violence in the borough. The Forum is responsible for the annual Domestic Violence Action Plan which sets out our commitment to address four key objectives:

- Safe choices for adult victims of domestic violence
- Improving safety of children affected by domestic violence
- Holding perpetrators accountable
- Challenging social tolerance to domestic violence

[52] Metropolitan Police Crime Figures, available at: http://www.met.police.uk/crimefigures/ (last accessed 11.01.16)

Domestic Violence is not subject to the scrutiny of the VAWG Steering Group as a separate Action Plan exists under the auspices of the Domestic Violence Forum (outlined above) which meets quarterly and reports to the Community Safety Partnership. The DV Action Plan is reviewed on an annual basis. The DV Action Plan can be provided for reference purposes to this group.

	Outcome	Key Agencies	Indicator	Means of Verification
Domestic Violence	N/A	DV Forum	*See DV Action Plan*	DV Action Plan

2. Sexual Violence

Violence against women and girls (VAWG) is a significant problem in the borough. The Violence Indicator Profiles for England (VIPER) show that Tower Hamlets has the sixth highest number of recorded sexual offences in England and the third highest in London, ranking 322 out of 326.[53] In 2014/2015, Tower Hamlets had the 9th highest prevalence in London for Rape and 16th for sexual offences. This is not disaggregated by borough size or population.[54]

Table 1: Rape and Sexual Offences reported to the Police (2014-2015)

Offences	Number
All Rape offences	167
Other serious sexual offences	330

[53] Violence Indicator Profiles for England Resource (VIPER), available at: www.eviper.org.uk (last accessed 17.12.13)
[54] Metropolitan Police Crime Mapping, available at: http://maps.met.police.uk/tables.htm (last accessed 11.01.16)

Sexual Violence Performance Indicators

Outcome	Key Agencies	Indicator	Means of Verification
Victims of historical or current sexual violence are encouraged to report	Police (SC and O2)	Reported rates of sexual violence	Increased reporting of sexual violence to the police
3rd party reporting sites for sexual violence are fully operational	3rd party reporting centres	3rd party reporting sites available for reports	Increased reporting of sexual violence from 3rd party reporting sites.
Agencies across all sectors in Tower Hamlets feel equipped to provide support or make appropriate referrals to support services	LBTH DV and Hate Crime Team SV Forum Health (CCG, Public Health, ELFT, BARTS Health) Adult and Child Safeguarding Boards Housing Specialist support services Education	Increased referrals to sexual violence support services by professionals in TH Professionals across TH access sexual violence training Increased referrals to MARAC	Figures from HAVEN, ELRC and Police Training evaluation forms (including pre and post questionnaires) MARAC referral figures
Victims of sexual violence are able to access timely, appropriate support (health and psycho-sexual support)	HAVEN East London Rape Crisis (ELRC) Independent Sexual Violence Advocates (Open Doors and Respond) Victim Support Violent Crime Caseworkers	Increased referrals to sexual violence support services	Reports from the sexual violence services

Victims of sexual violence (especially in domestic abuse situations) are able to access support through GP and sexual health settings	Public Health Sexual Health Providers GP Practices IRIS implementation group	Increased referrals received by non-traditional sexual violence support	IRIS evaluation Increased referrals to MARACs
Victims of sexual violence report satisfaction and confidence in the service they receive from the police	Metropolitan Police	Increase in victim satisfaction	Victim Satisfaction surveys

Note: Sanctioned detection figures will also be included for information only, not as an outcome target.

3. Prostitution

There are no conclusive figures on the levels of sex working in Tower Hamlets. The case management service which has been tendered to Open Doors established a baseline early in 2014 in conjunction with the Vice Team. The Vice Team, which was part of the Police Partnership Taskforce Team 2 (PTF2) and now Team 3 (PTF 3), has identified approximately 70 individual women engaged in street based prostitution in Tower Hamlets.

In terms of trafficking, the National Referral Mechanism has identified 5 Tower Hamlets women who have been trafficked in 2014/2015. Of these, all 5 had been internally trafficked.

Prostitution Indicators

Outcome	Key Agencies	Indicator	Means of Verification
Development of multi-agency coordination and accountability for prostitution	Tower Hamlets Prostitution Partnership (THPP)	Tower Hamlets' Prostitution Partnership established	4 meetings per annum with continued and increasing membership from across statutory and voluntary sector

Women with 'red flag' indicators are supported to reduce their risk	Tower Hamlets Prostitution Partnership (THPP)	MARAC meetings created to support women engaged in prostitution where 'red flag' identified	Numbers of women referred to prostitution MARAC Numbers of women re-referred to prostitution MARAC
Women engaged in prostitution are offered holistic support across health, housing, education and criminal justice	Tower Hamlets Prostitution Partnership (THPP) DIP Case Management Service Vice	Increased mandatory drug testing on arrest Reduction in criminal justice involvement Case management outcomes (see separate actions)	DIP Reports Criminal Justice involvement Numbers of arrests Case management indicators
Agencies across Tower Hamlets feel supported to support women engaged in prostitution	Tower Hamlets Prostitution Partnership (THPP) LBTH DV and Hate Crime Team	Increased training to professionals across TH	Pre and Post Evaluation questionnaires
Residents are engaged in partnership work to reduce prostitution related ASB	Tower Hamlets Prostitution Partnership (THPP)THPP LBTH DV and Hate Crime Team Residents	Increased support from residents towards supporting sex workers to address ASB	Hopetown Community Meetings LIFT campaign meetings Other resident meetings, including walkabouts in 'hot spot' areas
Men who buy sex are targeted with police actions including letters deterring them from TH	Police	Decrease in demand for prosecution	Numbers of letters sent to men Police Vice returns

4. Child Sexual Exploitation (including related to groups, peers and gangs)

The Office of the Children's Commissioner's Interim Report of their Inquiry into Sexual Exploitation due to Groups and Gangs identified that across England there were 2409 confirmed victims of child sexual exploitation, and 16,500 young people at risk of the same. This included 533 cases of gang-associated child sexual exploitation[55]

Currently there is a multi-agency response to Child Sexual exploitation in Tower Hamlets. Children under 18 cannot consent to any form of commercial sexual activity and, as such, Tower Hamlets' considers any cases of individuals under the age of 18 who are engaged in commercial sexual activity as child sexual exploitation (as does legislation in England and Wales)[56]. Referrals to Children's Social Care will be immediately made. Tower Hamlets' Safeguarding Children Board Child Sexual Exploitation sub-group has developed Tower Hamlets' approach to CSE, including protocols and actions plans.

The MASE meeting (Multi-Agency Child Sexual Exploitation Meeting) is now a strategic level meeting with a practitioners' forum which is a MARAC style meeting. Protocols and Information Sharing Guidelines are available from Children's Social Care.

	Outcome	Key Agencies	Indicator	Means of Verification
Child Sexual Exploitation	N/A	LSCB CSE Sub-Group	See CSE Action Plan	CSE Action Plan

[55] OCC (2012) *I Thought I was the Only One, The Only One in the World. The Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups* London: OCC for England

[56] Tower Hamlets' consideration precedes the removal of all references to the outdated 'child prostitute' in the Serious Crime Act 2015.

5. Female Genital Mutilation

There are no accurate figures of women who have undergone or are at risk of FGM in Tower Hamlets although prevalence data based on the 2011 census has been published by City University and Equality Now. Data collection and research are one of the key tasks of the FGM multi-agency group moving forward. The East London FGM Group which is mapped to the VAWG Plan is currently working on updating the figures for FGM as they are out of date.

Tower Hamlets' is taking a partnership multi-agency approach to tackling FGM. The FGM group was set up to explore a multi-agency approach. The approach moving forward will focus on three key areas of work:

- Improving data collection and research in Tower Hamlets
- Improving safeguarding and health for women who have undergone FGM and protecting those at risk
- Highlighting the importance of prevention

Female Genital Mutilation Indicators

Outcome	Key Agencies	Indicator	Means of Verification
Realistic prevalence figures for FGM are established in TH	North East London FGM Group City University Barts Health	Prevalence figure for TH established	FGM figures
Women and Girls in the community who have undergone FGM or who are at risk are supported with health and psycho-sexual needs	Barts Health Education North East London FGM Group	Health and psycho-sexual counselling services are made available	Referral pathway and protocol established across health and education

Health services develop routine enquiry for FGM as well as training for frontline health professionals	Barts Health Education Health Children's Social Care	Increased numbers of girls and young women established through routine enquiry	Barts Health midwifery figures School nursing figures Children's Social care figures from cases referred to the FGM social worker (from August 2015)
A comprehensive training programme for professionals and young people is developed with the aim of raising awareness and working towards prevention of FGM	North East London FGM Group LBTH Domestic Violence and Hate Crime Team	Training package developed and delivered	Pre and post evaluation questionnaires

6. Harmful Traditional Practices

Tower Hamlets' has a multi-agency partnership approach to tackling So-called harmful practices (HP) including: 'honour' based violence (HBV) and forced marriage. Female Genital Mutilation should also be considered under harmful practices but there is a separate action plan which includes health so it is dealt with separately. The strands are considered together as they are all linked to cultural notions of 'honour' and are part of the harmful practices pilot Tower Hamlets is running with MOPAC.

Prevalence of 'honour' based violence reported to the Police

Prevalence	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
	7	11	12	6	6

Prevalence of forced marriage reported to the Police (2014/2015)

6 cases of Forced Marriage were reported to the police in 2014/2015

As can be identified from the figures above, the reported rates of both HBV and Forced Marriage are extremely low. It is believed that there is massive underreporting of these crimes for a variety of reasons. Although we have tried to establish the prevalence of dowry related abuse, there appear not to have been any reports to the police or to voluntary sector agencies in Tower Hamlets.

Harmful Practices Indicators

Outcome	Key Agencies	Indicator	Means of Verification
Realistic prevalence figures for HP are established in TH	HP Group DVHCT Police	Prevalence figure for TH established	HP figures

Women and Girls who have experienced or are at risk of any form of HP are provided with appropriate support	HP Group Health (Barts Health, CCG and ELFT as well as other community health)	Increased referrals to health agencies of HP	Referral pathways and protocol established across health and education Referral figures for health for HP
Joint working with faith groups and community groups is developed for all forms of HP, including FGM	Faith leaders Community leaders Health DVHCT	Faith and community leaders feel more supported to engage their faith communities on HP	Pre and post evaluation questionnaires Focus groups

7. Stalking and Harassment

According to the 2010/11 Crime Survey for England and Wales, 18% of women had been subject to stalking or harassment at some point in their lifetime.[57] Using the Home Office VAWG Ready Reckoner tool, it is estimated that in Tower Hamlets over 10,000 women will have been subjected to stalking in the past 12 months.[58] In 2014/2015 there were 155 cases to MARAC which involved some form of stalking and harassment, 143 female and 12 male.

Stalking and Harassment Indicators

Outcome	Key Agencies	Indicator	Means of Verification
Stalking and harassment are recorded as separate crimes rather than an element of domestic violence	Police LBTH DV and Hate Crime Team (through DV1 forms)	Increased numbers of individual crimes of stalking and harassment are recorded	Metropolitan police figures DV Database figures IDVA reports
Women who experience stalking and harassment are supported with housing (including sanctuary)	Housing Sanctuary	Women who have experienced S&H have accessed appropriate support	DV Database figures Sanctuary scheme figures
Women and girls who have experienced S&H are supported to develop appropriate support plans which are reviewed regularly	IDVA service Floating Support	Individual support plans are developed by appropriate support services	Women report increased support IDVA and Floating support reports
Women and girls who have experienced are supported to ask for prohibitive orders including: non-molestation orders	OSS VS	Increased use of orders	Numbers of non-molestation orders applied for

[57] Chaplin, R., Flatley, J. and Smith, K. (Eds.) (2011) Crime in England and Wales 2010/11 Findings from the British Crime Survey and police recorded crime (2nd Edition), Home Office and ONS.

[58] Home Office, *VAWG Ready Reckoner*, http://webarchive.nationalarchives.gov.uk/20100104215220/http:/crimereduction.homeoffice.gov.uk/domesticviolence/domesticviolence072.htm (last accessed 19.02.12).

Appendix 5: 'Whole School' approach to Tackling VAWG

What is a whole school approach?

Schools can create an environment which both promotes their belief and commitment that all forms of VAWG are not acceptable, and that they are willing to discuss and challenge it. A 'whole school' approach involves embedding key messages about gender equality, human rights and child protection across the whole school environment – taking both a 'top down' (institutional level) and a 'bottom up' (students taking a lead on the issues) approach to tackling VAWG. There has been recognition by researchers and practitioners that one-off lessons or assemblies, whilst extremely valuable first steps in awareness raising of the issues, have limited impact if the key messages are not supported by other initiatives and made part of the school's ethos.[59]

We want to see **schools** take a 'Whole-School Approach' to VAWG through:

Policy/Institutional Level

- Explicit inclusion of VAWG within safeguarding and bullying policies (i.e. bullying policies should include sexual bullying and harassment and child protection policies should include specific reference to female genital mutilation, child sexual exploitation and domestic abuse)
- Staff leadership of VAWG agenda
- Link to priority areas such as attainment, good behaviour, child protection, anti-bullying and social inclusion
- Explicit inclusion within Governors' role
- Curriculum review
- Ensuring students have access to specialist VAWG support services in the community

➔ Not just seen as a token notion but embedded within the school ethos

Work with Students

- Inclusion of VAWG in PSHE lessons
- Peer education training programme developed
- Young people engaged in a campaigning role on VAWG
- Group work with young women and young men
- Group work on cyber bullying and sexual bullying
- Inclusion of a VAWG sub-group of the student council

➔ Enabling young people to develop their own language and lessons

Work with Staff

- Training on VAWG awareness and response
- Development of staff resources
- Identification of a VAWG champion as point of contact for other teaching and non-teaching staff (can be child protection lead)
- VAWG addressed throughout the curriculum, including Personal Social Health and Economic (PSHE) education, Sex and Relationships Education (SRE) and Citizenship classes. This should

[59] See for example Maxwell, C., Chase, E., Warwick, I. and Aggleton, P. with Wharf, H. (2010), *Preventing Violence, Promoting Equality: A Whole School Approach*, London: Institute of Education, University of London for Womankind Worldwide and Banos Smith, M. (2011) *A Different World is Possible: Promising Practices to Prevent Violence Against Women and Girls,* London: EVAW

include teaching sexual consent, building healthy relationships and addressing all forms of VAWG including harmful practices, as well as gender stereotypes, media literacy and women's equality.

- Ensuring teachers receive ongoing training on understanding and dealing with all forms of VAWG, including handling disclosures and delivering lessons on prevention.

➔ Sensitive, responsive support for staff to equip them with the resources to make appropriate referrals and to deal effectively with child protection issues linked to wider forms of VAWG

Work with Parents

- Working with parent support workers to increase confidence
- Work with parents to identify risk factors for VAWG
- Deliver training to both parents and parent support workers
- Develop leaflets for parents to help to support them

➔ Parents engaged as a key partner to ensure young people are better supported and parents feel confident about helping their children

Aims of the schools' young people programme?

- Develop a shared understanding of domestic abuse and healthy relationships that is relevant for all young people across Tower Hamlets.
- Develop a shared definition of domestic abuse and healthy relationships that can be used across all schools in Tower Hamlets
- Develop school into a safe space where young people feel confident to disclose abuse and know where to go for appropriate support
- Provide young people with the skills to help other young people learn about the issues and help to protect themselves in the future
- Develop routes for support for young people who are at risk of, or are experiencing abuse (after safeguarding procedures have been followed).

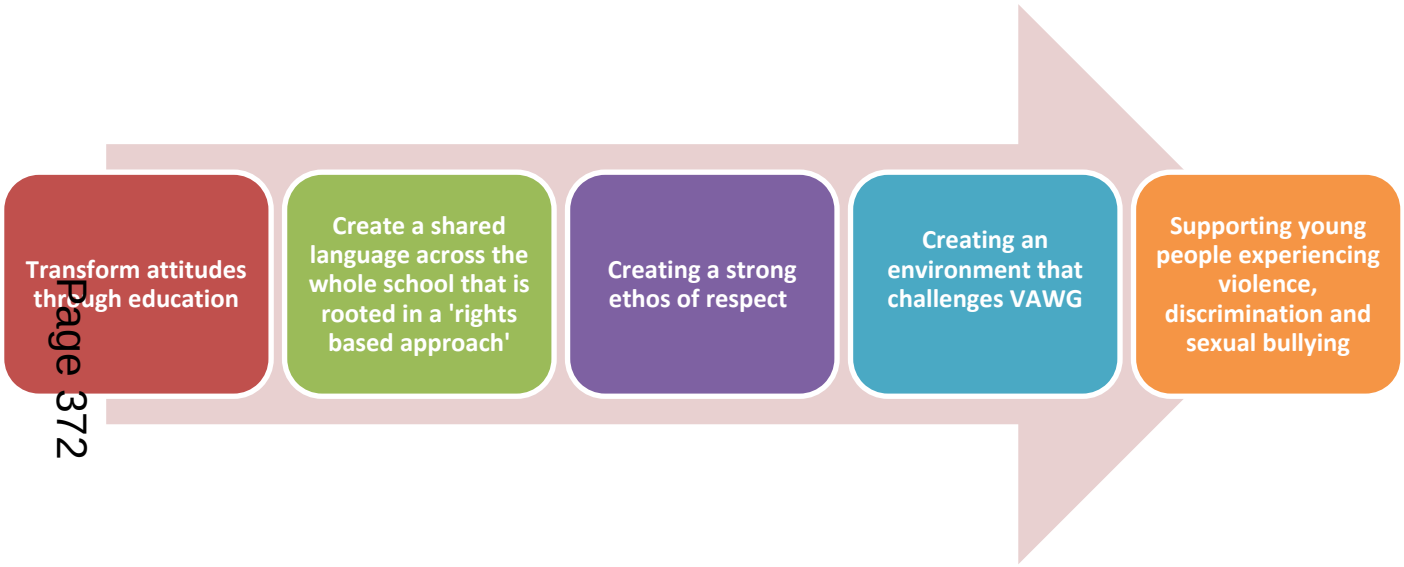
Outcomes

➔ **The key outcome of the programme is that young people feel confident about understanding what a healthy relationship is and know how to get appropriate support.**

Other outcomes include:

- Standardised approach to delivering PSHE education on VAWG in Tower Hamlets
- Staff members report increased confidence to identify and appropriately respond to VAWG
- Increase in appropriate referrals through the use of simpler, clearer referral pathways
- Young people involved in the programme will report improved emotional health and improved relationships
- Increase in education professionals involved in strategic forums
- Parents report increase confidence to identify and appropriately respond to VAWG

Figure 2: 'Whole School' Approach to Tackling VAWG



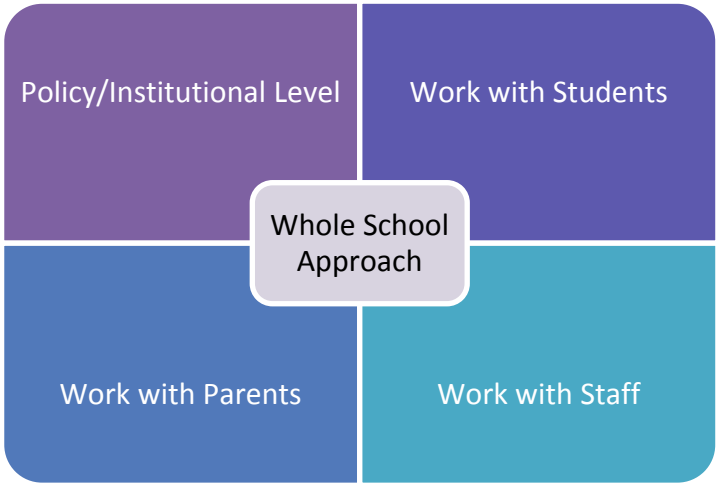
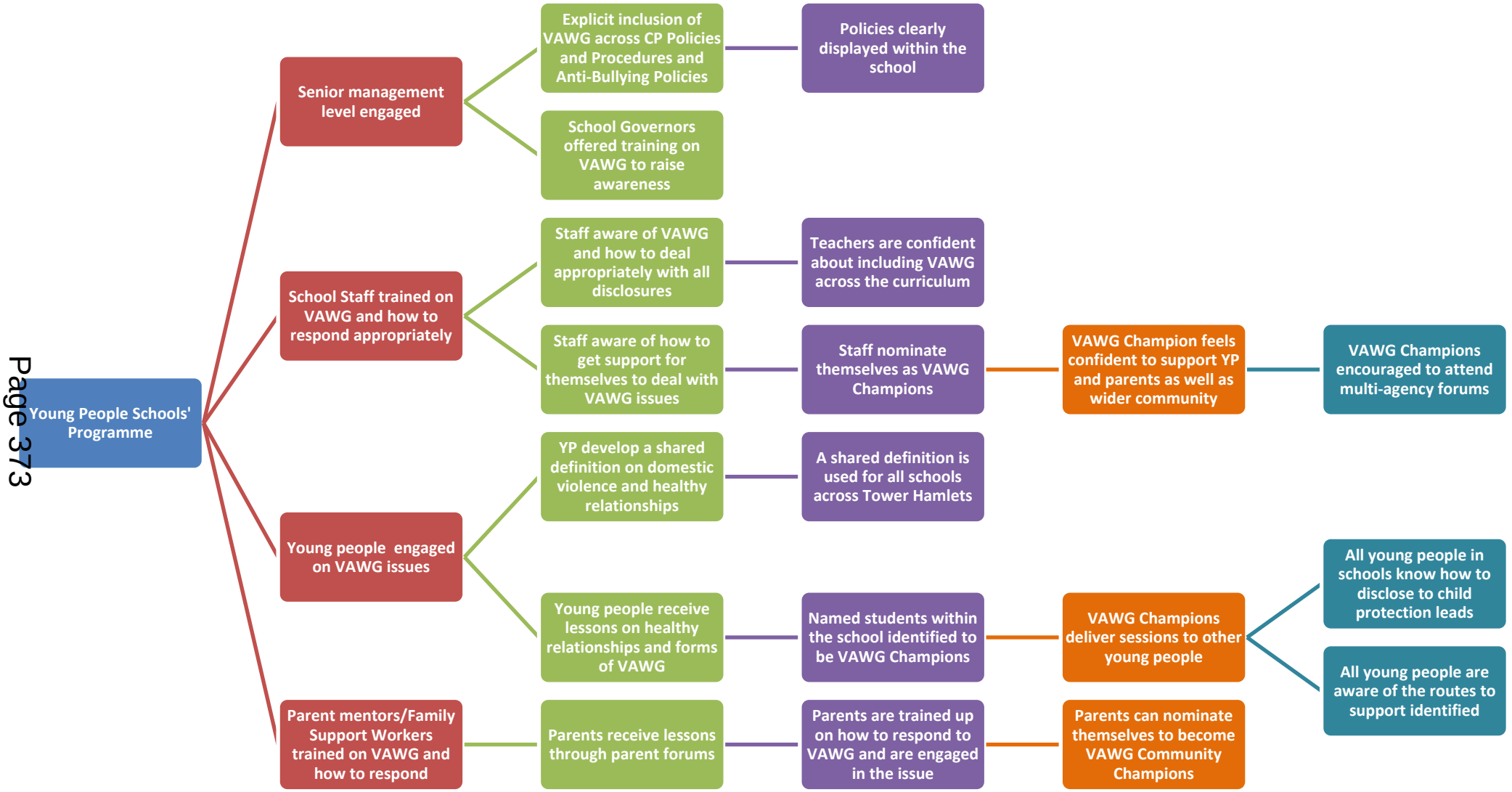
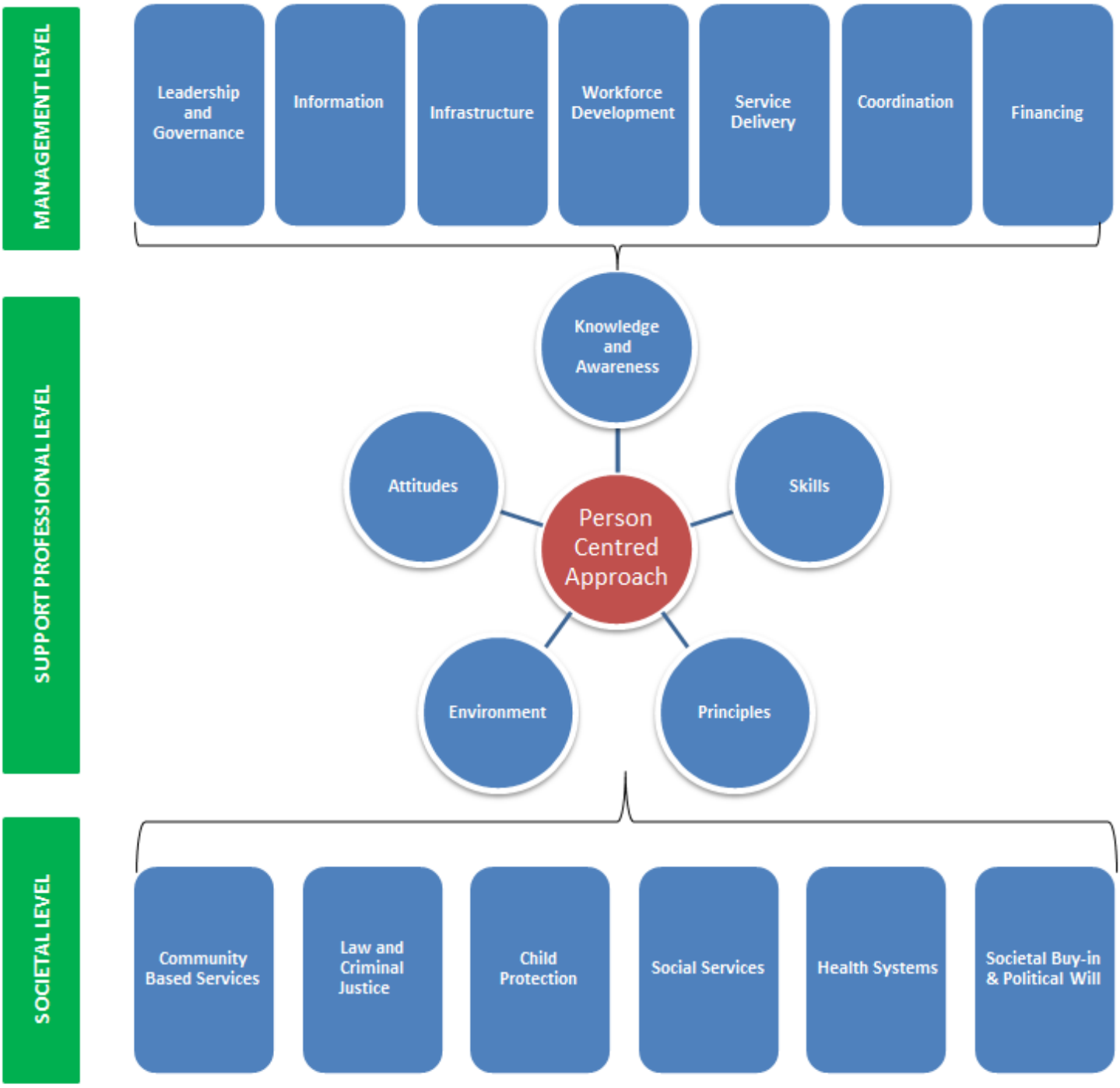


Figure 3: 'Whole School' Approach Pathway Model



Appendix 6: Person Centred Approach



Source: Adapted from 'Figure 2: Elements of the health system and health-care response necessary to address violence against women' in Garcia-Moreno *et al*, *op. cit.* footnote 30, page 4

Appendix 7: List of Acronyms

ASB	Anti-social Behaviour
BME	Black and Minority Ethnic
CAADA	Coordinated Action against Domestic Abuse (Now Safelives)
CCG	Clinical Commissioning Group
CCR	Coordinated Community Response
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
DCLG	Department for Communities and Local Government
DFID	Department for International Development
DHR	Domestic Homicide Review
DVF	Domestic Violence Forum
DVHCT	Domestic Violence and Hate Crime Team
ELFT	East London Foundation Trust
ELRC	East London Rape Crisis
FGM	Female Genital Mutilation
FM	Forced Marriage
HBV	So-called 'honour' based violence
HWB	Health and Wellbeing Board
IDVA	Independent Domestic Violence Adviser
IPST	Integrated Pathways and Support Team
JSNA	Joint Strategic Needs Assessment
LGBT	Lesbian, Gay, Bisexual and Transgender
LSCB	Local Safeguarding Children Board
MARAC	Multi-Agency Risk Assessment Conference
MASE	Multi-agency Sexual Exploitation Meeting
MASH	Multi-agency Safeguarding Hub
MDI	Multiple Deprivation Indices
MOPAC	Mayor's Office for Policing and Crime
NRPF	No Recourse to Public Funds
OSS	One Stop Shop
PSHE	Personal Social Health and Economic Education
RAG Rating	Red Amber Green Rating

SCR	Serious Case Review
SDVC	Specialist Domestic Violence Court
SRE	Sex and Relationships Education
SVIP	Survivors' Voices Inclusion Project
TOC	Theory of Change
UKROL	UK Refuges Online
UN	United Nations
VAWG	Violence Against Women and Girls
VIPER	Violence Indicator Profiles for England

This page is intentionally left blank

London Borough of
Tower Hamlets

Violence against Women and Girls

Consultation Report

2016

Contents

Executive Summary **2**

Section 1: Background

1. Introduction 6
2. Borough Profile 6
3. Tower Hamlets' Strategic Approach to tackling VAWG 7
4. National and Regional Initiatives 8
5. VAWG 9

Section 2: Impact of Violence Against Women and Girls **23**

Section 3: Survivor Consultation **26**

Section 4: Community Consultation **35**

Section 5: Stakeholder Consultation **39**

Appendix 1: Consultation Log **51**

Appendix 2: Online and Paper Consultation **53**

Appendix 3: Additional Questions asked during Interview **58**

EXECUTIVE SUMMARY

Introduction

Violence against women and girls issues form part of our local partnership approach to improving safety in the borough. Tackling VAWG is a priority within the 2015 Community Plan's *A Safe and Cohesive Community* strand.[1] Currently the oversight of violence against women and girls initiatives sits within the Community Safety Partnership (CSP) with sideways accountability to the Health and Wellbeing Board (HWB). Leadership locally is provided by the Community Safety Partnership.

Tower Hamlets has had a Domestic Violence Team for over 15 years and a specific action plan for at least 10 years, aimed at tackling domestic violence against anyone who is experiencing abuse. In 2013, the borough launched an additional strategy, the Violence Against Women and Girls (VAWG) Plan, aimed at addressing the disproportionate impact of gender-based violence on female residents of the borough and linked to existing VAWG Strategies across London, nationally and internationally. This consultation report relates to the updated VAWG Strategy 2016-2019, which will be launched in late 2016.

Between October 2015 and February 2016, a comprehensive consultation process was undertaken across the borough to influence the development of the second Violence Against Women and Girls (VAWG) Plan which will be published in Spring 2016.

This report outlines the key learning from the consultation process and:

- Looks at the prevalence of various forms of violence against women and girls within the borough
- Looks at the experience of female survivors of violence and provides an overview of what we currently know about local needs
- Provides an overview of the national and regional context of work on addressing violence against women and girls
- Provides an assessment of our current approach to tackling violence against women and girls in Tower Hamlets
- Highlights proposals made during the consultation on the way forward for tackling VAWG in Tower Hamlets

The violence against women and girls consultation involved:

- Consultation with professionals and partners through our local VAWG professional networks
- An on-line consultation
- Individual interviews with key stakeholders
- A series of focus groups held with local groups of survivors, women and young people

[1] Tower Hamlets Community Plan 2015, available at: http://www.towerhamlets.gov.uk/lgnl/community_and_living/community_plan/community_plan.aspx (last accessed 10.02.16)

Highlights from the consultation process

Awareness

Our consultation has shown that the vast majority of people consulted are aware of VAWG services in the borough. Almost 80% of respondents across all of the groups consulted have some awareness of the work and all of the individuals interviewed know about the work. This represents a large increase from the consultation held in 2013 for the first VAWG Plan.

Strands

All respondents believe that we should continue to prioritise the existing VAWG strands and are in agreement that there needs to be more work focussing on online methods used to abuse victims. The internet has increased as a facilitator of abuse since our first VAWG Plan and there is a need to recognise this.

Barriers

Barriers to disclosure differed depending on the consultation group but there was a cross-cutting barrier around people not disclosing as they did not understand what constituted abuse meaning that there is greater need to provide training and awareness to all residents and professionals in Tower Hamlets. For professionals the greatest barrier to disclosure for victims of VAWG was the increased complexity that women experiencing multiple disadvantage (mental health, complex needs, drugs and alcohol, homelessness and No Resource to Public Funds) as well as a marked fear of institution identified. For young people, the greatest barrier was a feeling of shame or embarrassment on disclosure of abuse and the feeling that professionals do not fully understand their experiences of VAWG.

Challenges

The two areas that respondents feel would have the biggest impact in the current economic climate are: prioritising prevention work and strengthening multi-agency links across all services in the borough. One of the comments includes: *The key for me is multi-agency working and skilling up all professionals to address VAWG. I feel like there could also be work done on spaces where people are likely to disclose - friends and family, medical context. While the focus on police and reporting is important this does not reflect how survivors access help.*

Current gaps in services

The main gap that has been identified is the lack of multi-agency working of some statutory and voluntary organisations in the borough. The other key areas that respondents feel is currently missing is support for women with no recourse to public funds (NRPF) (especially single women) and also women with multiple disadvantage. These are two new priority areas for development of our new strategy. For survivors it was a need to have survivor led spaces combined with a two pronged approach of crisis-support and ongoing emotional and practical support as risks reduced.

Recommendations

The recommendations across the 3 groups – survivor and community consultation, young people and professionals had cross-cutting similarities but also nuanced difference pertaining to the individual group. There was consensus to build upon the work of the previous VAWG Plan but to expand in some areas, particularly prevention and community engagement and to develop other areas, especially around NRPF and complex needs.

Although the evaluation of the first VAWG Plan is not due until autumn 2016, it is obvious that there has been a change in Tower Hamlets in terms of identifying, recording and supporting victims of VAWG. Recording has increased across the majority of strands (it is thought that dowry-related abuse continues to be subsumed under domestic abuse figures) and responses by professionals have improved although there is still a staggering need for more training to all professionals.

Survivor and Community Recommendations

- Prevention should be a key priority within the VAWG Strategy
- A multi-agency approach to delivering services for survivors is the best approach
- Multi-pronged, individual approach is needed to best support survivors
- Perpetrators should be given support to understand the consequences of their behaviour
- Hold a public awareness campaign to help women members in the community understand that experiencing abuse is not their fault
- Delivery of training to professionals on how to support survivors of VAWG with an empathetic approach
- Peer support methods, including group sessions, should be implemented
- The community champions programme should be expanded

Young people's Recommendations

- Focus on providing young people with information about all of the strands of VAWG and where they can get help and support
- Develop the work in schools to ensure that all young people are getting the right messages about what is acceptable and what is not acceptable
- Development the youth champions programme, recognising that young people will often disclose to other young people
- Work with parents so that they understand the issues that young people face and can support their children
- Work with young people so that they can recognise that pornography and the media send out the wrong messages to young people about what healthy relationships look like.

Professionals' Recommendations

- Prevention should be a key priority in a climate of welfare reform and cuts. Continuation and expansion of work with young people, starting from reception is vital
- Links between competing priorities and VAWG should be made more explicitly – for example countries where FGM is emerging due to the increase in radicalisation and the increase in threat of extremism as a factor in child arrangement orders in the family courts

- Maintain the four objectives from the previous VAWG Plan but expand to highlight the need for better partnership working and participation by survivors
- Develop work across sectors, including having a renewed focus on women experiencing multiple disadvantage and work with older and disabled women
- Develop a survivors' forum which will be a peer support group for survivors of all forms of VAWG
- Commission services for young people experiencing VAWG as they often fall through gaps between children's and adult services and existing services are predominantly funded externally
- Develop links with some of the large employers in the borough to highlight the impact of VAWG on their staff
- The key barriers to disclosure are faced by women experiencing multiple disadvantage and a fear of institutions. These need to be a key focus of the VAWG Strategy
- There is broad based support for the existing strands but there needs to be a focus on the internet as a facilitator of abuse

SECTION 1: BACKGROUND

Introduction

Between October 2015 and February 2016, a comprehensive consultation process was undertaken across the borough to influence the development of the second Violence Against Women and Girls (VAWG) Plan which will be published in Spring 2016.

This report outlines the key learning from the consultation process and:

- Looks at the prevalence of various forms of violence against women and girls within the borough
- Looks at the experience of female survivors of violence and provides an overview of what we currently know about local needs
- Provides an overview of the national and regional context of work on addressing violence against women and girls
- Provides an assessment of our current approach to tackling violence against women and girls in Tower Hamlets
- Highlights proposals made during the consultation on the way forward for tackling VAWG in Tower Hamlets

The violence against women and girls consultation involved:

- Consultation with professionals and partners through our local VAWG professional networks
- An on-line consultation
- Individual interviews with key stakeholders
- A series of focus groups held with local groups of survivors, women and young people

1. Borough Profile

Tower Hamlets is the 6th smallest London Borough and it is also the 4th most densely populated with a population of 287,100 usual residents.[2] The population is also extremely diverse with the single largest ethnic group being Bangladeshi (32%) with White British at 31%.[3]

Tower Hamlets also has one of the youngest populations in London and has the lowest median age in the country at 29 (the same as Newham) and 74.3% are aged between 16 and 64, with 48% aged 20-39 (19.9% are aged under 16).[4]

Tower Hamlets has a very mixed demography where there is a mixture of affluent and very deprived areas. Tower Hamlets has two of the richest and four of the poorest wards in London.

[2] GLA (2015) *London Borough Profiles*
[3] Tower Hamlets (2013) *Ethnicity in Tower Hamlets: Analysis of 2011 Census*
[4] *Ibid*

According to the Multiple Deprivation Index (MDI)[5], Tower Hamlets is now the 24th most deprived boroughs in the country although is 3rd when ranked on the 'extent' measure.[6]

Violence against women and girls (VAWG) is a significant problem in the borough. The Violence Indicator Profiles for England (VIPER) show that Tower Hamlets has the sixth highest number of recorded sexual offences in England and the third highest in London, ranking 322 out of 326.[7] In 2014/2015, Tower Hamlets had the 9th highest prevalence in London for Rape and 16th for sexual offences. This is not disaggregated by borough size or population.[8]

Tower Hamlets consistently has one of the highest rates of reported domestic abuse across London. Between November 2014 and November 2015 there were 2773 domestic crimes reported which is a 13.3% on the previous year and means that Tower Hamlets had the third highest rates of reporting in London (after Croydon and Greenwich).[9]

2. Tower Hamlets' Strategic approach to tackling violence against women and girls

The cross-cutting nature of the violence against women and girls agenda means that responsibility for tackling these issues cuts across a wide range of different agencies. Coordinating service provision and ensuring clear governance and accountability for this agenda is therefore a key challenge.

Violence against women and girls issues form part of our local partnership approach to improving safety in the borough. Tackling VAWG is a priority within the 2015 Community Plan's *A Safe and Cohesive Community* strand.[10] Currently the oversight of violence against women and girls initiatives sits within the Community Safety Partnership (CSP) with sideways accountability to the Health and Wellbeing Board (HWB). Leadership locally is provided by the Community Safety Partnership.

Tower Hamlets has had a Domestic Violence Team for over 15 years and a specific action plan for at least 10 years, aimed at tackling domestic violence against anyone who is experiencing abuse. In 2013, the borough launched an additional strategy, the Violence Against Women and Girls (VAWG) Plan, aimed at addressing the disproportionate impact of gender-based violence on female residents of the borough and linked to existing VAWG Strategies across London, nationally and internationally. This consultation report relates to the updated VAWG Strategy 2016-2019, which will be launched in late 2016.

---

[5] DCLG (2015) *The English Indices of Deprivation 2015, Statistical Release*, London: Department for Communities and Local Government. Tower Hamlets has become relatively less deprived since 2010 when it was the 7th most deprived borough in the country and was ranked 3rd in both the 2004 and 2007 indices.

[6] Tower Hamlets has become relatively less deprived since 2010 when it was the 7th most deprived borough in the country and was ranked 3rd in both the 2004 and 2007 indices. 54% of all neighbourhoods in Tower Hamlets rank in the top 10% nationally and it is top in both the older people index and the young people index for the highest proportions living in an income deprived household.

[7] Violence Indicator Profiles for England Resource (VIPER), available at: www.eviper.org.uk (last accessed 17.12.13)

[8] Metropolitan Police Crime Mapping, available at: http://maps.met.police.uk/tables.htm (last accessed 11.01.16)

[9] Metropolitan Police Crime Figures, available at: http://www.met.police.uk/crimefigures/ (last accessed 11.01.16)

[10] Tower Hamlets Community Plan 2015, available at: http://www.towerhamlets.gov.uk/lgnl/community_and_living/community_plan/community_plan.aspx (last accessed 10.02.16)

3. National and Regional Initiatives

National Violence against Women and Girls Strategy

The Government published its '*Call to End Violence against Women and Girls'*[11] in November 2010 which was an update of the previous government's National Violence against Women and Girls Strategy. The strategy focused on four key areas: prevention, provision, partnership working and protection. The emphasis of the coalition's statement is very much on local prioritisation of these issues and the delivery of services at a local level. '*The coalition government's ambition is to ensure that tackling violence against women and girls is treated as a priority at every level. Greater decentralisation and our vision for Big Society will give local people a stronger voice in setting local priorities, and give local areas the means through which to understand what those priorities are.*'[12] However, the government did ring-fence nearly £40 million of stable funding up to 2015 for specialist local domestic and sexual violence support services, rape crisis centres, the national domestic violence helplines and the stalking helpline. This was supplemented by additional funding to support frontline organisations to tackle female genital mutilation, and to support services focusing on male victims of sexual and domestic violence.[13] Funding from 2016 onwards is expected to be announced on or around International Women's Day (8th March) 2016, together with the new VAWG Strategy for the Conservative Government.

Although, since the original plan was published in 2010, the Government has published a number of progress reviews and action plans[14], there has not yet been an updated strategy but, as outlined above, this is due imminently.

Regional Strategic Context

In November 2013, the Mayor of London published a refreshed version of his strategy to end violence against women and girls. The Mayoral Strategy continued the five key objectives from the previous strategy, 'The *Way Forward*': [15]

1. London taking a global lead to end violence against women
2. Improving access to support
3. Addressing the health, social and economic consequences of violence
4. Protecting women at risk
5. Getting tough with perpetrators.

[11] HM Government (2010) *Call to End Violence Against Women and Girls,* London: Home Office
[12] *Ibid,* page 7
[13] Note these figures are taken from the Government's latest report, HM Government (2012) *What the Government has done to tackle Violence against Women and Girls,* London: Home Office, page 1
[14] See for example: HM Government (2015) A Call to End Violence Against Women and Calls: Progress Report 2010-2015, London: Home Office
[15] Mayor of London (2010) *The Way Forward: Taking Action to End Violence against Women and Girls*, Final Strategy 2010-2013, London: MOPAC

4. Violence against Women and Girls

Violence against Women and Girls (VAWG) is both a form of discrimination and a violation of human rights. Locally have adopted the United Nations Declaration on Elimination of Violence against Women[16], which defines violence against women as:

'Any act of gender based violence that results in or is likely to result in physical, sexual or psychological harm or suffering to women [or girls], including threats of such acts, coercion or arbitrary deprivation of liberty' (1993, Article 1)

The definition incorporates a wide range of abusive behaviours including physical, sexual, financial, emotional and psychological abuse.

Violence against Women and Girls includes violence that is targeted at women or girls because of their gender or affects women and girls disproportionately.[17] Examples of the types of violence included are:

- Sexual Violence
- Domestic Violence
- Trafficking
- Prostitution and Sex work
- Child Sexual Exploitation
- (Criminal) Gang related initiation practises against women and girls
- Female Genital Mutilation (FGM)
- Forced Marriage
- So- called 'Honour' Based Violence
- Dowry Related Abuse
- Harassment
- Stalking

Approximately 97% of all known victims of interpersonal violence in Tower Hamlets are female - a significant gender bias towards women. A Violence against Women and Girls approach sees the phenomenon of violence against women as both a cause and effect of fundamental inequalities between males and females. The Preamble to The UN Declaration on the Elimination of Violence against Women (1993) states that "*violence against women is a manifestation of historically unequal power relations between men and women, which have led to domination over and discrimination against women by men and to the prevention of the full advancement of women, and that violence against women is one of the crucial social mechanisms by which women are forced into a subordinate position compared with men.*"[18]

It is important that Violence against Women and Girls (VAWG) is not seen as a series of incidents or assaults which an individual experiences. VAWG describes violent and oppressive patterns of behaviour and practises which achieve power and control over women and girls. It impacts on the

[16] United Nations Declaration on Elimination of Violence towards Women (1993), http://www.un.org/documents/ga/res/48/a48r104.htm (last accessed 01.03.16)
[17] See for example the United Nations Convention on Elimination of Discrimination against Women (1979), available at: http://www.un.org/womenwatch/daw/cedaw/ (last accessed 08.02.13)
[18] *Op. Cit.,* footnote 16

physical safety, health and emotional well-being of individuals and impacts on families, carers, children and the community as a whole.

Abuse can take place, however, regardless of gender, ethnicity, faith, sexuality or age. Whilst we recognise that that the issues in this plan have a disproportionate effect on women, we also recognise that boys and men are victims of violence too. As a local area we remain committed to providing support for all victims of abuse and the intention of this plan is to strengthen our response to responding to abuse rather than undermining this approach.

Sexual violence and abuse

The World Health Organization (WHO) has defined sexual violence as "*any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work*."[19] It includes rape, sexual assault, sexual harassment/ bullying, sexual exploitation (coercion and exploitation in the sex industry), and trafficking.

Rape and sexual assault

The Sexual Offences Act 2003, which came into force in May 2004, strengthens the law on sexual offences and extends the definition of rape as well as clearly defining the concept of consent.[20] Rape and sexual assault affect women disproportionately, with women three times more likely to be victims of rape and sexual assault than men.[21] The 2014/2015 England and Wales Crime Survey[22] report by the Office for National Statistics (ONS) showed that there has been a 36% increase in all sexual offences for the year ending September 2015 meaning it is the highest since the figures starting being recorded in 2002. The sexual offences of rape (33,431 offences) and other sexual offences (61,178 offences) increased by 39% and 35% respectively. The increase in reporting has been attributed to a number of factors including increase in reporting of historic sexual abuse and inspections by HMIC[23] which highlighted the need to better record and investigate sexual offences. Sexual violence is identified as a high risk factor in domestic violence cases.

There is a particularly young profile to those accessing services for rape and sexual assault. For example, young women represent approximately 30% of rape victims accessing London's Haven Centres[24] and 64% of victims of multiple perpetrator rape in London are under 19 years old[25]. A 2009 study by the NSPCC and the University of Bristol which questioned 1,353 young people (aged between 13 and 17 years old) on violence in their intimate partner relationships found that 33% of

[19] WHO (2002) *World Report on Violence and Health,* Geneva: World Health Organization, page 149
[20] The definition of rape was extended to include the penetration by a penis of the vagina, anus or mouth. Sexual Offences Act (2003), available at: http://www.legislation.gov.uk/ukpga/2003/42/contents (last accessed 01.03.16)
[21] ONS (2013) *Focus on: Violence Crimes and Sexual Offences, 2011/2012*, Newport: Office for National Statistics
[22] ONS, (2016) *Crime in England and Wales: Year ending September 2015*, Newport: Office for National Statistics
[23] HMIC (2014) *Crime-Recording: Making the Victim Count*, London: Her Majesty's Inspectorate of Constabulary
[24] The Havens (2008), *Annual Statistics*
[25] Commander Simon Foy (Head of the Metropolitan Police's Homicide and Serious Crime Command Unit), cited in Daily Mail Newspaper, 5th November 2009

girls and 16% of boys had experienced some form of sexual abuse.[26] The young women and professionals working with young people we spoke to as part of the consultation were particularly concerned about sexual harassment and sexual violence issues, especially the increase in online abuse.

Attitudinally, a 2015 report[27] shows that young people (aged between 16 and 19) are most likely to believe that a person should take some responsibility for sexual assault or rape if they have were drunk (34%), taking drugs (45%) or flirting with their attacker (46%).

Research suggests that sexual offences are significantly under-reported.[28] The Crime Survey England and Wales self-completion module on inter-personal violence consistently finds that only a small number of victims of domestic and sexual violence report to the police.

Between October 2014 and September 2015, there were 323 offences of rape and serious sexual offences recorded by the police in Tower Hamlets, an increase of 29.7% on the previous year.[29] From April 2014 - March 2015 there were 83 cases to MARAC with sexual violence as an indicator and 3 cases for men.

There are currently three main models of service provision for victims of sexual violence in Tower Hamlets:

- East London Rape Crisis– offers specialist support. Their services include emotional and practical support, one-to-one counselling, group support and advocacy for women over the age of 14.
- The Havens – provide support and medical care to men, women and young people who have experienced rape or serious sexual assault in the last 12 months with the aim of minimising the subsequent physical and mental difficulties. The Havens is located in Whitechapel.
- ISVA – Independent Sexual Violence Advisor service for sex working women who have experienced sexual violence.

Domestic violence

The cross-Government definition of domestic violence was changed in September 2012 (and is due to be implemented in March 2013). The definition was widened to 'domestic violence and abuse' and also to include those 16-17 and coercive control for the first time.

The definition of domestic violence and abuse now states:

Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members

[26] Barter, C., McCarry, M., Berridge, D. and Evans, K. (2009) *Partner Exploitation and violence in teenage intimate relationships,* London: NSPCC and the University of Bristol

[27] Barrett, D. (2015) 'Drunk or flirty rape victims often 'to blame' says survey', *The Telegraph*, 12th February 2015. Barrett was speaking about the ONS (2015) *Findings from the 2013/2014 Crime Survey for England and Wales*

[28] See for example: Taylor, C. and Gassner, L. (2010) 'Stemming the flow: challenges for policing adult sexual assault with regard to attrition rates and under-reporting of sexual offences', *Policy Practice and Research: An International Journal*, 11(3)

[29] Tower Hamlets (2016) *Community Safety Partnership Strategic Assessment 2015*

regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse:

- psychological
- physical
- sexual
- financial
- emotional

Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.

This definition, which is not a legal definition, includes so-called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.

According to the 2013/2014 Crime Survey England and Wales[30] it is estimated that around 28.3% of women will experience domestic violence at some point in their lives from the age of 16 and 8.5% (4.4% of men) experienced abusive behaviour from a partner or family member within the last 12 months, equivalent to 1.4 million female victims. This would mean that in Tower Hamlets around almost 5,000 women are currently experiencing domestic violence and over 20,000 women are living with the legacy of past domestic violence.[31]

This figure is supported by official reporting rates to the police, taking into account underreporting of abuse. Tower Hamlets consistently has one of the highest rates of reported domestic abuse across London. Between November 2014 and November 2015 there were 2773 domestic crimes reported which is a 13.3% on the previous year and means that Tower Hamlets had the third highest rates of reporting in London (after Croydon and Greenwich).[32]

In 2013/14, almost half (46%) of female victims aged 16 or over had been killed by their partner, ex-partner or lover (84 offences) and 80% of all female homicide victims were acquainted with their killer. In contrast, only 7% of male victims aged 16 or over were killed by their partner, ex-partner or lover. Over a third (37%) of female murder victims were murdered with a sharp instrument and 18% strangled or asphyxiated.[33]

In December 2015 a new criminal offence of Controlling and Coercive behaviour came into force. The offence is contained within Section 76 of the Serious Crime Act 2015. This will have an impact

[30] *Op Cit.*, ONS Report

[31] Using the Home Office 'Ready Reckoner' tool it is estimated that almost 6,000 women aged 16-59 have been a victim of domestic abuse in the past year; 5,336 have been the victim of a sexual assault and 10,568 have been a victim of stalking.

[32] Metropolitan Police Crime Figures, available at: http://www.met.police.uk/crimefigures/ (last accessed 11.01.16)

[33] ONS (2015) 'Chapter 2: Violence Crime and Sexual Offences – Homicide', in Findings from the 2013/2014 Crime Survey for England and Wales, Newport, Office for National Statistics

on the number of cases that we will see through all of the domestic violence services in the borough.

Tower Hamlets has developed a coordinated response to domestic violence that includes:

- Multi-agency reporting and referral procedures
- A multi-agency risk assessment process which includes the MARAC
- The partnership campaign 'Domestic Abuse, No Excuse'
- Domestic Violence One-Stop-Shop
- Specialist Domestic Violence Court
- Specialist information and advice surgeries at the Housing Options Team and at the Barkantine Medical Centre
- Independent Domestic Violence Advisers (IDVAs)
- Specialist accommodation for those fleeing violence
- IRIS Domestic Abuse service within GP Practices
- Floating support services

Our partnership response to tackling domestic violence is overseen by the Tower Hamlets Domestic Violence Forum which is an umbrella body for organisations working with families experiencing domestic violence in the borough. The Forum is responsible for the annual Domestic Violence Action Plan which sets out our commitment to address four key objectives:

- Safe choices for adult victims of domestic violence
- Improving safety of children affected by domestic violence
- Holding perpetrators accountable
- Challenging social tolerance to domestic violence

Harmful Practices ('honour' based violence, forced marriage and female genital mutilation)

"Certain cultural norms have long been cited as causal factors for violence against women, including the beliefs associated with "harmful traditional practices" (such as female genital mutilation/cutting, child marriage and son preference), crimes committed in the name of "honour", discriminatory criminal punishments imposed under religiously based laws, and restrictions on women's rights in marriage."[34]

Again, as with many areas of VAWG, there is likely to be gross underreporting of so-called 'honour' based violence, forced marriage and female genital mutilation. A report published by Her Majesty's Inspectorate of Constabulary (HMIC) in 2015 highlighted that the police are still not adequately prepared to deal with cases of harmful practices.[35]

To address these levels of underreporting and to improve responses to survivors as well as to improve professionals' practice, Tower Hamlets has been working with the Mayor's Office for Policing and Crime (MOPAC), the Department for Education (DfE) and a number of other London boroughs on a pilot programme to address all of these strands of VAWG. The pilot combines

[34] Report of the Secretary General to the General Assembly, (2006*) In-depth study on all forms of violence against women*, Report A/61/122/Add.1, page 30

[35] HMIC (2015) *The depths of dishonour: Hidden voices and shameful crimes*, London: Her Majesty's Inspectorate of Constabulary

training with capacity building support for professionals. We anticipate that the figures will increase over the period as professionals have increased awareness of forced marriage, so-called 'honour' based violence and female genital mutilation.

So-called 'Honour' Based Violence

So-called 'honour' based violence is a term used to describe violence committed against a woman where her family or the wider community feels she has not followed what they believe is acceptable behaviour and has brought dishonour or shame to the family. It is based on the belief that women are commodities and the property of male relatives and women's bodies are the repositories of the family's honour.[36] It is not a religious based issue – it has been recorded in communities practising every major religion, including Jewish, Sikh, Christian, Hindu and Muslim communities. The underlying belief behind so-called 'honour' based violence is to maintain the control over women by the men within the family or community by denying women autonomy over their lives – including decisions such as who to marry, their sex lives or divorce and the rights guaranteed by a wide range of international human rights mechanisms.

Although it should be always viewed in the context of wider gender based violence, so called 'honour'-based violence is different from domestic violence in that it involves perpetration of violence by more than one perpetrator usually from within the family or the wider community. IKWRO[37] suggest a number of factors that separate so-called 'honour' based violence from domestic violence:

- Gender relations that problematise and control women's behaviour, shaping and controlling women's sexuality in particular
- Women may play a role policing and monitoring the behaviour of other women
- Collective decisions regarding punishment, or in upholding the action considered appropriate, for the transgression of these boundaries
- Premeditation
- The potential for women's participation in killings
- The ability to reclaim 'honour' through enforced compliance or killings
- 'Honour' killings may occur publically or theatrically in order to demonstrate 'honour' reclaimed and to terrorise other women into accepting male control
- In some cases, there is state sanction of such killings through recognition of 'honour' as a mitigating factor

Women and girls can experience violence or, in the most extreme form, be killed for a wide variety of behaviours, which can range from very trivial, such as talking to a male who is not a relative to being sexually assaulted or raped. Some common 'behaviours' are:

- Defying their parents

[36] For a wider discussion of so-called 'honour based violence see: for example: Brandon, J. and Hafez, S., (2008), *Crimes of the Community: Honour-Based Violence in the UK*, London: Centre for Social Cohesion; Watts, C. and Zimmerman, C. (2002), 'Violence against women: global scope and magnitude', *The Lancet*, 359; Welchman, L. and Hossain, S. (2005), *'Honour': Crimes, Paradigms, and Violence against Women*, London, Zed Books and Terman, R. (2010), 'To specify or single out: Should we use the term "Honor Killing"?', *Muslim World Journal of Human Rights*, 7(1)

[37] IKWRO is The Iranian and Kurdish Women's Rights Organisation, www.ikwro.org.uk and www.stophonourkillings.com

- Talking to a male who is not related to the family
- Seeking a divorce or seeking residence of the children after divorce
- Refusing to marry a man chosen by the family (rejecting a forced marriage)
- Sexual relationships or pregnancy before or outside of marriage (including kissing or intimacy in public)
- Becoming 'western' (wearing make-up or clothes deemed inappropriate, having male friends or boyfriends from another faith etc.)
- Gossip (rumours can damage the 'honour' of a family)
- Using drugs or drinking alcohol
- Being sexually assaulted or raped
- Being homosexual

Worldwide, it is believed that there is gross underreporting of honour killings and so-called 'honour' based violence. The UN believes that there are around 5000 women murdered in the name of honour each year, but reports do also acknowledge that this figure is probably low compared to real figures. The UN has also recorded honour killings as happening in Bangladesh, Brazil, Ecuador, Egypt, India, Israel, Italy, Jordan, Morocco, Pakistan, Sweden, Turkey, Uganda and the UK.[38] Government reports to the Committee on the Elimination of all Forms of Discrimination against Women have reported that between 1988 and 2003, 4000 men and women were murdered in Pakistan with the number of women killed more than double that of men.[39]
In the UK, IKWRO's research published in 2015 found that there were more than 11,000 incidents of 'honour' based violence reported to the police between 2010 and 2014.[40] In the UK, it is thought that there are 12 'honour' related killings each year[41], although there are no published statistics in this area. A report by the Henry Jackson Foundation found that there had been 18 'honour' related killings between 2010 and 2014, and a further 11 attempted killings.[42]

In Tower Hamlets, between October 2012 and September 2015 there were 23 cases of so-called 'honour' based violence reported to the police. Additionally since data has been recorded separately by the VAWG Steering Group there has been an increase in cases to MARAC. 10 cases were referred to the MARAC between October 2014 and September 2015.

Forced marriage

'A forced marriage is where one or both people do not (or in cases of people with learning disabilities, cannot) consent to the marriage and pressure or abuse is used. It is an appalling and

[38] The figure of 5000 women a year is from UNFPA, (2000), *State of the World's Population*, This is the figure used in later reports including the UN Secretary General's 2006 report which acknowledges underreporting: Report of the Secretary General to the General Assembly, (2006) *In-depth study on all forms of violence against women*, Report A/61/122/Add.1
[39] Combined initial, second and third reports of Pakistan submitted under Article 18 of the Convention on the Elimination of all Forms of Discrimination against Women, Para. 529, cited in *Ibid*, page 40.
[40] IKWRO (2015) 'In only five years, police record more than 11,000 'honour' based violence cases', available at: http://ikwro.org.uk/2015/07/research-reveals-violence/#more-2539 (last accessed 01.03.16)
[41] The statistic of 12 killings a year is widely cited without any original source, nor is the statistic of 114 murder cases, which is also widely cited. Both statistics and the figures from the Metropolitan Police are available within the *Home Office Equality Impact Assessment, Violent and Youth Crime Prevention Unit*, published on the 30.03.11
[42] Dyer, E. (2015) *'Honour Killings in the UK'*, London, Henry Jackson Foundation

indefensible practice and is recognised in the UK as a form of violence against women and men, domestic/child abuse and a serious abuse of human rights.'[43]

Forced marriage is not condoned by any of the major religions (consent is a prerequisite for marriage in all Christian, Hindu, Muslim, Sikh and Jewish marriages) and is a violation of human rights as well as a form of domestic violence.

Forced marriage affects young women disproportionately to young men. In 2014 the Forced Marriage Unit (FMU) gave advice or support to 1267 cases. 79% of these cases involved females and 21% involved males.[44] However, research shows that the figures of forced marriage (actual and threats of forced marriage) are much higher with the prevalence of reported cases estimated as between 5,000 and 8,000 young people each year. The actual cases of forced marriage are estimated to be far higher as many cases are never reported. A report commissioned by Margaret Moran, the Home Office and the Metropolitan Police in 2008 found that over 300 young people approached organisations in the Luton Area alone.[45]

Forced marriage is recognised as a form of domestic violence – it is a form of exerting power and control over a person's choices. There are strong links between forced marriage and so-called 'honour-based' violence whereby a person who does not consent is seen to be dishonouring or shaming the family. There are a wide range of reason given by parents and the wider family and community for forcing young people into marriages. Parents say that they are protecting their cultural heritage, building stronger family links or religious traditions.

Other major reasons include: controlling young people's sexuality, especially young women who perceived to be promiscuous or young people who are lesbian or gay; ensuring that land or property remains within the family or gaining financially; preventing seemingly 'unsuitable' relationships (outside of caste, religion or culture) and provision of long-term care for a child who has a disability (learning or physical).

In Tower Hamlets, 2 cases of forced marriage were referred to the MARAC between October 2014 and September 2015. Again, this highlights the massive levels of underreporting of this strand of VAWG or the lack of understanding of professionals to adequately identify and support survivors.

Female genital mutilation (FGM)

Female genital mutilation (FGM) comprises "all procedures involving partial or total removal of the external female genitalia or other injury to the female genital organs for non-medical reasons."[46]

The communities in the UK that girls are most at risk of FGM include the Somali, Sudanese, Sierra Leone, Gambian, Liberian, Egyptian, Nigerian, Ethiopian and Eritrean communities. Non-African

[43] FCO and Home Office (2015) 'Forced Marriage', available at: https://www.gov.uk/guidance/forced-marriage (last accessed 24.02.16)
[44] Forced Marriage Unit (2015) *Statistics on Forced Marriage for 2014*, London: Foreign and Commonwealth Office and Home Office
[45] Khanum, N., (2008), *Forced Marriage, Family Cohesion and Community Engagement: National Learning through a case study of Luton*, London: Equality in Diversity
[46] WHO, (2010), Female Genital Mutilation, World Health Organization Fact Sheet No. 241, available at: http://tinyurl.com/lvsjl (last accessed 08.03.11)

communities that practice FGM include Yemeni, Afghani, Kurdish, Indonesian, Malaysian and Pakistani Bohra Muslim communities.

UNICEF has estimated that more than 125 million girls and women globally have undergone FGM and that 3 million girls in Africa are at risk each year[47]

The organisation Forward has estimated that 20,000 girls under 15 are at high risk of FGM in England and Wales each year.[48] The risk is highest for primary school girls however all young women from backgrounds where FGM is prevalent are at risk.

Recent research by Professor Alison Macfarlane and Efua Dorkenoo[49] included analysis of census data and medical data and linking this in with migration data. They have also compared this to global data on countries that practise FGM and the type they practise. As a result of the gathered data they estimate:

- The prevalence of FGM among women aged 15 and over
- The estimated numbers of maternities which were to women who have undergone FGM
- The numbers of girls aged under 15 with or at risk of FGM and the type of FGM.

The conclusions are as follows:

- Around 103,000 women aged 15-49 living in England and Wales are from FGM practising countries.
- Nearly 53,000 came from countries in the Horn of Africa where FGM is virtually universal and Type III is commonly practised.
- Women aged 50 or more with FGM – about 24,000 (9,400 came from countries where FGM is almost universal with Type III; 5, 600 coming from countries with almost universal FGM, usually Types I and II.)
- Those under 15 - just under 24,000 girls aged 0-14 born in FGM practising countries were living in England Wales in 2011. They estimated that if they experience FGM at the same rate as girls aged 15-19 in their countries of birth, then nearly 10,000 of them have undergone or will undergo FGM.
- Nearly 4200 temporary residents born in FGM practising countries were enumerated, of whom just over 900 came from countries where FGM is almost universal.
- the number of pregnant women who had undergone FGM increased steeply over the years 2001 to 2004
- The estimated numbers of maternities to women with FGM increased from just over 9,000 in 2005 to nearly 11,000 in 2008, since when the numbers have levelled off.
- From 1996 to 2010, 144,000 girls were born in England and Wales to mothers born in FGM practising countries and a further 29,000 were born in 2011 and 2012.

---

[47] UNICEF, *Female Genital Mutilation/Cutting: A Statistical Overview and Exploration of the Dynamics of Change* (New York, 2013).

[48] Macfarlane, A., Morison, L. and Dorkenoo, E. (2007) 'A Statistical Study to Estimate the Prevalence of Female Genital Mutilation in England and Wales, Summary Report,' Available online at: http://www.forwarduk.org.uk/key-issues/fgm/research, (last accessed 18.09.14)

[49] Macfarlane, A. and Dorkenoo, E. (2014) *Female Genital Mutilation in England and Wales: Updated statistical estimates of the numbers of affected women living in England and Wales and girls at risk: Interim report on provisional estimates* (London, City University and Equality Now funded by Trust for London and the Home Office, p. 14.

- 60,000 of the girls aged 0-14 born before 2011 and 11,700 of those born in 2011 and 2012 were born to mothers with FGM.
- In both cases, well over half of the mothers came from the countries in the Horn of Africa where FGM is almost universal and Type III is practised and slightly under a fifth came from the countries in West and East Africa where Types I and II are highly prevalent.

  Thus the report suggests that while in overall terms, the increase was in numbers of girls born to women born in countries in Group 2, where prevalence is in the medium range, the increase in numbers of girls born to mothers with FGM related particularly to those from countries where FGM is nearly universal and Type III is commonly practised.

  Overall the report suggests that the figure of 20,000 girls at risk was an underestimation and that in turn it is likely that due to migration from FGM practicing countries there has been a rise in women who may have undergone FGM that may need specialist healthcare support.

The origin of FGM is complex and it has not been clearly established, but it is known that it predates both Christianity and Islam.[50] The World Health Organization (WHO) has said that the perpetuation of FGM is because *it functions as* a *self-enforcing social convention or social norm. In societies where it is practised, it* is *a socially upheld behavioural rule. Families and individuals continue to perform it* because *they believe that their community expects them to do so. They further expect* that *if they do not respect the social rule, they will suffer social consequences such as* derision*, marginalization and loss of status*[51]*.*

A study by FORWARD[52] found that FGM is perpetuated in the UK for the following main reasons:

- The fact that it is a longstanding tradition which contributes to cultural Identity
- That uncircumcised girls and their families are looked down upon by neighbours and extended family members
- The aim of controlling female sexuality both before and during marriage
- The perception that it is necessary for women's marriageability
- The perception that men desire a circumcised wife for their sexual pleasure
- Ideas around cleanliness

Recent research published by City University and Equality Now[53] has established estimates of the numbers of women and girls affected per borough across England and Wales.

---

[50] For a discussion of the origins of FGM see: Office of the High Commissioner for Human Rights, Fact Sheet No.23, Harmful Traditional Practices Affecting the Health of Women and Children, available online at: http://www.ohchr.org/Documents/Publications/FactSheet23en.pdf (last accessed 08.03.11) and FORWARD, (2002), Female Genital Mutilation Information Pack, available at: http://tinyurl.com/blaxgob (last accessed 08.03.11)

[51] WHO (2010), *Global strategy to stop health-care providers from performing female genital mutilation*, Geneva: UNAIDS, UNDP, UNFPA, UNHCR, UNICEF, UNIFEM, WHO, FIGO, ICN, IOM, MWIA, WCPT, WMA, page 2.

[52] Dorkenoo, E., Morison, L. and MacFarlane, A., (2007), *A Statistical Study to Estimate the Prevalence of Female Genital Mutilation in England and Wales*, London: Foundation for Women's Health, Research and Development (FORWARD) in collaboration with the London School of Hygiene and Tropical Medicine and the Department of Midwifery, City University.

[53] Macfarlane, A. and Dorkenoo, E. (2015) 'Prevalence of Female Genital Mutilation in England and Wales: National and Local Estimates', London: City University and Equality Now. The table above is based on Table 11, Numbers of Women born in FGM-practising countries, and estimated numbers with FGM by age group and region and local authority area.

	Age 0-14	Age 15-49	Age 50+	Total
Estimated numbers of women with FGM	153	1780	468	2401
Estimated prevalence per 1000 population	6.5	22.3	23.5	19.5
Number of women born in FGM practising countries and permanently resident in England and Wales (2011 Census)	211	2979	881	4071

Prostitution

Street based prostitution is dangerous and has serious risks for women. Women involved in prostitution[54] are often extremely vulnerable to sexual exploitation. Research has shown that many are poor, homeless and have already suffered violence and abuse throughout their life.[55] 85% of women involved in prostitution report a history of physical abuse and 45% report childhood sexual abuse[56]. It is estimated that as many as 95% involved in prostitution have a drug or alcohol addiction[57].

Those involved in prostitution are likely to be at increased risk of violent and abusive behaviour. Three quarters of women involved in prostitution in the United Kingdom have been physically assaulted and more than half have been raped and/or seriously sexually assaulted.[58] Women may be coerced into prostitution by pimps or traffickers. A 2010 into the nature and scale of trafficking of migrant women in the UK estimated that of the 75,000 migrant women thought to be involved in off-street prostitution in the UK, 2600 have been trafficked into the UK.[59]There is also a key concern that research has identified that between 50% – 76% of women involved in prostitution started before the age of 21, depending on the study, outlining the need to identify prostitution and correspondingly child sexual exploitation as a child protection issue.[60]

[54] The term 'women involved in prostitution' is used throughout this document as 'prostitute' or 'sex workers' are both value-laden terms which do not recognise prostitution as a form of commercial sexual exploitation. Using the term 'individuals involved in prostitution' builds on Tower Hamlets' approach to tackling commercial sexual exploitation for all people involved in prostitution including men, transgender people, BME groups and so on. For more information see for example, Home Office (2011) *A Review of Effective Practice in Responding to Prostitution*, London: Home Office.

[55] See for example Dodsworth, J. (2011) 'Pathways through Sex Work: Childhood Experiences and Adult Identities', *British Journal of Social Work*

[56] Home Office (2004) *Paying the Price: A Consultation Paper on Prostitution*, London: Home Office

[57]Melrose, M. (2002), *Ties that bind - Young People and the Prostitution Labour Market in Britain* presented at Fourth Feminist Research Conference, Bologna: September 2000.

[58] Hester, M. and Westmarland, N. (2004) Tackling Street Prostitution: Towards an holistic approach, Home Office Research Study 279, London: Home Office.

[59] Jackson, K., Jeffery, J. and Adamson, G. (2010) *Setting the record straight: The Trafficking of Migrant Women in the England and Wales Off-street Prostitution* Sector, London: Association of Chief Police Officers, Project Acumen.

[60]See for example: Hester and Westmarland, *op cit*.; Bindel, J. (2006) *No Escape? An Investigation into London's Service Provision for Women Involved in the Commercial Sex Industry,* London: Poppy Project, EAVES; Dickson, S. (2003) *Sex in the City: Mapping Commercial Sex Across London,* London: Poppy Project, EAVES and Bindel, J., Brown, L., Easton, H., Matthews, R. and Reynolds, L. (2012) *Breaking Down the Barriers: A Study of how women exit prostitution,* London: EAVES and London South Bank University.

Local approach

Tower Hamlets approach to tackling prostitution is coordinated by the Prostitution Response Coordinator through the Tower Hamlets' Prostitution Partnership which is a multi-agency group made up of key statutory and voluntary agencies across the borough. The Partnership has developed a model which:

- Provides women with access to services that reduce harm and support change including exiting prostitution
- Increases women's confidence to report crime and access safety
- Reduces demand for prostitution and re-offending
- Focuses public discourse on tackling demand for prostitution and developing holistic support for those who sell sex

Trafficking

Trafficking is defined as: 'The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power, or a position of vulnerability, or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal or organs'.[61]

The organisation AVA has noted that the majority of women involved in off-street prostitution in London are migrants, although estimates vary. Research by the Poppy Project found only 19% of women working as prostitutes in flats, parlours and saunas are originally from the UK, compared with just 3.6% of women in the off-street sector in London found to be British as part of Project Acumen, a police-led research initiative.[62]

Sexual harassment and sexual bullying

Sexual harassment is usually defined as any unwanted sexual attention, requests for sexual favours or unwanted verbal or physical behaviour of a sexual nature. It can take many forms including sexually explicit remarks, flashing, obscene and threatening calls and online harassment. It can take place anywhere, including the workplace, schools, streets, public transport and social situations.

Studies provide widely different estimates of the prevalence of sexual harassment. However, research suggests that sexual harassment is likely to be widespread but also largely underreported.[63] The Everyday Sexism campaign which was set up to catalogue the experiences of

[61] Article 3 of the UN Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially women and children (2000), is one of the 3 protocols to the UN Convention Against Transnational Organisational Crime. This protocol is commonly referred to as 'the Palermo Protocol'. The protocol entered into force on 25th December 2003.

[62] Information from, The Poppy Project (2004), *Sex in the City: Mapping Commercial Sex Across London*, London: The Poppy Project; Jackson, K. Jeffery, J. and Adamson G. (2010) *Setting the Record: The Trafficking of Migrant Women in the England and Wales Off-Street Prostitution Sector, London: Project Acumen.*

[63] Hunt, C., Davidson, M., Fielden, S. and Hoel, H. (2007) *Sexual harassment in the workplace: a literature review*, Manchester: The Centre for Equality and Diversity at Work, University of Manchester; Hunt, C., Davidson, M., Fielden,

women being sexual harassed on a regular basis has received over 100,000 submissions between since its inception in April 2012.[64]

A 2010 YouGov poll for EVAW[65] found that almost one in three 16-18 year old girls stated they have been subjected to unwanted sexual touching at school. A further 71% of 16-18 year olds (girls and boys) said they had heard sexual name calling with terms such as 'slut' or 'slag' used towards girls at school on a daily basis or a few times a week. In a survey for the National Union of Teachers, half of respondents (49%) had witnessed sexist language and over a third (38%) had witnessed sexual bullying between students.[66] However, the EVAW poll found that almost 25% of those polled said their teachers never said unwanted sexual touching, sharing of sexual pictures or sexual name calling were unacceptable. A report of a survey of 1574 by Girlguiding in 2015 found that 81 percent of girls have experienced sexism; 42% had seen something that trivialised VAWG and 39% had demeaning comments made about them.[67]

Stalking and Harassment

Although harassment is not specifically defined it can include '*repeated attempts to impose unwanted communications and contacts upon a victim in a manner that could be expected to cause distress or fear in any reasonable person.*'[68] Again, there is no strict legal definition of stalking but the Protection from Harassment Act (as amended by the Protection of Freedoms Act 2012) sets out what examples of what can constitute stalking: physical following; contacting, or attempting to contact a person by any means (this may be through friends, work colleagues, family or technology); or, other intrusions into the victim's privacy such as loitering in a particular place or watching or spying on a person.

On 25 November 2012, two specific criminal offences of 'stalking' and 'stalking involving fear of violence or alarm or distress' came into force in England and Wales, along with additional related police search powers. The offences were introduced by the Protection of Freedoms Act 2012[69], which amends the Protection from Harassment Act 1997. Section 2A of the 1997 Act prohibits a person from pursuing a course of conduct that amounts to stalking and Section 2B sets out new police powers to enter and search premises in relation to the 2A offence.[70]

According to the 2013/14 Crime Survey for England and Wales, 21.5% of women had been subject to stalking or harassment at some point in their lifetime and 4.4% had experienced stalking in the previous year.[71] Using the Home Office VAWG Ready Reckoner tool, it is estimated that in Tower Hamlets over 10,000 women will have been subjected to stalking in the past 12 months.[72] 143 of

---

S. and Hoel, H., (2010) "Reviewing sexual harassment in the workplace – an intervention model", *Personnel Review*, 39(5), pp.655 – 673.

[64]Smith, L., (2014) 'Everyday Sexism's Laura Bates 'Awareness-raising has become a worldwide movement for equality', International Business Times, 15.04.15

[65] End Violence Against Women and YouGov, (2010) *Sexual Harassment in UK Schools Poll* , London: EVAW

[66] O'Neill, S. (2007) A serious business: An NUT survey of teachers' experience of sexism and harassment in schools and colleges, Institute of Education and University of Warwick.

[67] Girlguiding, (2015) *Girls' Attitude Survey 2015*, London, Girlguiding

[68] CPS (2012) *Stalking and Harassment: Guidance for Prosecutors*, London: Crime Prosecution Service

[69] Protection of Freedoms Act 2012, http://www.legislation.gov.uk/ukpga/2012/9/contents/enacted

[70] Home Office, (2012) *A change to the Protection from Harassment Act 1997: introduction of two new specific offences of stalking*, London: Home Office Circular, 018/2012.

[71] Chaplin, R., Flatley, J. and Smith, K. (Eds.) (2011) Crime in England and Wales 2010/11 Findings from the British Crime Survey and police recorded crime (2nd Edition), Home Office and ONS.

[72] Home Office, *VAWG Ready Reckoner*,

the 401 women referred to MARAC in 2014/2015 had experienced stalking from their current or former partner.

Studies have found women and younger women are most likely to be victims of stalking and harassment.[73] Stalking and harassment was another area the women we spoke to as part of the violence against women and girls consultation were particularly concerned about.

Stalking and harassment are overwhelmingly associated with ex-intimate partners and there is therefore a strong link to domestic violence. Stalking is a high risk factor in domestic violence cases linked to domestic homicides. Our local approach to tackling these issues is therefore linked particularly to our approach to addressing domestic violence, including holding perpetrators accountable.

Child Sexual Exploitation

The sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person/persons) receive "something" (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of performing, and/or others performing on them, sexual activities.[74]

The 'grooming' process involves befriending children, gaining their trust, and often feeding them drugs and alcohol, sometimes over a long period of time, before the abuse begins.

The abusive relationship between victim and perpetrator involves an imbalance of power which limits the victim's options. It is a form of abuse which is often misunderstood by victims and outsiders as consensual. Although it is true that the victim can be tricked into believing they are in a loving relationship, no child under the age of 18 can ever consent to being abused or exploited.[75]

Child sexual exploitation can have a devastating impact on a victim's health, happiness and development. It can also have profound long-term effects on young people's social integration and economic well-being and adversely affects life chances.[76]

---

http://webarchive.nationalarchives.gov.uk/20100104215220/http:/crimereduction.homeoffice.gov.uk/domesticviolence/domesticviolence072.htm (last accessed 01.03.16).

[73] Sheridan, L. (2005) *Stalking Survey*, University of Leicester

[74] This is the agreed Association of Chief Police Officers (ACPO) definition which is used in the Pan London Child Sexual Exploitation Operating Protocol published in February 2014. London Safeguarding Children Board (2014) *Pan-London Child Sexual Exploitation Operating Protocol*, London. Tower Hamlets is due to publish their CSE Guidelines (mapped to the London Protocol) in Spring 2014.

[75] Barnardo's (2012) *Cutting them free: how is the UK progressing in protecting its children from sexual exploitation*, London: Barnardo's.

[76] NSPCC, Child Sexual Exploitation – Introduction, available at: http://www.nspcc.org.uk/Inform/resourcesforprofessionals/sexualabuse/cse-introduction_wda97566.html, (last accessed 04.03.16)

SECTION 2 – IMPACT OF VIOLENCE AGAINST WOMEN AND GIRLS

Impact on children and young people

Violence against women and girls has a significant impact on the safety and wellbeing of children and young people.[77]

- Out of 1267 cases that the Forced Marriage Unit gave advice to in 2014, 39% involved young people under the age of 21 with 11% under 16.[78] There are cases of children as young as nine being forced into marriage.
- Female genital mutilation is predominantly carried out on young women aged 15 and under[79]
- A 2009 NSPCC survey of 13-17 year olds found that a quarter of girls had experienced physical partner violence, three quarters had experienced emotional partner violence and a third had experienced sexual partner violence[80]
- Up to 70% of teenage mothers have experienced domestic violence in their own intimate relationships[81]
- More than one third of all rapes recorded by the Police are committed against children under 16 years of age[82]

Children and young people can be extremely affected by their experiences of living with violence. The impacts can be physical, behavioural, psychological or educational and they can also be long-term or short-term impacts.[83] The way that children can be impacted depends on a wide range of factors including: age and developmental stage, gender, ethnicity, position within the family, sexuality, disability, their relationship with their mother, whether the abuse was direct or indirect, their access to safety and existence of support networks.

"Children exposed to sudden, unexpected man-made violence appear to be more vulnerable – making the millions of children growing up with domestic violence…at great risk for profound emotional, behavioral, physiological, cognitive, and social problems."[84]

---

[77] See for example: Geffner, R., Spurling Igelman, R. and Zellner, J. (2013) *The Effects of Intimate Partner Violence on Children*, New York: Routledge; Humphreys, C. and Stanley, N. (2015) *Domestic Violence and Protecting Children: New Thinking and Approaches*, London: Jessica Kingsley Publishers

[78] Forced Marriage Unit (2015) *Statistics on Forced Marriage for 2014*, London: Foreign and Commonwealth Office and Home Office

[79] WHO (2016) *Female Genital Mutilation*, available at: http://www.who.int/mediacentre/factsheets/fs241/en/ (last accessed 01.03.16)

[80] Barter *et al*, *Op cit*., footnote 27.

[81] Harrykissoon, S., Vaughn, R. and Wiemann, C. (2002) *Prevalence and patterns of intimate partner violence among adolescent mothers during the postpartum period,* Archives of Paediatrics and Adolescent Medicine, 156(4).

[82] Walker, A. Kershaw, C. and Nicholas, S. (2006) *Crime in England and Wales 2005/06* Home Office Statistical Office http://rds.homeoffice.gov.uk/rds/pdfs06/hosb1206.pdf

[83] For a detailed discussion of the impact of domestic violence on children see Humphreys and Stanley (2015) *Op. Cit.;* Hester et al (2007) op cit., Wolfe, D., Crooks, C., Lee, V., McIntyre-Smith, A., and Jaffe, P., (2003), 'The effects of children's exposure to domestic violence: a meta analysis and critique', *Clinical Child and Family Psychology Review*,6(3), Kitzmann, K., Gaylord, N., Holt, A.and Kenny, E., (2003), 'Child Witnesses to Domestic Violence: A Meta-Analytic Review', *Journal of Consulting and Clinical Psychology*, 71(2) and Evans, S., Davies, C.and DiLillo, D. (2008), 'Exposure to Domestic Violence: A meta-analysis of child and adolescent outcomes', *Aggression and Violent Behavior*, 13(2).

[84] Perry, B., Pollard, R., Blakley, T., Baker,W. and Vigilante, D. (1995) 'Childhood Trauma, the Neurobiology of Adaptation, and "Use-Dependent" Development of the Brain: How "States" Become "Traits", *Infant Medical Journal,* 16:4, page 273.

Children can be adversely affected by domestic violence in one of two ways. They can be indirectly abused by the perpetrator by witnessing violence or they can be directly abused themselves by the perpetrator (physically, sexually, emotionally, financially or psychologically).

Indirect

Most children are aware of the violence and the abuse suffered by their mothers from a very early age.[85] Research supports this, showing that most children are aware of the violence and abuse suffered by their mothers - 87 percent of the 108 mothers in one study believed that their children had witnessed or overheard the abuse. This mirrors earlier findings which show that where there are children in the household, 90 percent are in the same or adjoining rooms when violence occurs.[86] Section 120 of The Adoption and Children Act 2002 extended the legal definition of 'significant harm' to a child to include the impairment suffered from seeing or hearing the ill treatment of another – particularly in the home, even if they themselves had not been physically abused or assaulted. The amendment which came into effect in January 2005 was created in response to research that children can sometimes suffer long-term damage from living in a home where domestic violence is taking place.

Direct Abuse

In families where domestic violence occurs, children may also be sexually or physically abused. A meta-analysis of research studies estimated that in 30-60 percent of domestic violence cases, the abusive partner was also abusing children in the family.[87] The rate of reported domestic violence is particularly affected by whether active questions are asked about abuse of children. A study of NSPCC cases found that where children were known to have been abused there was a dramatic increase in disclosure of abuse from an initial one-third to two-thirds of children, once a domestic violence monitoring form was introduced.[88] A 2002 NSPCC prevalence study showed that 26 percent of 18 to 24 years olds had lived with violence between their parents/carers and for 5 percent this was frequent and on-going.[89]

Violence against women and girls is a particular child protection concern and reflected in referrals to children's social care and child protection cases.[90]

Health impacts

Violence against women and girls has a significant impact upon the physical, sexual, emotional and mental health of women and children.

[85] See for example Taft, A, Watson, L, and Lee, C (2004) 'Violence Against Young Australian Women and Association with Reproductive Events: A Cross-Sectional Analysis of a National Population Sample', *Aust N Z J Public Health*, Vol. 28 and McWilliams and McKiernan (1993).

[86] Jaffe, P. , Wolfe, D. , &Wilson, S. (1990) *Children of Battered Women*, Newbury Park, California: Sage.

[87] Edleson, J (1999) 'Children Witnessing of Adult Domestic Violence', *Journal of Interpersonal Violence*, 14:4

[88] Hester, M. and Pearson, C. (1998) *From Periphery to Centre: Domestic Violence in Work with Abused Children*, Bristol: Policy Press.

[89] Cawson, P (2002) *Child Maltreatment in the Family: The Experience of a National Sample of Young People*, London: NSPCC.

[90] Children's Social Care estimates that around 70-80% of all contacts to the Integrated Pathways and Support Team (IPST)/ Multi-agency Safeguarding Hub (MASH) Team involve domestic abuse (Using the wider definition). In 2014/2015 there were 467 children involved in the cases referred to MARAC.

- Victims sustained an injury in almost half of all incidents of violence (48%) in the last Crime Survey in 2015[91] suffered a physical injury as a result of the abuse.
- Forced sex leads to a range of sexual health problems, including increased risk for sexually transmitted diseases, gynaecological problems, chronic pelvic pain, painful menstruation, painful intercourse and infertility.
- Female genital mutilation has numerous health implications which include severe pain and shock, infection, urine retention, injury to adjacent tissues, immediate fatal haemorrhaging.
- The mortality rate for women involved in prostitution is 12 times higher than it is for the general population, the highest for any group of women.[92]

Impact on housing and financial stability

Violence against women and girls has a significant impact on levels of homelessness and housing stability, with women often having to flee their homes and/or livelihood because of abuse:

- A 2002 study by Shelter found the domestic violence is the single most quoted reason for homelessness - 40% of all homeless women stated that domestic violence was the reason.[93]
- An estimated 22% of women first entered prostitution when they were homeless or in temporary housing.[94] Toynbee Hall found that 4 out of 5 women involved in prostitution accessing services had some sort of unmet housing need. Local providers have identified lack of housing as a major problem and something that may increase prostitution.
- A 2014 report by the charity St Mungo's Broadway found that the majority of their homeless female clients had experienced gender-based violence and had been unable to access housing services to meet their needs.[95]

Domestic violence also has a detrimental impact on employment. According to Walby and Allen, 21% of employed women who had suffered domestic violence in the previous 12 months took time off work due to the violence and 2% lost their jobs as a result.[96]

[91] ONS (2015) *Op. Cit.*

[92] Peate, I. (2006) 'Paying the price: health care and prostitution' British Journal of Nursing, 15: p. 246-7 and Salfati, C. G., James, A.R. and Ferguson, L. (2008) 'Prostitute Homicide: A Descriptive Study, Journal of Interpersonal Violence, 23(4).

[93] Cramer, H. and Carter, M. (2002) Homelessness: what's gender got to do with it? London: Shelter.

[94] Cusick, L. & Martin, A.(2003) *Vulnerability and involvement in drug use and sex work*, Home Office Research Report 268, London: Home Office.

[95] Hutchinson, S., Page, A. and Sample, E. (2014) *Rebuilding Shattered Lives*, London: St. Mungo's Broadway

[96] Walby, S. and Allen, J. (2004) *Domestic violence, sexual assault and stalking: Findings from the British Crime Survey*, Home Office Research Study 276, London: Home Office.

SECTION 3 – Survivor and Community Consultation

This section explores how women from the community and survivors living in refuge provision in the borough view their own personal safety and wellbeing and examines how they feel safety can be increased as well as highlighting areas that they feel should be explicitly included within the VAWG Strategy. The questions were themed around the six strategic priorities.

Prevention and Early Intervention

A large number of respondents through the focus groups highlighted that it was really important to address attitudes to violence against women and girls and a number of respondents raised the issue of cultural and familial attitudes towards abuse and pointed to certain community beliefs that could contribute to the abuse of women. For example, black magic was highlighted as something that in-laws would use to prevent a woman from leaving a violent marriage but was little understood by mainstream workers. Respondents felt it was important to challenge culturally based attitudes towards abuse by working with the community.

"It is important to tackle the issues from a culturally specific viewpoint, particularly where violence against women may be considered normal or expected in someone's home country/ culture"

"There needs to be better education of boys and young men locally to tackle male dominant cultures and intimidation of girls and women"

Respondents suggested using different forms of communication to raise awareness in the community, including promoting the issue in local newspapers, on local radio and on community TV stations, using social networking sites like Facebook, doing roadshows in local markets and shopping centres, and publicity in places like Ideas stores. Respondents felt it was important to embed awareness raising within services that women access such as ESOL courses.

A significant proportion of respondents highlighted the importance of targeting **young people** to ensure that future generations are educated about violence against women and girls and what is or is not acceptable behaviour. Some respondents felt that schools should be the main environment for targeting young people, for example having violence against women on the agenda for school programmes and summer holiday schemes. One respondent felt that schools anti-bullying policies should include what is and is not acceptable behaviour towards women and young girls and that both parents and children should sign up to this.

"Women don't really know what domestic violence is – normalising. We need a programme to educate and let them know so can have somewhere."

A number of respondents felt that it was important to target initiatives towards raising awareness amongst men and give men more of a role in speaking out about violence against women. Some suggested that more should be done to target boys who are likely to go on to commit violence against women, for example through school programmes. Respondents suggested identifying men to act as anti-violence against women advocates and to act as good role models for young men for example through community awards for good fathers/ husbands.

All of respondents felt that the champions programme, both within individual organisations/services but also the community that could raise awareness about services and key issues. Respondents also noted that it was important for this issue to have the support of community leaders and authority figures and that any campaign work should have their support.

Provision

Who do women report to?

Women consulted through the focus groups were unsure about who they might go to for support. Although the Crime Survey of England and Wales has consistently found that women are most likely to seek help from friends, relatives or neighbours, some of the women we spoke to felt it would be difficult to approach a family member. Reasons for this included fear that their family or the wider community would not understand or support them or a desire to protect family members from getting involved. Women said that they might confide in friends, groups of women or in their support worker.

"I didn't call the police. I stayed with a friend and contacted women's centre who gave me the phone number to call to get refuge."

"I couldn't go to family or friends because I would be judged by them. I only got support when I called the police and spoke to victim support."

Women were more likely to want to report abuse where:

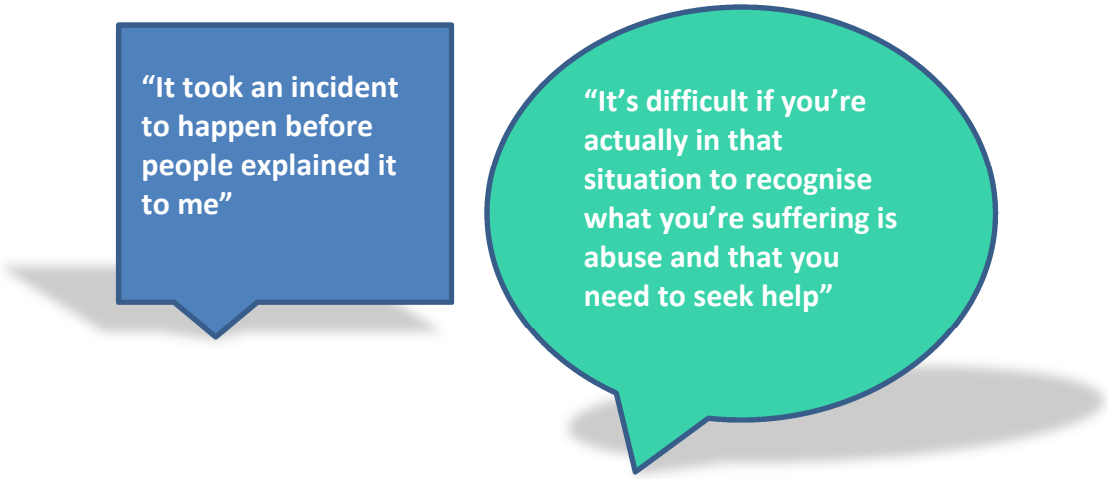
- They were assured that they were believed
- There was confidence and trust in the relationship with the service with which they sought help.
- There was 3rd party intervention – a health visitor or social worker who had identified the abuse and provided information to the victims (especially for those in refuge provision)

What were the barriers to reporting?

The barriers women identified to disclosing or seeking help for abuse were varied but are generally consistent with research into why women do not disclose abuse.

Lack of Awareness of what constitutes abuse

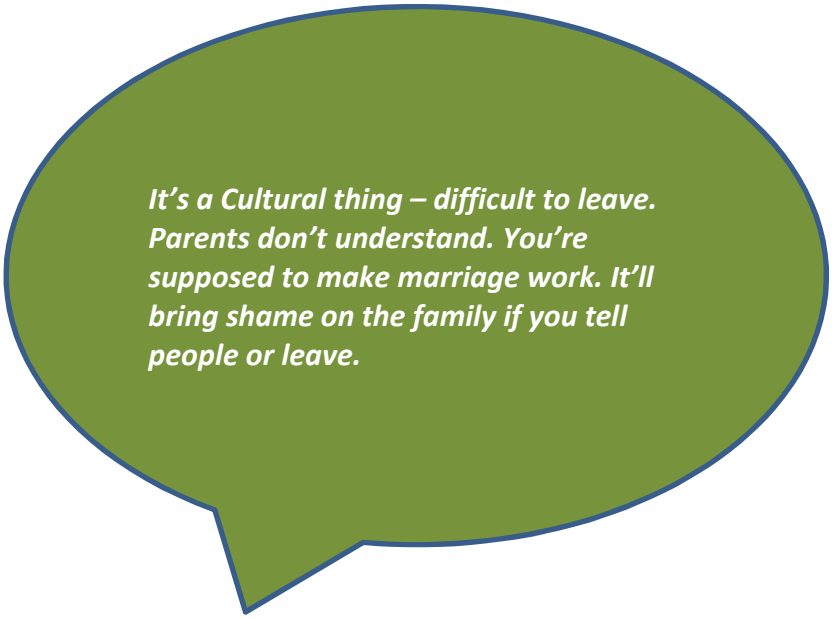
Lack of awareness and understanding of patterns of abuse was a significant issue. Some women believed that the violence would stop or that non-physical abuse was too trivial to report. Young people identified that whilst they were fairly aware of the issues it was not always so easy to recognise when you were in an abusive situation yourself.



These responses mirror those of the findings of the Crime Survey for England and Wales which records a massive under-reporting of all forms of VAWG whereby those who do not disclose, a majority (consistently around 40%) do not report as they feel it is too trivial to report or that it is a private matter.

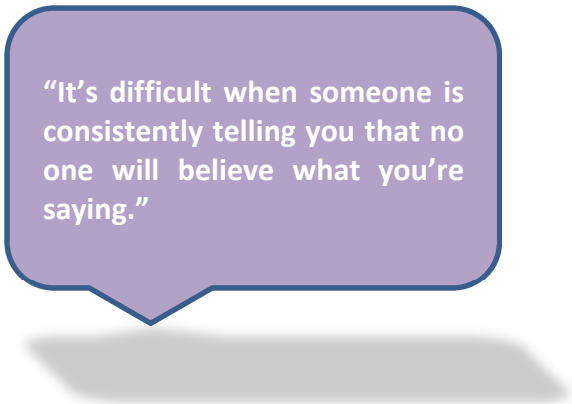
'Cultural' Barriers

Many of the women who took part in the focus groups highlighted that perceived cultural barriers stop them from seeking help. There was a perception that marriage is for life and that they would bring shame on their families if they disclosed abuse.



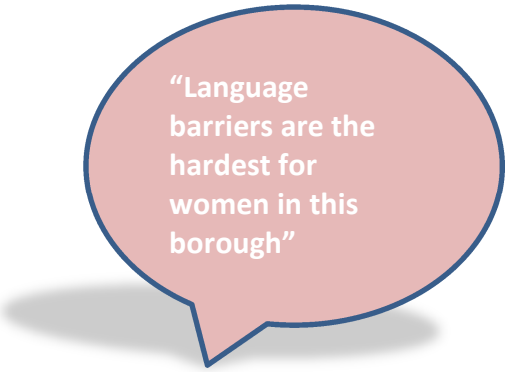
Lack of Self-Esteem or Self-confidence

A number of women identified that the impact of the abuse on their self-esteem prevented them from seeking help because they felt that they deserved to be abused:



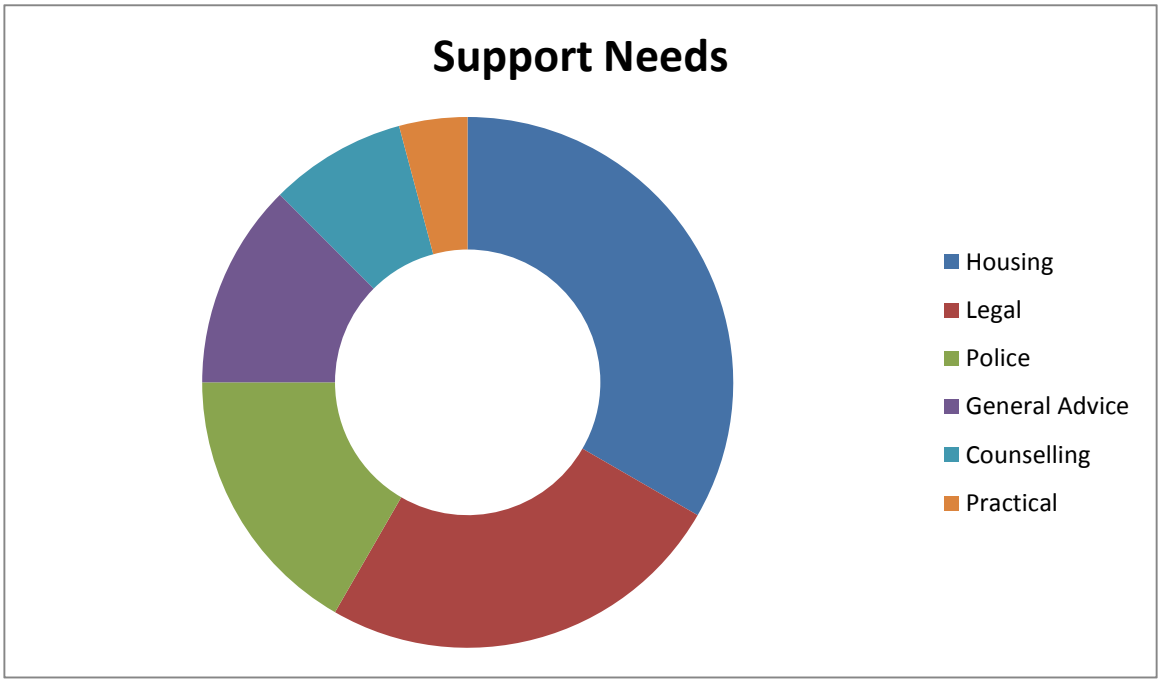
Practical issues

Women also identified practical reasons why they were unable to leave the relationship or seek help, such as not having access to sufficient finances (high levels of financial abuse were experienced by a number of the participants) to leave the relationship, not having access to immigration documents or not having the language skills to seek help:



What support do women need?

Women experiencing abuse often have a variety of support needs. On-going analysis of our DV1 forms of the sort of support women seek at the point of disclosing abuse has identified the most frequent forms of help seeking as:



Many respondents pointed to the difference between women's immediate support needs– which were often about addressing practical issues – and longer-term support needs which were often focussed on helping women to rebuild their lives. Some respondents felt that these longer-term needs were sometimes not addressed or given sufficient priority by local services. The victims of abuse we spoke to as part of the consultation spoke about a range of things which had helped them to rebuild their lives, such as working or being part of a support group.

Participants outlined that peer support would be really helpful for them and for other women who may be at a different stage in their journey. They also felt that there should be wider campaigns around supporting women to understand that abuse is not their fault, including large scale campaigns in public spaces.

"There should be a big poster in the street, posters saying it's not acceptable. All media focusses on her walking back alone and putting blame on women for sexual harassment. This needs to change"

"We need to change the question to 'why are men behaving like that. The biggest stereotypes come from other women judging women rather than men. We need to change and help women understand it's not their fault – have a campaign around blame!"

Protection

What makes women feel unsafe?

Their own personal situation also had an impact on women's feelings of safety. Women who had children reported greater feelings of intimidation where they felt that their children needed to be protected first and that they would be less able to protect themselves as a result if there was any violence or harassment.

Safety for victims of domestic violence was impacted by a variety of factors. In particular, women who had suffered violence in relationships said they were likely to feel more afraid if their partner knew where they lived and was able to contact them or if they felt isolated from support networks. They also highlighted fears around technology and the use of social media and applications that could enable their perpetrators to locate them. Women in the refuge had been given support by staff to change all of their settings and their social media accounts.

What did respondents think should be done to make women feel safer?

Many of the participants felt that there was still a lack of consistency in statutory services, particularly the police and social care, whereby their experiences were not seen as critical or that they felt they were being judged rather than protected.

"Women have experiences with the police where emergencies are not seen as emergencies. Women then say well I tried once and it didn't work so they don't bother or the perpetrators says something to them like it was just a fight"

"Some services don't have much awareness of domestic violence and what goes on. Training to raise awareness is crucial and then refreshers – new legislation. They need to understand the impact on the person

The overarching area that women felt would provide the best support to protect them was a two-pronged approach – the crisis, high risk intervention followed up with more emotional and practical support. A number of the women we spoke to had returned to abusive relationships as the services stopped supporting them or deemed them to be lower risk.

"There needs to be a 2 pronged approach with practical and emotional support and independent trauma counselling. There's a critical moment when people want to talk, to get protection but then this needs to be followed up. Perpetrators convince services they've changed and he convinced me the first time round so I went back"

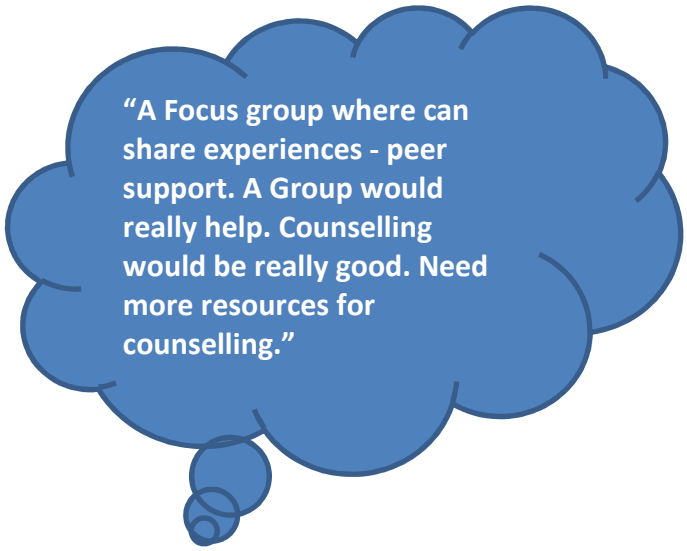
Victims also reported that having protective measures in place such as an injunction made them feel safer as they knew their partner was not allowed to contact them, although during the professional consultation some respondents highlighted that having injunctions sometimes gave women a false sense of security and safety.

A significant number of respondents felt that measures to build women's self-esteem and confidence would be effective in improving safety.

A significant number of respondents also commented that it was important to continue to have safe places for women who have fled domestic violence, including welcoming opportunities to be able to report at third party reporting centres.

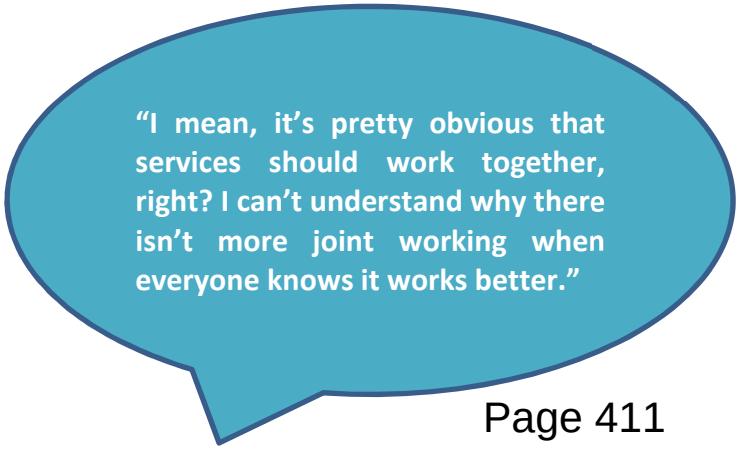
Participation

The participants to all focus groups felt that participation was really vital. There was strong support for development of a survivors' group for women to be able to access peer support. They also felt that being asked what services would work best for them and for services to see them as 'experts by experience' as being really important. There was a strong willingness to develop support for other women who were currently going through abuse.



Partnership

Participants felt that it was really important to have strong partnerships between organisations. There was a recognition that they need to work together – especially where they have some information about victims and there is a need to link the information up. Those interviewed who had been through the MARAC process felt that it had helped in their cases to have that support.



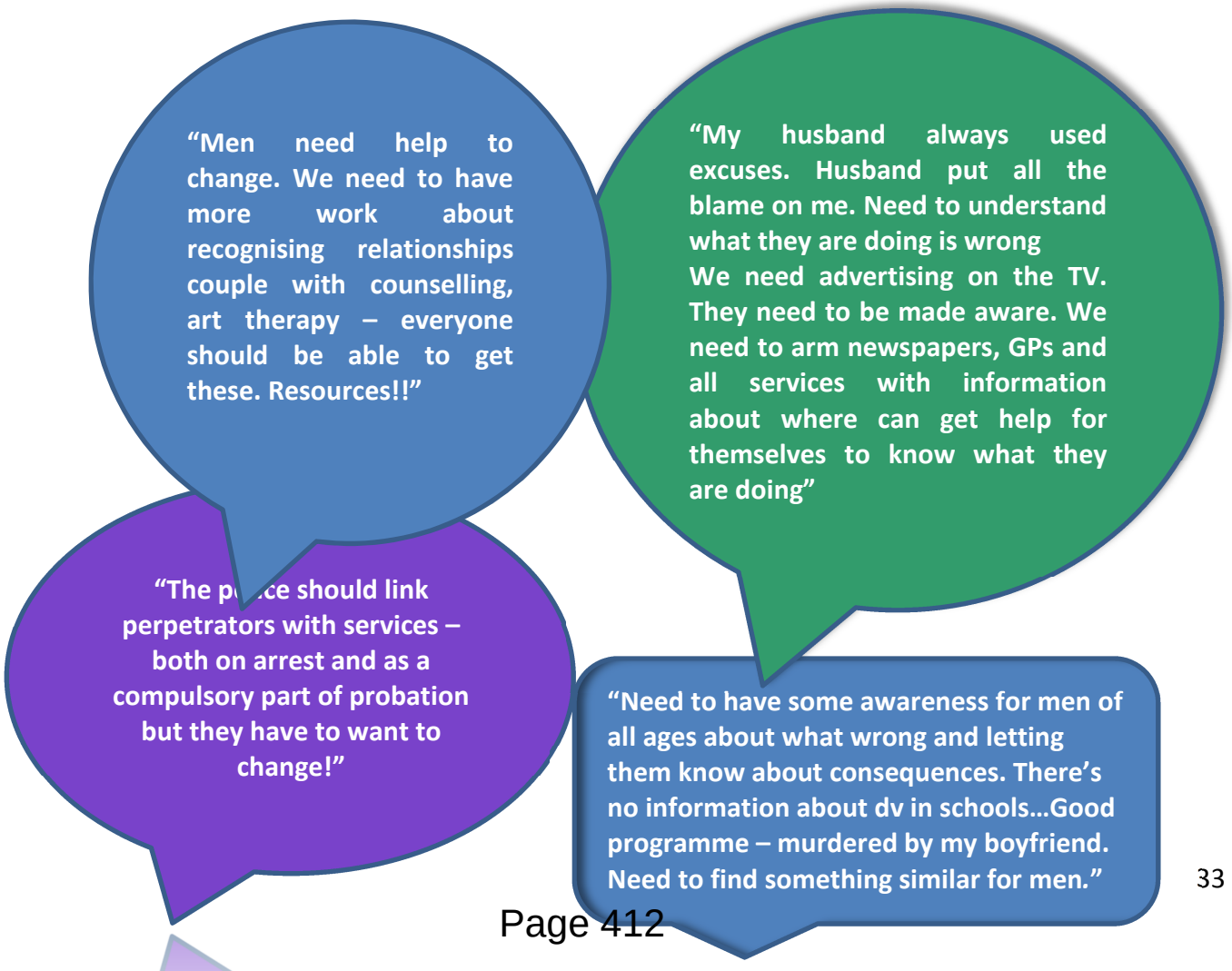
Perpetrator Accountability

Holding perpetrators of violence against women to account is challenging due to the nature of these offences and the level of underreporting of violence against women and girls. This means that most perpetrators of these crimes never, or only infrequently, come into contact with the police, let alone the courts and the probation service.

A number of respondents felt strongly that our approach to addressing these issues should put more responsibility on men rather than focussing on women and how they need to keep themselves safe. Respondents noted that women are often expected to move area, leaving behind their support networks and financial security. Some respondents felt that current responses were very female-targeted rather than tackling perpetrators. In dealing with risks to children it was noted that more emphasis should be put on the father and his role in keeping children safe. Respondents also felt that more work was needed with boys and men to show them that their behaviour is unacceptable.

Work with perpetrators – Respondents felt that direct work with perpetrators, for example through perpetrator programmes, was important. However, a number noted that the perpetrator course itself was not sufficient and in addition should be followed up with support/ guidance for a period afterwards, such as counselling, mentoring or support groups.

Respondents felt that perpetrators could be held more accountable by **raising awareness** of the consequences of violence against women and girls and emphasising that responsibility for violence rests with the perpetrator. Respondents suggested publicising cases of prosecution, or distributing posters in place men congregate letting men know the consequences of violence towards women.



Recommendations

- Prevention should be a key priority within the VAWG Strategy
- A multi-agency approach to delivering services for survivors is the best approach
- Multi-pronged, individual approach is needed to best support survivors
- Perpetrators should be given support to understand the consequences of their behaviour
- Hold a public awareness campaign to help women members in the community understand that experiencing abuse is not their fault
- Delivery of training to professionals on how to support survivors of VAWG with an empathetic approach
- Peer support methods, including group sessions, should be implemented
- The community champions programme should be expanded

Respondents felt that there needed to be sustainably funded support services available for women, particularly advocacy based services. Respondents also noted that it is important for women to have safe places to go, especially in times of crisis (such as refuges). Some respondents felt that there should be a single location or point of contact for women experiencing abuse to access all support and protection. A number of respondents also highlighted the need for services that could provide support during evenings and weekends.

Long-term support – Respondents highlighted the importance of providing long-term support for women and children not just whilst in relationship but afterwards to help them recover and rebuild their lives.

Developing women's capacity/ independence - Lots of respondents pointed to the need to provide opportunities to increase women's confidence and independence and empower them to rebuild their lives after abuse. Respondents suggested providing courses to increase women's independence, transition programmes and places where women can speak about their experiences and gain self-confidence.

Culturally specific services – Some respondents highlighted the need for culturally specific services and for services to be available in different languages.

Raising awareness amongst professionals – Respondents highlighted the importance of training staff across a wide range of services to ensure that they understood violence against women issues and were sensitive to those reporting abuse. Some suggested that training should be mandatory and that organisations should commit to releasing staff to attend training.

Providing information to women – Respondents highlighted the need to provide women with information at places they attend e.g. through mosques, children's centres, colleges, ESOL classes.

Work with survivors of domestic violence – Respondents felt that more work should be done with survivors of violence against women. They felt that giving a stronger voice to survivors of abuse would help to let other women know that abuse can be stopped and help is available

SECTION 4: Young People Consultation

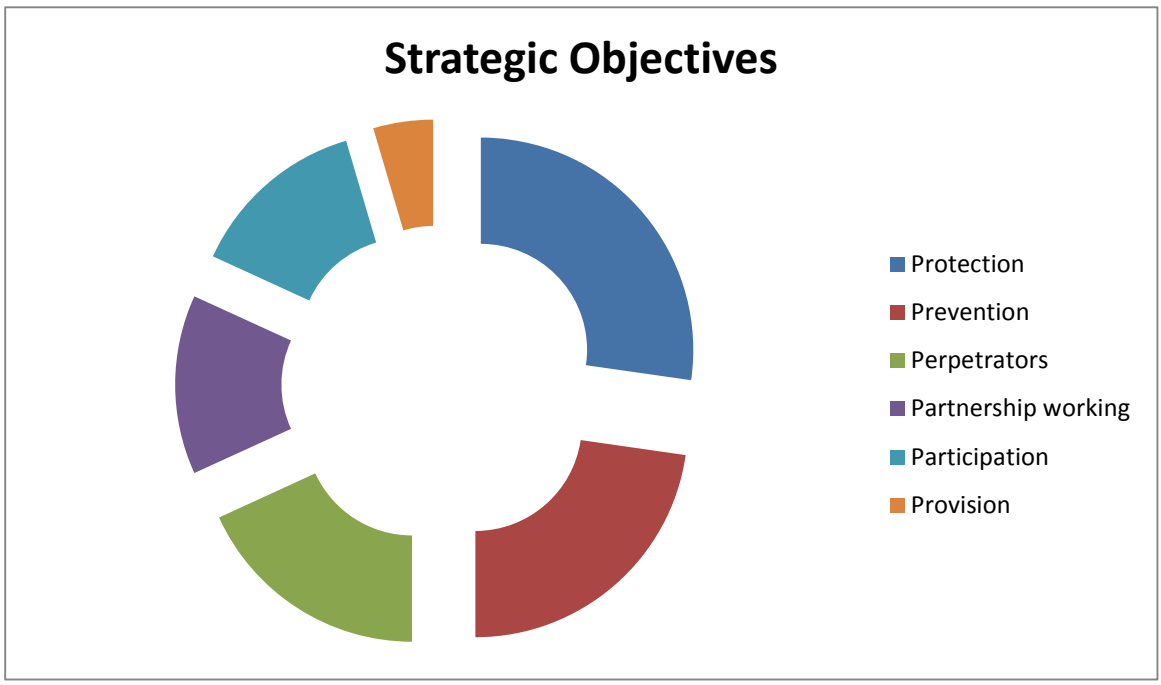
Consultation with young people on VAWG has been ongoing since late 2014 as part of our 'Whole School' approach with a specific focus group held in February 2016 to establish key priorities for the VAWG Strategy. 18 young people aged between 14 and 21 participated in the focus group with a gender split of 10 young men and 8 young women.

Young people during the focus group were asked six questions about their understanding and interest in VAWG and were asked to rank the strategic priorities in order of their importance to them.

Which do you think is the most important area we should focus on for the VAWG Strategy?

Young people felt that protection from abuse was the most important area with over half ranking this area number one, followed by prevention of violence for future generations. They, surprisingly, felt that provision of appropriate support was the least important but on further questioning outlined that protection from abuse should lead to provision of appropriate support.

"You can't have protection from abuse without providing services to those who have been abused. All of the areas should be focused on, if I'm honest but I do think protecting people is most important."



Which strand is the most relevant to young people?

Rape and sexual violence emerged as the most important issue for young people, followed closely by Child Sexual Exploitation (CSE) although there was broad support for more awareness around each area. The participants also stressed the need to provide other young people with information around all of the strands as they are linked and should not be seen as completely separate areas.

"I think that they're all important. They all have an impact on someone's life. We need to raise awareness of each issue and provide information."

Why would a young person not disclose and/or seek help (barriers)?

All of the young people mentioned that stigma, embarrassment and shame were major barriers to disclosure for young people around VAWG. There was a consensus that as their parents would find out, they would find it increasingly difficult to disclose. Other barriers identified were: fear of statutory intervention or of getting families into trouble; fear of being in trouble themselves; fears around forced marriage or being sent 'back home' and a feeling that professionals did not know often how best to respond to young people.

What could help young people to disclose abuse (any of the strands)?

Overcoming these barriers would be a challenge but safe spaces for young people to disclose abuse was highlighted as a need as well as more education for professionals. Professionals' increase in education and awareness about the impacts of VAWG on young people was seen as the key lever for young people to support them to disclose. The participants also emphasised that many young people will speak to other young people about what's happening for them and that it's vital for peer support to be in place. They were all strongly in favour of the development of the youth champions programme.

What do you know about these issues?

Young people knew most about domestic violence although the participants also wanted other young people to have more awareness that it is not just physical abuse. They felt that this was an area that is often highlighted in the news, social media, television and so on but that other areas are even more dangerous and should be taken seriously. They spoke about where coercive control had been used in television to highlight other aspects of domestic abuse and that that had had more impact on them. Least was known about dowry related abuse and so-called 'honour' based violence although each of the participants had mentioned 'honour' or 'shame' in other contexts, which shows that there is a need for all of the VAWG areas to be addressed through work around prevention. Forced marriage was a known quantity to the young people although it was seen as a issue affecting certain 'cultures' rather than a cross-cutting area.

Which issues would you like to know more about?

FGM emerged from the consultation as the key area that young people would like to know more about, especially given the focus on this strand by the mainstream media over the past 12 months. Young people also felt that disclosing FGM would be a real struggle for young people as it involves speaking about intimate areas. Other participants felt that other young people needed to know more about prostitution as there are so many stereotypes involved and because of the portrayal on television it is seen as glamourous. Other less known areas including dowry related abuse and trafficking were also areas that the young people wanted to learn more about.

"We need to do more about prostitution. There are so many stereotypes – it's seen as a 'way to earn money' and this should be tackled."

"It's important to raise awareness about trafficking. We need more awareness about it. People underestimate that it could happen to them or a family member because they think that they are in a 'safe' environment."

"We need to know more about this [dowry related abuse]. Honour is a very important issue to tackle around this area. People, especially young people, don't know what it is so they won't know how to get help if it is happening."

One area that has been mentioned over and over by young people is the impact that pornography has on young people. They have highlighted that, at least for many young people in this borough, they don't have 'the talk' from their parents around sex and so seek elsewhere to understand.

"I think that the school needs to address these issues because society right now. I think all the kids, erm speak about women, speak about girls in certain manner that's influenced by music, that's influenced by films and sometime they don't know what right from wrong is. Now not knowing what right from wrong is means they aren't able to either speak to a girl in an appropriate manner or be respectful to a girl."

It's not even that…it's just no one wants to say it because it's a somewhat a taboo of a subject but with the rise of pornography and all of that boys are somewhat misinformed with reality and being misinformed with reality means they speak about women in a certain way and then it becomes natural to them. Using certain derogatory terms, if I may say so like bitch and so on (Res1: yeah) in such a casual way, it just becomes ingrained into their life and they just use it in a normal manner. Now of course that's not the correct way to address someone. And those terms and the way that free pornography and the way women are presented in pretty much all pornographic videos they affect the way the boys think. And they don't know they need to be educated. And someone needs to tell them that this is fake; this is not the real way of life.

Recommendations

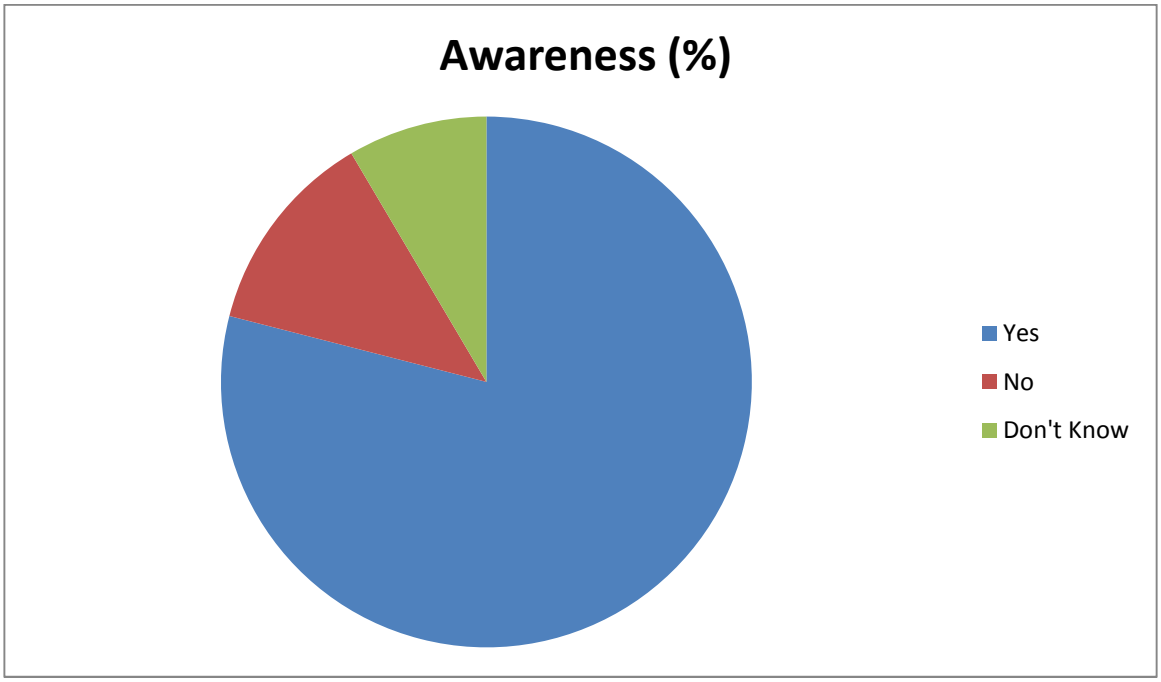
- Focus on providing young people with information about all of the strands of VAWG and where they can get help and support
- Develop the work in schools to ensure that all young people are getting the right messages about what is acceptable and what is not acceptable
- Development the youth champions programme, recognising that young people will often disclose to other young people
- Work with parents so that they understand the issues that young people face and can support their children
- Work with young people so that they can recognise that pornography and the media send out the wrong messages to young people about what healthy relationships look like.

SECTION 5: Professionals' Consultation

Consultation with professionals took place from October 2015 until February 2016. Over 200 professionals participated in the consultation, either by completing questionnaires; participating in interviews or through direct comments on the draft VAWG Strategy. The responses below pertain to the questions asked through the online and paper questionnaire. Those participating in interviews were asked to respond to these questions but were also asked a selection of the questions in Appendix 3.

Awareness of services

Generally, there was a high level of awareness of existing VAWG Services within the borough. Almost 4/5 (79%) of respondents knew about at least one specialist service.



Strategic Objectives

Respondents to the questionnaire and the stakeholders who were interviewed were told that in our current plan we have 4 key objectives and whether these are the right objectives to retain. The 4 objectives within the 2013-2016 Plan are: understanding of VAWG; Prevention; Identifying appropriate Support and Protection and holding Perpetrators to Account. There was overwhelming support for maintaining these objectives (93%) but also the need to include other areas – including partnership and participation of survivors.

"I think it's really important to develop a survivors' group and to build on existing peer support. Services also need to know about these groups and it would be helpful for the women we work with to be able to self-refer."

"Holding perpetrators to account should be reworded to provide support rather than just blame or punitive measures."

"The objectives provide holistic support approach to tackling VAWG. Each objective is interlinked and cannot be achieved. Perhaps "partnership" should be included as the others can't be achieved without an effective partnership ethos."

The key objectives have been redeveloped for the current VAWG Strategy as the '6P' approach, recognising that there was a gap in the previous strategic objectives around partnership working and survivors' participation. The new strategic objectives are:

- **Strategic Priority 1: Prevention and Early Intervention**
- **Strategic Priority 2: Provision of Appropriate Support to Survivors**
- **Strategic Priority 3: Protection from Abuse**
- **Strategic Priority 4: Partnership working across Statutory and Voluntary Agencies**
- **Strategic Priority 5: Participation of victim/survivors to inform services**
- **Strategic Priority 6: Perpetrator Accountability**

Respondents were then asked to rank the 6 strategic priorities in order of which they felt was most important. The majority of respondents felt that they should all be indivisible but provision of appropriate support and protection from abuse were highlighted as being of key importance. However, in the narrative section, the need to intersect all six was seen as crucial.

"Provision of services is required to achieve all of the above. Partnership working is key to achieving and continuing specialist services. Protection from all forms of abuse is what we are aiming on achieving, which includes prosecution for offenders and prevention of violence for future generations. Participation of victims/survivors is important to continue and improve the above."

"All six areas need to be implemented at the same time. It is impossible to have a successful approach to tackling VAWG by focusing on one area or prioritising just one element or objective. We need a better joined up approach across all 6 areas."

Strands of VAWG that should be included in the strategy

All the respondents felt that we should continue with the strands from our VAWG Plan 2013-2016 with the exception of dowry-related abuse, trafficking and prostitution which were still supported by over 90% of respondents. The areas identified that are missing is the need to include internet as a facilitator of different forms of abuse and the recognition that this has increased exponentially since our first VAWG Plan was published.

Key Barriers to reporting

Respondents to the questionnaire and participants interviewed were asked to identify key barriers from a range of suggestions based on research[97] and the barriers identified by survivors in Tower Hamlets. Respondents were also prompted to include their own based on their own experiences of supporting survivors. The key barriers identified to disclosure are:

Multiple disadvantages

[97] See for example: Baker, H. (2013) 'The significance of shame in the lives of women who experience male violence', *Liverpool Law Review*, (34) pp.145-171; Bell, E. and Butcher, K. (2015) *DFID Guidance Note: Part A Rationale and Approach – Addressing Violence against Women and Girls in Health Programming*, London: Department for International Development; Horvath, M., Hansen, S., Apena Rogers, S. and Adler, J. *"Still not receiving the support they deserve…final evaluation The Stella Project Young Women's Initiative*, London: Middlesex University; Rose Foundation (2015) *How can we scale up effective approaches to tackling the violence and abuse that women from BME Communities face*, London: Open Space Event, funded by Comic Relief, Esmée Fairburn Foundation, Rose and Trust for London and Tillman, S., Bryant-Davis, T., Smith, K. and Marks, A. (2010) 'Shattering Silence: Exploring Barriers to Disclosure for African American Sexual Assault Survivors', *Trauma Violence Abuse*, 11(2), pp.59-70.

The need to increase support for women experiencing multiple disadvantage (homelessness, complex drugs and alcohol use, NRPF or poor mental health) was highlighted by a vast majority of respondents (86%). It was a key barrier identified to reporting and also the area in which respondents to the overall consultation felt that we needed to focus on more. *"It's really crucial to increase support for these women who experience even more vulnerabilities than the rest of the population. They cannot access the support needed nor is there expertise in supporting women with multiple disadvantage."*

Fear of institutions

68% of respondents felt that a fear of institutions including statutory services such as children's social care and the police was a barrier to disclosure. Respondents outlined that for some residents in this borough there is a cultural mistrust of authority which is compounded by poor previous service received. All of the respondents citing this as a key barrier highlighted the need for greater training and awareness for staff working in these organisations.

"For some victims the greatest barrier to disclosure is those services they fear the most such as the police or children's social care. Victims are petrified that their children will be taken away for failing to protect them or that the police will not respond appropriately. Poor previous responses from both have meant that within some communities there is almost a 'Chinese whispers' effect whereby there is community level mistrust and fear of these institutions."

Fear of bringing shame

Again, 68% of respondents felt that a feeling of bringing 'shame' on the family was a huge barrier to disclosure for victims in Tower Hamlets. This is perhaps unsurprising given the demographics of the borough and the feeling that professionals are not always aware about VAWG strands such as the harmful practices strands where 'honour' and shame are built into the perpetuation of these forms of abuse.

"Fear of bringing shame on the family is the biggest barrier that I can see in terms of telling professionals about what is happening – particularly for younger women and LGBT men and women. People are afraid that if they tell someone either they won't be believed, that they are lying to get accommodation, to get a place of their own away from their families or that they'll get their families into trouble. We've seen it for years in this borough – the real 'catch 22' around disclosing abuse, especially when the wider families or communities are involved."

Not aware they are being abused

High numbers of respondents (64%) felt that one of the barriers was that victims are unaware that they are being abused. This was also highlighted in the survivor consultation also, whereby women did not recognise that they were being abused until there was an outside intervention. Many of the respondents linked this barrier with the need for greater work on prevention in the borough and the need to educate young people from an early age around what healthy relationships look like to ensure that victims are aware and can be supported to seek help. This is particularly an issue where the abuse is not physical as even sexual abuse is normalised within relationships.

"I think people not being aware they are being abused is a very big issue as many people only associate abuse with physical violence and that if marked that is evidence. If no bruises/cuts etc.

the perception is that abuse is not that bad. There is still sadly a big perception that consent to sex in marriage doesn't matter as it is a 'male marital right'.

Fear of not being believed

Fear of not being believed was raised as a barrier by almost two-thirds of respondents (64%) who felt that women and girls are reluctant to disclose as they do not think that they will be believed. Work that we have done with school has shown that young women are extremely reluctant to disclose abuse as they feel that services will think that they are making it up, that they will be labelled as 'troublemakers'. The fear of not being believed is also built into the abusive mechanisms used by perpetrators who tell their victims that 'no one will believe you'. We have seen this in cases that have been referred to specialist support services over the past 3 years of the VAWG Plan where women have been told that their disclosure will mean that their children will be taken away as they are the ones to blame for what is happening to them. All of this is built into the need for greater training and awareness across all areas of the community within Tower Hamlets.

"*I've often had women come into our service who say that they've been living with abuse for years and years, sometimes tens of years, as they don't think that anyone will believe them. Perpetrators are very clever in twisting victim's minds to think that they are the ones to blame especially where the perpetrators have 'good jobs' or a 'good reputation' in the community."*

Don't believe services will make a difference to their safety

Just over half of respondents (55%) felt that victims did not disclose as they did not feel that services would make any difference to their safety and 36% said that non-disclosures were due to poor previous experiences of services. This is supported by research into barriers to disclosure, especially where victims have had a previous poor response to previous disclosures.[98]

"Working on this area for around 10 years, I've found that so many women will say that they don't think that anything will make a difference to them. There's a real normalisation of abuse but also an almost fatalistic assumption that nothing will change if they do disclose."

'Cultural' barriers

Again, over half of respondents felt that victims in Tower Hamlets were unable or fearful of disclosing because of cultural barriers. Subsumed under this barrier was the lack of understanding of professionals around different cultures in the borough but also a similar barrier to the fear of institutions whereby 'culture' almost becomes a catch-all for members of different communities across the borough. Those questioned further on their responses to this explained that 'cultural' barriers also include areas that are barriers in themselves such as language barriers or women with no recourse to public funds not understanding what services are available.

"It's almost as though the abuse is 'normal' within that community – according to some of the women I've spoken to in the past year. Many women will say to me 'well in my culture, husbands can behave how they want, do what they want and the wives just have to accept it.' We find that

[98] See for example: Allnock, D. and Miller, S. (2013) *No one noticed, No one heard: A Study of Disclosures of Childhood Abuse*, London: NSPCC; Rose, D., Trevillion, K., Woodall, A., Morgan, C. and Feder, G. (2011) 'Barriers and Facilitators of Dislcosures of Domestic Violence by Mental Health Service Users: Qualitative Study' *The British Journal of Psychiatry*, 198(3), pp.189-194

this has a big impact on women coming forward, especially around wider forms of abuse like sexual violence for example."

Language barriers

Language barriers were identified by 55% of participants who felt that it was a real obstacle to disclosure, especially where women were prohibited from attending ESOL classes as part of the abuse that they experience.

"I mean, how can women disclose when they don't know where to go, how to say it or what to say! Language is the biggest barrier faced by so many women."

Fall between cracks in services

Half of the respondents highlighted that so many people fall between cracks in services. This is particularly relevant where their client group is young people or women experiencing multiple disadvantages. This means that younger people, especially if they are under 16, do not fit within the definition of domestic abuse or are unlikely to be prioritised by children's social care. This transition period is particularly difficult in terms of disclosing and providing support.

"I've had real difficulty in working with some of the groups that are deemed hardest to reach but then who on the other hand aren't seen as priorities by different agencies. It can be really frustrating and feeds into other elements like the 'don't believe services will make a difference' one."

Don't know where to go

45% of respondents highlighted that it is difficult for people to disclose as they either don't know where to go or there is a lack of suitable services (mentioned by 18%). During our work with young people in 2014 they outlined that young people wouldn't even know where to start to look for services which was a driver for the development of the youth campaign and the youth leaflet.

"Really, for me I think that the key barrier for so many women (and men) is that they just don't know where to go. Victims aren't going to be able to read a big document like the service directory; they need to have information in places that they go. I really think that the champions programme and the increase in posters and things in toilets in the Idea Stores has helped people to know but there still needs to be more awareness raised."

Lack of suitable services

The barrier around the lack of suitable services included where people felt that the services were not appropriate (i.e. need for specialist counselling for FGM, rather than counselling or services needing to be specifically for young people) or where they did not provide interpreters, childcare or culturally aware services to enable women and girls to disclose.

Lack of training for professionals

36% of respondents felt that the lack of training for professionals leads to huge barriers to disclosure – especially where professionals have no understanding of VAWG or the impact on women and girls. We have also found, both through the consultation but also through the work on the harmful practices pilot that there are professionals who feel that they can talk about areas

such as FGM as they are perceived as safe due to the number of survivors being relatively low but feel that they cannot broach the subject of forced marriage of 'honour' based violence because it is seen as 'racist' or interfering in people's culture.

"Training, training, training - I can't say it enough! People can't disclose abuse as the professionals don't have a clue what to do. I've seen such bad practice over the years of people looking horrified or scared by disclosures or they just shut the person up. Everyone should be training even if they're not a front facing person 'coz you never know!"

Disability

Having a disability (learning, mental or physical) has been identified in research as one of the key barriers to disclosure of abuse so it is perhaps surprising that it was mentioned by only 25% of respondents to this consultation.[99] However, support for disabled people and the lack of specialist support was highlighted in the next section on gaps to services as well as by the 27% who also said about inability to access services (as well as language barriers).

"It's even harder for women and girls with disabilities to disclose than it is for other women quite often. Our services struggle and I know that there have been difficulties for deaf women especially around FGM as there is a lack of sign interpreters."

Identifying Gaps

A key question asked of all participants in the consultation was about identifying gaps. Some of the gaps identified feed back into the need for better multi-agency working across sectors and age groups, especially for young people and older women showing a lack of awareness of existing services.

In mainstream services

One of the elements identified in the consultation as a gap is the lack of accessibility in mainstream services including for those who have additional needs. Respondents highlighted the need for all professionals within services, not just explicitly VAWG focused services, to be able to respond appropriately to victims of VAWG and refer to specialist support services. The other key areas stressed as gaps to mainstream services were: support for perpetrators; practical and emotional support for young people; greater levels of prevention work in schools; immigration advice for victims with NRPF and longer term support after resettlement.

"I think mainstream services could be made more accessible, through cross-cultural and cross-generational participation. The VAWG Champion programme really promotes this and could widen

"Everyone working and volunteering needs to have the expertise to identify it [VAWG], be confident to raise it and know how to signpost and support a victim."

[99] Miller, D. and Brown, J. (2014) '*We have the right to be safe': Protecting disabled children from abuse*, London: NSPCC; Dockerty, C., Varney, J. and Jay-Webster, R. (2015) *Disability and Domestic Abuse: Risk, Impacts and Response*, London: Public Health England; Murray, S. and Powell, A. (2008) 'Sexual assault and adults with a disability enabling recognition, disclosure and a just response', *Australian Centre for the Study of Sexual Assault*, No. 9.

In BME specific services

Again, the gaps identified in BME specific services tended to focus on language barriers rather than wider support. Interestingly, lack of joined up working was raised in this area and across all six gap areas. Overwhelmingly, respondents felt this is an area that Tower Hamlets should focus on addressing in the next VAWG Strategy and across all statutory and voluntary services.

In services for women with no recourse to public funds

As with gaps identified for women with complex needs, the biggest gap identified to all VAWG work was the need to provide better support for women with no recourse to public funds. Gaps were identified about information provision but also accommodation was the main gap.

"There is a real lack of accommodation for women with no recourse and this is compounding the violence they face and enables exploitation. There is also a need to clear and accessible information about what support they can and will receive"

In services for disabled victims (physical, mental and learning disabilities)

Again, respondents stressed the lack of joined up working between agencies and the need for better links between children's and adult safeguarding especially during transition periods. Some of the elements stressed were the need for professionals to identify particular strands of VAWG, especially harmful practices for disabled victims. Others were concerned about the levels of specialist support for disabled victims.

"In terms of adult safeguarding I am not sure that historically DV has been recognised as something this group experiences. I also wonder about support services for older women as this seems to be a gap also"

In services for complex needs

Supporting women with complex needs was highlighted throughout the consultation as one of the main challenges for the VAWG strategy to address. Lack of joined up working across sectors and between statutory agencies was noted by the majority of respondents as a gap to providing support to this group. The need for additional services for women with complex needs was particularly outlined as well as smarter working by combining services across sectors.

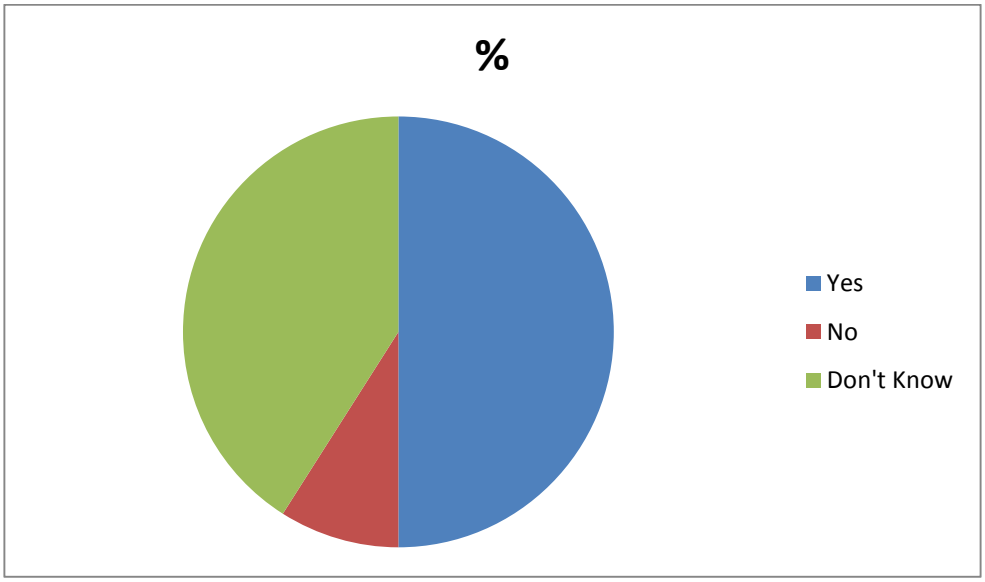
"It feels like there is a lack of multi-agency working or clear strategy around women with complex needs. I would like to see gender and trauma informed services for this group"

For those with language needs

There were few surprises in the responses to gaps with respect to those with language needs. All respondents highlighted the need for additional support for Bengali, Vietnamese, Somali and Chinese speaking residents. Other suggestions included training members of the community or not specialist staff who speak the languages to be trained to respond to victims. This is key in our approach of recruiting community and professional VAWG champions.

Efficiency of services

Although over 41% of respondents did not know whether the services could be delivered more effectively and efficiently, they also provided a narrative about how services could improve. The majority who said they did not know highlighted existing good practice – VAWG Champions programme, training and the wider specialist services.



Highlighted suggestions included:

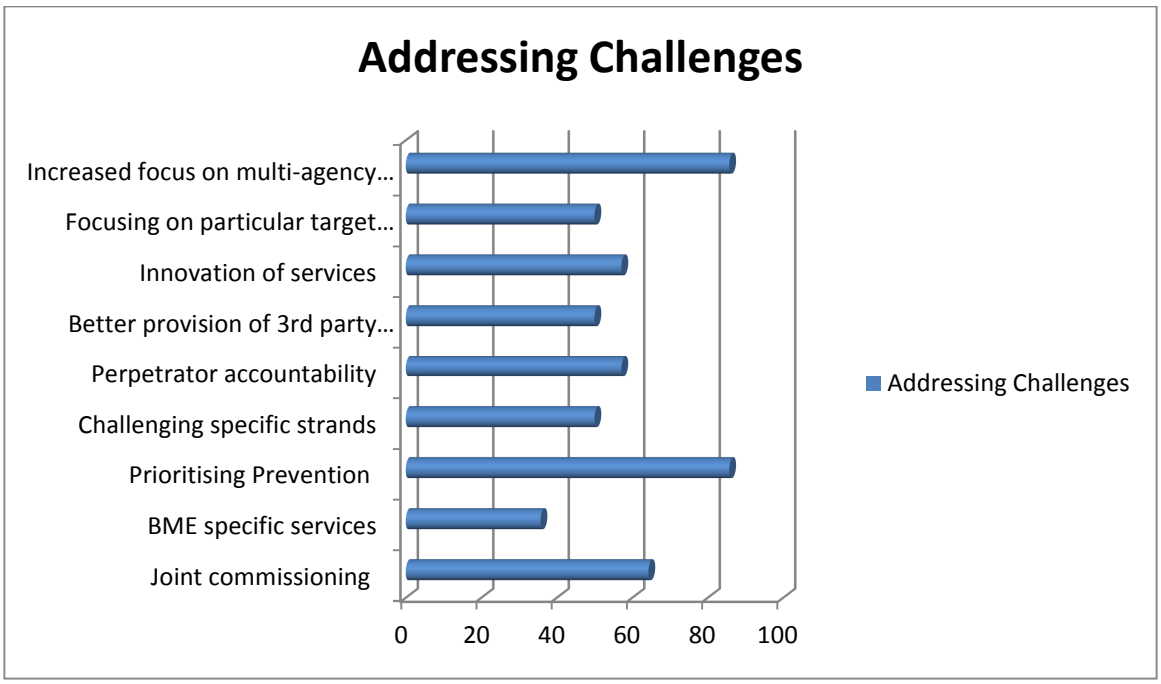
- Better cross-sector working between VAWG and homelessness services
- Promotion of VAWG services within BME services
- Increasing the capacity of existing services to meet greater demand
- Better joined up and multi-agency working across the borough
- Joining gaps between the voluntary and statutory sectors
- Ensuring clear commitment and senior level buy-in from all Directorates within the council
- Victims being able to access specialist support services from within mainstream services

"I think the VAWG services are efficient and effective but with increased capacity could reach more organisations and individuals and expand their outreach work to respond to specific communities."

"If there was a clear commitment at senior level to address VAWG in a multi-agency way and to recognise gender then women's needs could be better met and this could save money for all services."

Addressing Challenges

Respondents were asked how we could address the key challenge of providing specialist, sustainable services in the current economic climate. The consultation highlighted the need to continue to provide services that adequately address survivors' needs as well as ensuring safety. The challenge is responding appropriately and efficiently in a climate of cuts.



The top areas for respondents were an increased focus on partnership working and prevention work. These are two of the strategic objectives identified for the VAWG Strategy and are key to supporting vulnerable victims of VAWG in Tower Hamlets. Other areas that respondents felt could address the challenges faced were joint commissioning of services to increase efficiencies and value for money across services.

"The key for me is multi-agency working and skilling up all professionals to address VAWG. I feel like there could also be work done on spaces where people are likely to disclose - friends and family, medical context. While the focus on police and reporting is important this does not reflect how survivors access help."

Recommendations

- Prevention should be a key priority in a climate of welfare reform and cuts. Continuation and expansion of work with young people, starting from reception is vital
- Links between competing priorities and VAWG should be made more explicitly – for example countries where FGM is emerging due to the increase in radicalisation and the increase in threat of extremism as a factor in child arrangement orders in the family courts
- Maintain the four objectives from the previous VAWG Plan but expand to highlight the need for better partnership working and participation by survivors
- Develop work across sectors, including having a renewed focus on women experiencing multiple disadvantage and work with older and disabled women
- Develop a survivors' forum which will be a peer support group for survivors of all forms of VAWG
- Commission services for young people experiencing VAWG as they often fall through gaps between children's and adult services and existing services are predominantly funded externally
- Develop links with some of the large employers in the borough to highlight the impact of VAWG on their staff
- The key barriers to disclosure are faced by women experiencing multiple disadvantage and a fear of institutions. These need to be a key focus of the VAWG Strategy
- There is broad based support for the existing strands but there needs to be a focus on the internet as a facilitator of abuse

Appendix 1: Consultation Log

We started our consultation process in October 2015 and continued until February 2016 to ensure that we could consult with as many people as possible. The consultation methodology is varied to allow for different stakeholders to contribute to our Strategy. A consultation questionnaire was launched in October and individual meetings and focus groups started in November 2015. (A paper version of the questionnaire is also available). As outlined above, a report on the consultation will be published in due course.

Table 3: Consultation Timeline

Action	Date
Launch of VAWG Consultation Questionnaire	October 2015
16 Days of Action	November 2015
Interviews with key stakeholders	November 2015 – February 2016
SMT	December 2015
DMT	February 2016
VAWG Steering Group	January 2016
DV Forum	January 2016
Community Safety Partnership	January 2016 (final presentation April 2016)

A Stakeholder analysis was conducted to ensure that the correct agencies have been consulted. Consultation with a range of key professionals from the agencies listed in Table 4 will continue until end January.

Table 4: Key Stakeholders

Stakeholder	VAWG Strand
'A' Team Arts	All
Barts Health NHS Trust (community and acute services)	All
Citizens Advice	All
City Gateway	All
Community Mental Health Teams	All
Community Safety Partnership members	All
Domestic Violence and Hate Crime Team	All
Domestic Violence Forum	All
East London Foundation Trust	All
East London Harmful Practices Steering Group	Harmful practices
East London Rape Crisis	All, especially sexual violence and 'harmful practices'
Faith Regan Foundation	All
Head Teachers	All
Hestia	All
Hostel Providers	All
LBTH Adults' Safeguarding Board	All
LBTH Adults' Social Care	All
LBTH Attendance and Welfare Service	All

LBTH Children's Centres	All
LBTH Children's Safeguarding Board	All
LBTH Children's Social Care	All
LBTH Domestic Violence Team Services –The MARAC Steering Group, the LBTH 'One Stop Shop', the Homeless Person's Unit (HPU) drop-in service and the Barkantine Medical Centre	All
LBTH Housing Department – Housing Options and Support Team (HOST) and Homeless Families Service	All
LBTH IARP (Identify, Assess, Referral Programme)	All, especially prostitution and sexual violence
LBTH Idea Stores	All
LBTH MASE Group	CSE
LBTH Parent and Family Support Service	All
LBTH Public Health	All
LBTH Supporting People	All
LBTH THEOs	All
LBTH Youth Offending Service	All
LBTH Youth Services	All
London Black Women's Project (formerly Newham Asian Women's Project)	All
London Fire Brigade	All
Look Ahead	All
Mayor's Office for Policing and Crime (MOPAC)	All
Metropolitan Police	All
NIA Project	All
North East London FGM Group	FGM
NSPCC Protect and Respect	Child Sexual Exploitation and Sexual Violence
Ocean Somali Community Association	All, especially FGM
Open Doors	All, especially Prostitution and Sexual Violence
Partnership for Ending Harmful Practices (PEHP)	All, especially harmful practices
PRAXIS	All
Probation (Community Rehabilitation Company and National Probation Service)	All
Registered Social Landlords	All
Step Forward	All
The Haven	Sexual Violence
The Specialist Domestic Violence Court (SDVC)	All
Tower Hamlets Volunteer Centre	All
TV Edwards	All
VAWG Champions	All
VAWG E-Group Members	All
VAWG Steering Group members	All
Victim Support	All
Women's Health and Family Services	All, especially FGM

APPENDIX 2: ONLINE AND PAPER CONSULTATION

Between October 2015 and February 2015 an online consultation (with a paper version) was held to elicit responses from professionals and from women living in the borough. There were a total of 60 responses received. For simplicity, only 10 key questions were included in the questionnaires and additional responses could also be included.

VAWG Plan Consultation

---

1. Are you currently aware of VAWG Services in Tower Hamlets?

Yes ☐ No ☐ Don't Know ☐

Please list all services you know

2. Our current Plan has 4 key objectives (Understanding of VAWG, Prevention, Identifying appropriate support and protection and Holding perpetrators to account). Do you think we should maintain these for the new plan?

Yes ☐ No ☐ Don't Know ☐

Please elaborate

3. We currently have 6 key areas that we work towards - Prevention, Provision, Protection, Partnership, Participation and Prosecution. Please rank these in the order of importance for you with 1 being most important and 6 being least important.

Key Area	Ranking
Prevention of Violence for Future Generations	
Provision of appropriate support to survivors	
Protection from abuse	
Partnership working across statutory and voluntary agencies	
Participation of victims/survivors to inform services	
Prosecution for offenders	

4. Please explain your choice

5. Which strand of VAWG do you think we should include? Please tick all that apply

☐ Domestic Violence and Abuse

☐ Sexual Violence (including rape, sexual assault, sexual harassment, sexual bullying, 'revenge porn')

☐ Female Genital Mutilation

☐ Forced Marriage

☐ Dowry Related abuse

☐ So-called 'honour' based violence

☐ Trafficking (for sexual exploitation and domestic servitude)

☐ Prostitution

☐ Child Sexual Exploitation

☐ Stalking and Harassment

☐ Other

6. What gaps are there in VAWG Services in Tower Hamlets?

In mainstream services	
In BME specific services	
In Services for women with no recourse to public funds?	
In services for disabled victims (physical, mental and learning disabilities?	
In services for complex needs (drugs, alcohol, homelessness etc.)?	
For those with language needs?	

7. Could our VAWG services be delivered more effectively and efficiently?

Yes ☐ No ☐ Don't Know ☐

Please elaborate on key outcomes you would like to see?

8. How can we best address the key challenge of providing specialist, sustainable services in the current economic climate?

☐ Joint commissioning of services

☐ Commissioning BME specific services

☐ Prioritising prevention work with young people

☐ Challenging specific strands such as 'harmful practices' (forced marriage, so-called 'honour' based violence and FGM)

☐ Ensuring perpetrators are dealt with including measures such as eviction for domestic violence related charges

☐ Ensuring better provision of third party reporting sites

☐ Innovation of services

☐ Focussing on particular target groups e.g. complex needs or disabilities

☐ Increased focus on multi-agency working to reduce resource costs and improve responses

☐ Other suggestions or comments

9. What are the key barriers for victims in Tower Hamlets to report and how could we overcome them?

☐ Fear of institutions (Police, Social Services etc.)

☐ Fear of not being believed

☐ Language Barriers

☐ Fear of bringing 'shame' on families

☐ Disability

☐ Multiple Disadvantages (drugs/alcohol needs, homelessness etc.)

☐ Don't know where to go

☐ Don't believe services will make a difference to their safety

☐ Unable to access services (physically not allowed)

☐ Fall between cracks in services (e.g. age limits etc.)

☐ Lack of training for professionals – don't know how to respond

☐ Lack of suitable services (e.g. BME specific services

☐ Poor previous service or engagement

☐ Not aware they are being abused

☐ Cultural barriers

Other or please elaborate on your choices above

10. Address

Name	
Company	
Address	
Post Code	
Email	
Telephone	

Thank you! Please return to vawg@towerhamlets.gov.uk or fax to: 0207 364 0299

APPENDIX 3: Additional Questions asked during Individual or Group Interviews

- Are you aware of the services available to support victims of VAWG in Tower Hamlets?
- How can we best engage men in work to end VAWG?
- What practical issues do survivors face?
- What other areas do you think we should focus on?
- Do you agree we should continue to address the same strands?
- Are there other areas of work we should include?
- What gaps are there in VAWG services in Tower Hamlets?
- In an ideal world what services would you like to see?
- Can our VAWG services be delivered more effectively and efficiently?
- What are the key outcomes you feel should be included?
- Who needs to be involved in a multi-agency approach?
- What is your understanding of VAWG?
- What training do you think you and your organisation need to understand and address VAWG?
- Are services to help victims of VAWG easy to access?
- If you needed to get information or support for yourself or someone you know would you know where to go?
- What are the key challenges in providing a sustainable service?
- Do you think we should maintain our current objectives?
- If not, what should we prioritise?
- What are the ways in which women and girls currently access support and protection?
- What are the types of support women and girls find most helpful?
- How do you think we can best explore ways to prevent violence?
- How can organisations work together to provide an effective response to women and girls and to hold perpetrators to account?
- How can we best identify gaps and needs as well as any barriers to accessing support services?
- Are you aware of the current priorities within our VAWG Plan?
- If yes, do you think these are the right ones?
- If no, explain and highlight which you feel are most relevant?
- What do you think is the most pressing issue for the VAWG strategy to cover?
- Which do you think is the most important area?

- What better support could be provided to victim/survivors who are: NRPF, BME, disabled etc.
- What is the most important thing we can do to tackle VAWG?
- What are the key barriers for victims to access support?
- Who do victims currently report to?
- What can be done to improve support?
- How can we challenge ‘cultural’ issues?
- What can be done to tackle young people’s attitudes to VAWG?
- What more can we do to tackle ‘harmful practices’?
- What is the key barrier for trafficked people to access support?
- How can we identify VAWG?
- What more can we do to safeguard future generations?

For further information:

Fiona Dwyer (VAWG Strategy Manager)

Fiona.dwyer@towerhamlets.gov.uk

0207 364 4380

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)	**VAWG Strategy (2016-2019)**
Directorate / Service	**CLC/ Community Safety**
Lead Officer	**Shazia Ghani**
Signed Off By (inc date)	**Andy Bamber**
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)	**Proceed with implementation** A full equality impact assessment accompanies this checklist. Robust consultation was held with respondents who meet all 9 protected characteristics to ensure that our work does not negatively impact on anyone. International, national and regional research was used in the development of the strategy and complements the work of the Equality Analysis.

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	This report requests MAB to comment on the draft Violence against Women and Girls Strategy 2016-19.

			This strategy outlines and highlights the commitment of the partnership to strengthen a coordinated multi-agency approach to tackling VAWG over the next three years and build upon the previous VAWG Plan. Through a successful delivery of the VAWG programme, the strategy aims that all women and girls are free from all forms of gender-based violence and from any threat of such violence. The strategy also aware that abuse can take place regardless of gender, ethnicity, faith, sexuality or age. The service also recognises men can be victims of interpersonal violence, although the current data show that 97% of the victims are women in the Borough. As a local area, the service remains committed to providing support for all victims of abuse. The intention of this plan is to strengthen our response to responding to abuse rather than undermining this approach.
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 accompanying EA shows that all nine protected characteristics will have positive impact from the proposal.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	Evidence to support the VAWG Strategy has been collected over the past three years of the previous VAWG Plan. As the accompanying EA shows, the service have a range of evidence to look at the impact on service users and staff including: • VAWG training evaluation forms • DV1 forms • MARAC recording data • SDVC evaluation data • Police data • Service data • National and local prevalence data This strategy has drawn upon a wide range of data sources

			to establish prevalence which includes a comprehensive consultation process with partners, survivors and organisations across the borough. Despite this, it is widely acknowledged that all strands of VAWG are underreported and many survivors do not come to the attention of services. This coupled with lack of awareness of professionals around individual strands, means that true prevalence data is not obtainable. However, a major part of the work of the VAWG agenda has been to boost reporting across each priority area and there has been an increase across the majority of strands since 2013.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	See above.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	See above.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	A series of consultations were held and informed the strategy. See Appendix 'VAWG Consultation Report 2016'.
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 3 of the accompanying EA.
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	The Strategy states that the service remains committed to providing support for all victims of abuse regardless of their backgrounds.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	Individual strands or combined areas identified in the Strategy have action plans which are monitored on a regular basis. Each action plan and the performance matrix are reviewed and evaluated on an annual basis.
b	Have alternative options been explored	Yes	Do nothing option was considered.

5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	Each action plan and the performance matrix are reviewed quarterly and evaluated on an annual basis.
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 (EA)

Financial Year
2013/14

Section 1 – General Information (Aims and Objectives)

See Appendix A

Current decision rating

Name of the proposal including aims, objectives and purpose
(Please note – for the purpose of this doc, 'proposal' refers to a policy, function, strategy or project)

Violence Against Women and Girls (VAWG) Strategy

Conclusion - To be completed at the end of the Equality Analysis process
(the exec summary will provide an update on the findings of the EA and what outcome there has been as a result. For example, based on the findings of the EA, the proposal was rejected as the impact on a particular group was unreasonable and did not give due regard. Or, based on the EA, the proposal was amended and alternative steps taken)

Name:
(signed off by)

Date signed off:
(approved)

Service area: Safer Communities

Team name: Domestic Violence and Hate Crime

Service manager: Shazia Ghani

Name and role of the officer completing the EA: Fiona Dwyer (VAWG Strategy Manager)

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?

Evidence to support the VAWG Strategy has been collected over the past three years of the previous VAWG Plan. We have increased our equalities monitoring data over that time period and have a range of evidence to look at the impact on service users and staff including:

- VAWG training evaluation forms
- DV1 forms
- MARAC recording data
- SDVC evaluation data

This strategy has drawn upon a wide range of data sources to establish prevalence which includes a comprehensive consultation process with partners, survivors and organisations across the borough. Despite this, it is widely acknowledged that all strands of VAWG are underreported and many survivors do not come to the attention of services. This coupled with lack of awareness of professionals around

individual strands, means that true prevalence data is not obtainable. However, a major part of the work of the VAWG agenda has been to boost reporting across each priority area and there has been an increase across the majority of strands since 2013.

Section 3 – Assessing the Impacts on the 9 Groups

Please refer to the guidance notes below and evidence how your proposal impacts 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.

This proposal seeks to address the inequality of women who experience abuse disproportionately to men. Approximately 97% of all known victims of interpersonal violence in Tower Hamlets are female - a significant gender bias towards women. As a team we do provide support to men experiencing domestic abuse and all forms of violence and whilst the VAWG Strategy does not make direct reference to male victims, we as a service remain committed to supporting male survivors of violence. Abuse can take place, however, regardless of gender, ethnicity, faith, sexuality or age. Whilst we recognise that the issues in the previous plan and this strategy have a disproportionate effect on women, we also recognise that boys and men are victims of violence too - 3% of all victims of interpersonal violence in Tower Hamlets. As a local area, we remain committed to providing support for all victims of abuse and the intention of this plan is to strengthen our response to responding to abuse rather than undermining this approach.

- **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*

We have collated a wide range of data during the previous 3 years of the original VAWG Plan. This has allowed us to build up a slight picture of VAWG in Tower Hamlets. However, as outlined above there are many areas where there is underreporting, meaning that the data we have does not show a full picture. The data that we have used for the development of the strategy has been:

- A Stakeholder consultation held between October 2015 and January 2016, with additional consultation with young people occurring between 2014 and 2015.
- Monitoring of MARAC data
- DV1 referrals
- Referrals to the One Stop Shop
- Referrals to the Sanctuary Scheme
- Monitoring of outcomes at the Specialist Domestic Violence Court
- Monitoring of IRIS data
- Monitoring of funded specialist support programmes: IDVA service, Violent Crime Caseworkers, Floating Support, Refuge and Harmful Practice pilot.

- **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.

N/A

- **Barriers?**

What are the potential or known barriers to participation for the different equality target groups? E.g.- communication, access, locality etc.

The key barriers are underreporting of VAWG across all strands, particularly across the harmful practices areas (so-called 'honour' based violence, forced marriage and female genital mutilation). We have worked to mitigate this by working with MOPAC and partners from across the voluntary and statutory sector to increase reporting through a combined approach of prevention, provision and perpetrator accountability.

The demographics of Tower Hamlets means that there are relatively high levels of vulnerability within the borough's population including high numbers experiencing mental health and substance misuse issues as well as those with language support needs and disabilities (physical and learning). Women with additional vulnerabilities find it most difficult to seek help and are therefore often most at risk from abuse. We have found that coupled with No Recourse to Public Funds, women are often living for many years with abuse across the spectrum of gender-based violence.

We also work closely with specialist organisations to increase reporting from other groups who are less likely to report including women with no recourse to public funds and those experiencing multiple disadvantages (homelessness, complex drugs and alcohol use, street based sex working and mental health needs).

We have ensured that all specialist services funded by the council have speakers of key languages in the borough and an awareness of the different ethnic groups across Tower Hamlets.

- **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.

We have taken a combined approach to consultation. The consultation methodology is varied to allow for different stakeholders to contribute to our Strategy. A consultation questionnaire was launched in October and individual meetings and focus groups started in November 2015. (A paper version of the questionnaire is also available). We have also held a range of focus groups with professionals, local residents and survivors to inform our strategy and assessment.

- **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.

N/A

- **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

We are not providing a new service but building on our VAWG work and the VAWG Plan 2013-2016. We have developed action plans across all 10 strands working with organisations, statutory and voluntary, across the borough to inform our response to tackling VAWG.

Please also consider how the proposal will impact upon the 3 One Tower Hamlets objectives:-

- **Reduce inequalities**

The VAWG Strategy specifically seeks to address inequalities that contribute to women and girls experiencing all forms of violence and exploitation. We are also working within that to recognise areas where women experience further inequalities including disability, age, maternity and so on.

- **Ensure strong community cohesion**

This plan seeks to increase awareness of gender inequality and includes a commitment to working with perpetrators of violence and increasing awareness of the impact of VAWG issues on individuals, families and the community as a whole.

- **Strengthen community leadership.**

We work in partnership with community and voluntary sector organisations and this includes faith, disability, LGBT and other community based organisations who are central to raising awareness of VAWG.

Target Groups	Impact – Positive or Adverse What impact will the proposal have on specific groups of service users or staff?	Reason(s) • 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 decision making Please also how the proposal with promote the three One Tower Hamlets objectives? -Reducing inequalities -Ensuring strong community cohesion -Strengthening community leadership
Race	Positive	We are committed to supporting all victims of VAWG, regardless of their ethnic background. We know that the ethnic profile of the borough suggests that 'culturally' specific forms of violence such as forced marriage, 'honour' based violence and female genital mutilation are key issues for the borough, although these forms of violence, despite a vast increase in reporting through our coordinated approach, are not always well reported to local agencies. We hope to address this through a two year project which is currently in its first year which is funded by MOPAC and the DfE.
Disability	Positive	Research has consistently found that disabled women are twice as likely to experience domestic violence as non-disabled women are. The same research has shown that disabled men are also more at risk, although at a rate of about 1.5 times non-disabled men. In 2014/2015 there were 23 disabled victims (20 female and 3 male victims) referred to the domestic violence MARAC. The VAWG strategy provides key consideration to the additional barriers that disabled victims face in reporting and we have highlighted the impact on disabled victims of forced marriage in particular.
Sex	Positive	Although the strategy is predominantly aimed at supporting women and girls who have been affected by abuse, we recognise that men and boys also need support and we provide services to ensure that all victims are supported. Young men are included within all training and awareness-raising in schools and we work to ensure a rights based approach to supporting all victims affected. In 2014/2015, 382 females and 31 males were discussed at MARAC, meaning that men comprised almost 7.5% of all cases discussed.
Gender Reassignment	Positive	The VAWG Strategy (and separate domestic violence action plan) gives consideration to the needs of transgender people, how they choose to define their gender and choose the services that are appropriate to their needs. We are committed to providing specialist training in this area to organisations within the borough. We are currently aware that there may, as with other areas of VAWG, be an underreporting from the transgender community but we do keep figures from the MARAC on transgender people and are aware that 1 case was subject to MARAC during 2014/2015.
Sexual Orientation	Positive	The Strategy gives consideration to sexual orientation and we support all survivors of abuse regardless of sexual orientation. Research suggests that there are similar levels of VAWG in LGBT relationships as in heterosexual relationships: here it is clear both men and women can be victims and perpetrators. In 2014/2015, there were 9 gay men, 2 bisexual women and 1 transgender man referred to the Domestic Violence MARAC.
Religion or Belief	Positive	The VAWG strategy recognises the key role of faith leaders in challenging attitudes about the prevalence and acceptability of VAWG and sets out how we will work with people from all faith backgrounds to involve them in the development of the

		communications and awareness raising elements of the strategy with a focus on prevention and early intervention.
Age	Positive	The VAWG strategy seeks to address inequalities faced by women and girls of all ages. We are particularly aware that older women (aged 60+) may face increased vulnerability due to their age and we actively work with the Safeguarding Adults Team to promote increased awareness of VAWG as well as providing training delivered by specialist services working with older victims of VAWG. Each year up to 750,000 children in the UK experience domestic violence. Most children who live in families where there is abuse are aware of the abuse that has been taking place and a meta-analysis of research studies estimated that in 30 -60 percent of domestic violence cases, the abusive partner was also abusing children in the family meaning that it is the most serious safeguarding issue for children. Children's social care estimates that around 70-80% of all contacts to the Integrated Pathways and Support Team (IPST)/Multi-agency Safeguarding Hub (MASH) Team involve domestic abuse (using the wider definition). In 2014/2015 there were 467 children involved in the case referred to MARAC. The majority of forms of VAWG adversely impact on young people up to the age of 24, including forced marriage and other forms of harmful practices. The VAWG Strategy explicitly recognises the impact that the high youth population in the borough has on our response to VAWG and we work closely with children's social care to address specific areas that affect young people including child sexual exploitation and sexual violence within a gang or group situation.
Marriage and Civil Partnerships.	Positive	The VAWG strategy aims to support all residents regardless of their marriage status.
Pregnancy and Maternity	Positive	The risks of experiencing violence increase during pregnancy and we work closely with maternity services to establish clear working protocols and actions to address this. This includes a holistic maternity clinic for women survivors of FGM who are pregnant.
Other Socio-economic Carers	Positive	In Tower Hamlets, over the past year alone, we have had 10 cases to the domestic violence MARAC where single women with no recourse to public funds have been referred. Women who are also victims of forced marriage or trafficking for the purposes of forced marriage have been forced to flee from abusive homes but have been unable to access any adequate accommodation. Some women have been supported to return to their countries of origin but this does not mean that they are necessarily safer and this is a real safety concern for us, especially as the numbers of women identified are increasing. Another key challenge to providing our work on VAWG is the difficulties that welfare reform coupled with austerity has on the survivors we work with and also the organisations providing specialist support services. Women are disproportionately affected by all of the reforms and victims of VAWG are further victimised through high levels of financial control. We have sought to mitigate some of the impacts through development of the partnerships, the champion programme as well as external funding meaning that our VAWG work can be developed without huge levels of additional resourcing.

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 (including staff) could be adversely and/or disproportionately impacted by the proposal?

No

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?

We complete a VAWG performance matrix on a quarterly basis as well as completing returns to MOPAC on the VAWG training programme, including equalities information.

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:

N/A

How will the results of this Equality Analysis feed into the performance planning process?

This will be monitored on a quarterly basis by the VAWG Steering Group which then reports to the Community Safety Partnership (CSP) on a monthly basis and completes the Strategic Assessment on an annual basis.

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.*

Please see attached VAWG performance matrix for actions and outcomes

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 2. Non-discriminatory behaviour	1. Create and use feedback forms. Consult other providers and experts 2. Regular awareness at staff meetings. Train staff in specialist courses	1. Forms ready for January 2010 Start consultations Jan 2010 2. Raise awareness at one staff meeting a month. At least 2 specialist courses to be run per year for staff.	1.NR & PB 2. NR	

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress

Appendix A

(Sample) Equality Assessment Criteria

Decision	Action	Risk
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share *Protected Characteristics.* It is recommended that the use of the policy be suspended until further work or analysis is performed.	**Suspend – Further Work Required**	**Red**
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share *Protected Characteristics.* However, a genuine determining reason may exist that could legitimise or justify the use of this policy.	**Further (specialist) advice should be taken**	**Red Amber**
As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the *Action Planning s*ection of this document.	**Proceed pending agreement of mitigating action**	**Amber**
As a result of performing the analysis, 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.	**Proceed with implementation**	**Green:**

This page is intentionally left blank

Performance Matrix

1. Domestic Violence

Outcome	Key Agencies	Indicator	Means of Verification	Current: Q1 Update	Q2 Update
N/A	DV Forum	*See DV Action Plan*	DV Action Plan		

2. Sexual Violence

Outcome	Key Agencies	Indicator	Means of Verification	Current: Q1 Update	Q2 update
Victims of historical or current sexual violence are encouraged to report	Police (SC and O2)	Reported rates of sexual violence Sexual violence detection rates	Increased reporting of sexual violence to the police Increased detection rates		
3rd party reporting sites for sexual violence are fully operational	3rd party reporting centres	3rd party reporting sites available for reports	Increased reporting of sexual violence from 3rd party reporting sites.		
Agencies across all sectors in Tower Hamlets feel equipped to provide support or make appropriate referrals to support services	LBTH DV and Hate Crime Team SV Forum Health (CCG, Public Health, ELFT, BARTS Health)	Increased referrals to sexual violence support services by professionals in TH Professionals across TH access sexual violence training	Figures from HAVEN, ELRC and Police Training evaluation forms (including pre and post		

	Adult and Child Safeguarding Boards Housing Specialist support services Education	Increased referrals to MARAC	questionnaires) MARAC referral figures		
Victims of sexual violence are able to access timely, appropriate support (health and psycho-sexual support)	HAVEN East London Rape Crisis (ELRC) Independent Sexual Violence Advocates (Open Doors and Respond) Victim Support Violent Crime Caseworkers	Increased referrals to sexual violence support services	Reports from the sexual violence services		
Victims of sexual violence (especially in domestic abuse situations) are able to access support through GP and sexual health settings	Public Health Sexual Health Providers GP Practices IRIS implementation group	Increased referrals received by non-traditional sexual violence support	IRIS evaluation Increased referrals to MARACs		

3. Prostitution

Outcome	Key Agencies	Indicator	Means of Verification	Current Q1: Update	Q2 Update
Development of multi-agency coordination and accountability for prostitution	Tower Hamlets Prostitution Partnership (THPP)	Tower Hamlets' Prostitution Partnership established	4 meetings per annum with continued and increasing membership from across statutory and voluntary sector		
Women with 'red flag' indicators are supported to reduce their risk	Tower Hamlets Prostitution Partnership (THPP)	MARAC meetings created to support women engaged in prostitution where 'red flag' identified	Numbers of women referred to prostitution MARAC Numbers of women re-referred to prostitution MARAC		
Women engaged in prostitution are offered holistic support across health, housing, education and criminal justice	Tower Hamlets Prostitution Partnership (THPP) DIP Case Management Service Vice	Increased mandatory drug testing on arrest Reduction in criminal justice involvement Case management outcomes (see separate actions)	DIP Reports Criminal Justice involvement Numbers of arrests Case management indicators		

Agencies across Tower Hamlets feel supported to support women engaged in prostitution	Tower Hamlets Prostitution Partnership (THPP) LBTH DV and Hate Crime Team	Increased training to professionals across TH	Pre and Post Evaluation questionnaires		
Residents are engaged in partnership work to reduce prostitution related ASB	Tower Hamlets Prostitution Partnership (THPP)THPP LBTH DV and Hate Crime Team Residents	Increased support from residents towards supporting sex workers to address ASB	Hopetown Community Meetings LIFT campaign meetings Other resident meetings, including walkabouts in 'hot spot' areas		
Men who buy sex are targeted with police actions	Police	Decrease in demand for prosecution	Police Vice returns		

4. Child Sexual Exploitation

Outcome	Key Agencies	Indicator	Means of Verification	Current: Q1 Update	Q2 Update
N/A	LSCB CSE Sub-Group	See CSE Action Plan	CSE Action Plan		
Joint training around radicalisation and VAWG	LBTH Prevent Team	Increased training and awareness around links with	Post training evaluation		

	LBTH Domestic Violence and Hate Crime Team	extremism and VAWG			

5. Female Genital Mutilation

Outcome	Key Agencies	Indicator	Means of Verification	Q1 Update	Q2 Update
Realistic prevalence figures for FGM are established in TH	North East London FGM Group City University Barts Health	Prevalence figure for TH established	FGM figures		
Women and Girls in the community who have undergone FGM or who are at risk are supported with health and psycho-sexual needs	Barts Health Education North East London FGM Group	Health and psycho-sexual counselling services are made available	Referral pathway and protocol established across health and education		
Health services develop routine enquiry for FGM as well as training for frontline health professionals	Barts Health Education Health Children's Social Care	Increased numbers of girls and young women established through routine enquiry	Barts Health midwifery figures School nursing figures Children's Social care figures		
A comprehensive training programme for professionals and young people is developed	North East London FGM Group	Development of youth Champions Programme recognising that	Pre and post evaluation questionnaires		

with the aim of raising awareness and working towards prevention of FGM. This includes peer support methods, including group sessions.	LBTH Domestic Violence and Hate Crime Team	young people will disclose to other young people. Training package developed and delivered			
Work with parents so that they understand the issues that young people face and can support their children, including starting from reception years.	LBTH Domestic Violence and Hate Crime Team Education	Continuation of the Whole School Approach awareness through coffee mornings, workshops at childrens centres and nurseries	Annual Evaluation Report School sign up.		
Work with young people so that they can recognise that pornography and the media send out the wrong messages to young people about what healthy relationships look like and about online safety.	LBTH Domestic Violence and Hate Crime Team Education	Continuation of the Whole School Approach awareness and Youth Campaign through wider dissemination of information around VAWG and online safety.	Annual Evaluation Report School sign up.		

6. Harmful Practices

Outcome	Key Agencies	Indicator	Means of Verification	Q1 Update	Q2 Update

Realistic prevalence figures for HP are established in TH	HP Group DVHCT Police	Prevalence figure for TH established	HP figures		
Women and Girls who have experienced or are at risk of any form of HP are provided with appropriate support	HP Group Health (Barts Health, CCG and ELFT as well as other community health)	Increased referrals to health agencies of HP	Referral pathways and protocol established across health and education Referral figures for health for HP		
Joint working with faith groups and community groups is developed for all forms of HP, including FGM	Faith leaders Community leaders Health DVHCT	Faith and community leaders feel more supported to engage their faith communities on HP	Pre and post evaluation questionnaires Focus groups		

7. Stalking and Harassment

Outcome	Key Agencies	Indicator	Means of Verification	Q1 Update	Q2 Update
Stalking and harassment are recorded as separate crimes rather than an element of domestic violence	Police LBTH DV and Hate Crime Team (through DV1 forms)	Increased numbers of individual crimes of stalking and harassment are recorded	DV Database figures IDVA reports		

Women who experience stalking and harassment are supported with housing (including sanctuary)	Housing Sanctuary	Women who have experienced S&H have accessed appropriate support	DV Database figures Sanctuary scheme figures		
Women and girls who have experienced S&H are supported to develop appropriate support plans which are reviewed regularly	IDVA service Floating Support	Individual support plans are developed by appropriate support services	Women report increased support IDVA and Floating support reports		
Women and girls who have experienced are supported to ask for prohibitive orders including: non-molestation orders	OSS VS CPS Courts	Increased use of orders	Numbers of non-molestation orders applied for		
Develop links with some of the large employers in the borough to highlight the impact of VAWG on their staff.	LBTH Domestic Violence and Hate Crime Team	Establish links with Canary Wharf Group	Increased awareness of VAWG amongst CWG		

8. Trafficking

Outcome	Key Agencies	Indicator	Means of Verification	Q1 Update	Q2 Update

Women and girls who have experienced trafficking are able to access appropriate support without fear of immigration sanctions	Police Violent Crime Service	Women who have experienced trafficking have accessed appropriate support	Police Data Violent Crime Service Data National Referral Mechanism data		
Bespoke training is developed for frontline professionals who may come into contact with trafficked women and girls	LBTH DVHCT Vice Team Licensing Trading Standards Children's social care and adult social care Hospitality and leisure industry	Frontline workers feel more supported to identify victims of trafficking	Pre and post evaluation questionnaires		
Public knowledge about spotting signs of trafficking is increased through awareness raising activities and community champions	Community Champions DVHCT	Run 2 Community Champions Training Programmes to recruit Champions. Community champions feel supported to be able to identify victims of trafficking Increased reporting	Police Data DV Database data		

		of trafficking			

Tower Hamlets' Domestic Violence Action Plan 2016-2017

Objective		Activity	Total cost	Funding Source	Targets	Outcome	Lead Officer	Quarter 1 Progress Update (April - June 2016)
Ensuring support & protection for victims	1	**Victim Support**	£110K	LBTH core budget Home Office funding	Number of referrals received per quarter Number referrals per source Number of open and closed service deliveries Number of cases to MARAC % of clients engaged Number of referrals refused the service	Victims supported to increase their safety	Maddi Joshi Senior Service Delivery Manager, Victim Support	
	2	**Sanctuary Project**	£90K	LBTH HHAS	Number of victims referred per quarter Number of victims refused Number of works completed	Reduced repeat victimisation - victims supported to remain safely in their homes	Shahanaz Begum LBTH DV & HC Team	
	3	**Third Party Reporting Project** continue to promote TPR as means of reporting		Core Funding	Updates on reports & actions Number of training advisers each quarter	End of year feedback to the DV Forum reflecting outcomes and achievements	Benedicta Dikeocha LBTH DV & HC Team	
	4	**Hestia Refuge & Floating Support Services**		LBTH Supporting People	Number of refuge referrals received and accepted Number of floating support services referrals received and accepted Number of MARAC referrals received and accepted Number of IDVA referrals received and accepted Number of cases to MARAC % of clients engaged per quarter By THAWA/Look Ahead/Refuge	Victims of DV placed in temporary accommodation are provided with specialist support to live free of violence and maintain independent living/or living within their own homes	Sharon Benoit - Service Manager	
	5	**Multiple Disadvantages DV Project**	£64K	DCLG	4 Women with no recourse to public funds (NRPF) bedspaces & support 10 women receive emergency accommodation 40 professionals trained on capacity building for multiple disadvantaged clients 20 women receive legal support 30 women receive holistic support	Single women with NRPF receive wrap around support & accommodation	Menara Ahmed Helena Doyle (Look Ahead) Lucy Allwright (AVA) Rights of Women	.
	6	**MARAC**		Core Funding	No of cases No of repeat cases presented Reduce number of repeat victimisation No of children involved in MARAC cases 96 MARAC cases to be heard per quarter (Bi-monthly meeting - 16 cases = 32 monthly)	To increase safety of victims through multi-agency partnership working	Nicola Proud (LBTH DV & HC Team)	.
	7	**DV One Stop Shop**		Core Funding	Number of referrals Breakdown of gender referrals Referrals to the IPST	To allow access to a joint up working practice with key agencies and partners	Shahanaz Begum (LBTH DV & HC Team)	
	8	**Homelessness Service DV Drop in Surgery**		Core Funding	Overall analysis of works underaken whilst at HOST	Joint up working practice with the housing professionals coming into contact with clients fleeing through DV.	Zahra Jones, DV & HC Team	
	9	**Barkantine Medical Health Centre DV Drop in service**	Core funding	Core Funding	How many referrals recieved in quarter involving DV How many cases referred to the MARAC	To provide a platform for anyone to approach and get advice about DV services as well as disclose to a DV professional	Shahanaz Begum (LBTH DV & HC Team)	

Ensuring support & protection for victims	**10**	**Barts Health NHS Trust DA Training Strategy**			Numbers of staff trained at level 1, 2 and 3 (Implement and deliver the Barts Health domestic abuse training strategy)	Barts Health NHS Trust staff will be adequately supported when identifying and responding to domestic abuse by clear policies and pathways, training supervision and access to resources. Improved information sharing to increase the safety to high risk victims and their families. Barts Health will also contribute to the wider domestic abuse partnership work in Tower Hamlets.	Rosey Wrack Barts Health safeguarding domestic abuse sub group.	
	11	**Barts Health NHS Trust**			To provide update on continued support on domestic abuse to the Health Visitor, school Health and Family Nurse partnership services through service level agreements.			
	12	**Barts Health NHS Trust** Health Visitors and Family Nurses to have access to quarterly domestic abuse support groups			Update on quarterly domestic abuse support groups (Offer one in each Health Visitor locality per quarter and one for family nurses per quarter).			
	13	**Barts Health NHS Trust**			Update on reaudit of Health Visitor, School Nurse and Family Nurse action on receipt of information about cases discussed at MARAC.			
	14	**Faith Regen Foundation (FRF)**: DV Worker to provide advocay and 121 support to women who have experienced VAWG		FRF, Big Lottery Funding	The DV worker, based in the London Muslim Centre, will support 50 clients from April 2016 to April 2017	Ensuring support and protection for victims of DV	Julia Martin (Project Manager, FRF)	
	15	**ONE SUPPORT** Focused support for YP coping with mental health WHITES ROW Engagement Activities "Cut the Funnel" "Talk it Out" "Open the Box"	TBC	One Housing Group	1. One 1:1 sessions every week 2. 2 engagement sessions offered each week for service users 3. On site access to a counsellor offered to all young people. 4. 25% customer engagement, monitored quarterly.	Supporting service users to cope with mental health, including emotional difficulties and domestic violence.	Christina Jewell, Team Manager, Whites Row Assessment Centre Faz Bukhari, Support Assistant, Whites Row Assessment Centre	
	16	**ONE SUPPORT** Training & Resources		N/A	1. All staff to access domestic violence awareness training by 1st November 2016. 2. Safeguarding online training to be completed by all staff by 1st July 2016. 3. Support Assistants to ensure local resources are available and accessable related to domestic violence support.	All staff to be aware of domestic violence signs and how to signpost young people for support.	Faz Bukhari, Support Assistnat, Whites Row Assessment Centre. Nicolin Afflick - Harto, Support Assistnat, Whites Row Assessment Centre.	
	17	**ONE SUPPORT**			1. 100 % of young people to discuss safeguarding and abuse with their Support Officers. 2. 1 social inclusion a quarter to focus on specific topic of safeguarding and abuse.	Young People to be aware of safeguarding and abuse, how to be respectful of one another, and where to access local resources.	Nicolin Afflick - Harto, Support Assistant, Whites Row Assessment Centre.	
	18	**The Kipper Project** Staff team are trained around domestic violence and harmful practices by 31st March 2017		The Kipper Project	Update on staff training	Team are able to identify DV and know routes to support.	Anoushka Constantinescu (Kipper North Manager)	

Ensuring support & protection for victims	**19**	**London Black Women's Project (LBWP)** provides women with free legal advice and rights based advocacy that supports survivors through the legal system. Information services cover domestic violence including HP and housing advice. Women also supported to access immigration advice.			Number of women supported per quarter	Provide a rights based approach for women and girls suffering all forms of violence	Baljit Banga	
	20	**LBWP** provides emergency accommodation for women & children. They offer housing support services, counselling services for both women and children, and resettlement support. Bedspaces available to support disabled women and women suffering from harmful practices.			Number of women supported per quarter	Services provided for women and children fleeing all forms of violence against women.	Baljit Banga	
	21	**LBWP** offers a support service to women and girls who are at risk or suffering domestic and sexual violence. Advocacy, individual intensive support, support groups and keyworking are offered.			Number of women supported per quarter	Support services provided to women and girls who are at risk or suffering domestic and sexual violence including harmful practices .	Baljit Banga	
Ensuring support & protection for victims	**22**	**Housing**			Number of DV referrals - Offers of temporary accommodation to families - Offers of temporary accommodation to single people - Breakdown of referrals by gender - Number of clients refused to further engage in DV services - Number of clients referred to MARAC - Number of clients referred to Sanctuary Project	Victim supported to increase their safety	George Denton-Ashley Riad Akbur/Janet V Slater (LBTH HOST/Children & Families Team)	
	23	**Solace Women's Aid–**advice line for DV victims/survivors who can receive telephone casework and/or be referred to other specialist services			Number of women from LBTH supported per quarter via telephone helpline	Victims receive telephone support as well as supported to access other specialist services	Stephanie Orel (leaving Solace on 29/07/16) from then onwards lead officer is Sharmeen Narayan	
	24	**Praxis** work to secure the fundamental rights of vulnerable migrants including refugees, survivors of human trafficking and gender-based violence and their families.		Praxis Community Projects	Number of indivuduals experiencing DV supported per quarter	Support for vulnerable migrants who are victims of domestic violence to understand their rights and the protection available to them. Move them away from a point of crisis, isolation and destitution towards safety, security, and the means to secure their own livelihoods. Victims are supported to report to police and access support from specialist services.	Alessandra Rossi Gender-based Violence caseworker at Praxis.	

Raising awareness to encourage reporting of domestic abuse/ reducing social tolerance	1	**IRIS Project**				Joint up working practice with Victim Support and General Practitioners to ensure that the signs of domestic abuse are acknowledges and assisted with follow up support	Joy Parsons, Domestic Violence Manager, Victim Support	
	2	**Barts Health NHS Trust** to be actively involved in all domestic abuse partnership initiatives, including raising public awareness events.			Provide update on events	Barts Health will contribute to the wider domestic abuse partnership work in Tower Hamlets.	Rosey Wrack	
	3	**FRF**: The aim is for Faith Leaders to hold sermons with a strong anti DV message and for Community Leaders to commit to campaigning against DV locally		FRF, Big Lottery Funding	Hold 4 workshops for Faith and Community leaders focusing on raising awareness of Harmful Practices	Greater awareness of DV and Harmful Practices. Reduction of social tolerance, stigma and fear of reporting DV	Julia Martin (Project Manager, FRF)	
	4	**FRF**: Hold HP awareness raising workshops for our women's ESOL class		FRF, Big Lottery Funding	For each 6 week course in the London Muslim Centre there will be at least one class about Harmful Practices and Tower Hamlets Council's DV leaflets will be given to the women.	Raising awareness and encourage reporting	Julia Martin (Project Manager, FRF)	
Raising awareness to encourage reporting of domestic abuse/ reducing social tolerance	5	**Swan Housing**		Swan Housing Association	One article to be included some time during 2016/17. Include at least one article about domestic abuse in The Communicator (newsletter for Swan Housing Association residents) each year.	Greater awareness of domestic abuse to encourage reporting.	Anna Williams (Housing Diversity Manager, Swan Housing Association)	
	6	**Swan Housing** Regularly promote awareness of domestic abuse and the help available on Swan's digital platforms.		Swan Housing Association	Provide update on digital platforms	Greater awareness of domestic abuse to encourage reporting.	Anna Williams (Housing Diversity Manager, Swan Housing Association)	
	7	**The Kipper Project** Up to date Domestic Violence posters at all schemes - recognising DV and support services. Posters checked at least monthly and new posters put up when received.		The Kipper Project	Provide update on posters	Greater awareness for service users to report concerns about neighbours and other service users.	Anoushka Constantinescu (Kipper North Manager, The Kipper Project)	

Raising awareness to encourage reporting of domestic abuse/ reducing social tolerance	**8**	**LBWP –** Specialist project Work with young women and girls will take place: advocacy and individualised support to young women and girls at risk and information and referral, workshops on healthy/unhealthy relationships, challenging attitudes and behaviours and raising awareness of violence and abuse.			Numbers of women supported	Address the normalisation, tolerance and acceptance of violence against women and girls	Baljit Banga	
	9	**Domestic Abuse No Excuse Campaign** - Team Publicity DV/VAWG Training Events/Multi Agency Events	TBC	Core Funding	10 annual community events - raising awareness of the Domestic Abuse, No Excuse campaign	To raise awareness and educate on issues of DV, DV approaches and DV Services and ensure that professionals and the community are aware of options available. This can and should include reduction of social tolerance of DV and increasing safer choice options for victims.	DV & HC Team	
Holding perpetrators of domestic abuse accountable/Improving sanction detection rates and successful prosecutions	**1**	**DV Database**		Core Funding	Number of referrals Overall number of cases Breakdown of gender Length of time taken to access a service (average months & years) Overall number of children living with clients	Reduce the average length of time victims experience DV before accessing specialist services	Zahra Jones (LBTH DV&HC Team)	
	2	**MASH/IPST**			How many referrals recieved in quarter involving DV How many cases referred to the MARAC Number of core assessments completed within quarter for which domestic violence was a feature. Number of children subject to Child Protection Plans under the emotional category	Improved working relationship with Childrens Services and partner agencies	James Coumbe, Strategic Performance Manager Eni Olatunde-Shittu, Performance and Data Manager - Social Care	
	3	**Specialist Domestic Violence Court**	£40k	LBTH	1. % decrease unsuccessful prosecutions (base line 41%) 2. % improve victim attendance to court (base line 79%) 3. % increase in victim satisfaction within in the CJS (baseline 80%)	Improved effectiveness of trials in DV cases Increased confidence in the CJS by victims	Nenah Myriskos (LBTHDV & HC Team)	
	4	**Domestic Violence Homicide**		Police	Feedback provided to all relevant agencies Publication of DHR once quality assured from H.Office Recommedations formulated into action plan	To ensure that feedback is given to agencies and that recommendations of each review are provided to Forum members	Menara Ahmed	
	5	**Positive Action Policy**		Police		Mointoring of Met Positive Action Policy	Helen Barling (Met Police)	
Holding perpetrators of domestic abuse accountable/Improving sanction detection rates and successful prosecutions	**6**	**Clare's Law**		Police	Overall arrest rate Number of Right to Know/Right to Ask Clare's Law	Monitoring of Clare's Law	Helen Barling (Met Police)	

	7	**Positive Change Service**		CSC	The number of groups planned for men will be a minimum of 3 x 20 week programmes The number of groups for the children will be a minimum of 1 per school term The number of groups for the mothers/women will also be a minimum of 1 per school term The men will get 1 to 1 risk assessment work Partners or ex partners of those men will be eligible for 1 to 1 work Referrals target – 20 men – 20 women and their children per month	DV perpetrators have access to specialist assessment and group work intervention to reduce violence and abusive behaviour. Full time women's safety worker working one to one with women covering safety planning, emotional support and areas around healthy relationships and child centred parenting Women and children can attend a parallel programme to assist in healing and recovery and impact of DVA	Kate Iwi - Co-ordinator Positive Change Service	
Prevention of and early identification and intervention of domestic abuse	1	**Domestic Violence Forum**		Core funding	Convene meetings of the Borough Domestic Violence Forum Consult with forum members on developing a local action plan Updates on the DV action plan	To develop and implement a multi agency strategy to prevent domestic violence and other forms of gender violence in Tower Hamlets and reduce the emotional and physical harm it causes to individuals and to the community as a whole	Zahra Jones, DV & HC Team	
	2	**VAWG** (see VAWG Action Plan for full list of projects)		MOPAC	Number of events/training sessions delivered with professionals and community	To increase awareness of DV and promote support services available locally and nationally to victims/survivors. To raise the profile of partnership agencies working on VAWG strands.	Zahra Jones (VAWG Training & Awareness Officer) + VAWG Strategy Manager + LBTH DV & HC Team Manager	

Prevention of and early identification and intervention of domestic abuse	**3**	**LBWP** delivers the following activities: awareness raising workshops, violence prevention work and safety planning, and advocacy and support to those at risk or suffering violence and abuse.			Numbers of women supported	Identifying risk and providing support to young women and girls.	Baljit Banga	
	4	**The Kipper Project** Monthly Safeguarding Good Practice Meeting where incidents and trends are discussed and analysed		Providence Row Housing Association & The Kipper Project	Update on incident and trends discussed and analysed at Safeguarding Good Practice Group	Learning from national incidents disemminated across the organisation.	Anoushka Constantinescu (Kipper North Manager, The Kipper Project)	
	5	**The Kipper Project** MARAC without consent submitted where staff have serious concerns		The Kipper Project	Numbers of referrals to MARAC	Increased safeguarding inter-agency plans for vulnerable young women and men.	Anoushka Constantinescu (Kipper North Manager, The Kipper Project)	

This page is intentionally left blank

Objective	No.	Activity	Funding Source	Milestones for Each Quarter (Inc. Date & Deadline)	Outputs	Outcome	Lead Officer & Contact	Key Partners	Q1 Updates	Q2 Updates	Q3 Updates	Q4 Updates
1. To ensure that victims of all forms of hate crime have access to appropriate protection and support	1	**Victim Support Tower Hamlets** To ensure that clients have face to face visits.	Within Victim Support resources	Q.1-Q.4 All clients who request to be seen face to face will be offered a visit when it is safe to do so.	The Serious and Violent Crime Case Worker will see clients face to face.	Number of face to face visits.	**Rob Calcutt / Biggi Stiller Victim Support**	Victim Support				
	2	**Victim Support Tower Hamlets** To provide telephone support to victims.	Within Victim Support resources	Q.1-Q.4 All clients requesting telephone support will receive this.	Caseworkers and trained volunteers will provide support over the phone.	No of clients supported over the phone.	**Rob Calcutt / Biggi Stiller Victim Support**	Victim Support				
	3	**Victim Support Tower Hamlets** Establish a support desk at A&E Royal London Hospital.	Within Victim Support resources	Q.1-Q.4 Network with key contacts at A&E to set up a weekly support desk to take cases.	Caseworkers will visit A&E for half a day each week to take cases.	Successful engagement with teams and number of visits.	**Rob Calcutt/ Biggi Stiller Victim Support**	Victim Support				
	4	**Police CSU - Offer relevant and appropriate support to victims of hate crime** Where requested, victims to be visited in person by investigating officer	Within Police resources	Q.1-Q.4 Consider all victims of hate crime as 'vulnerable' thus ensuring enhanced service in line with the Victim Charter.	Victims visited where requested. Enhanced Service in line with Victim Charter.	Compliance with Victim Charter and MOPAC Hate Crime Strategy.	**DI Helen Barling Police Community Safety Unit.**	Police Community Safety Unit.				
	5	**Police Community Safety Unit** Police Community Safety unit to offer specialist advice to frontline officers regarding hate crime.	Within Police resources	Q.1-Q.4 A CSU 'advice line' to be retained 0800 - 2200 to offer specialist advice to front line officers. Q.1-Q.4 A substantive Detective Sergeant to be available to offer overnight advice.	Specialist advice is provided to front line officers.	Specialist advice is provided to front line officers investigating hate crime ensuring that thorough initial investigation is completed and documented.	**DI Helen Barling Police Community Safety Unit.**	Police Community Safety Unit.				
	6	**Tower Hamlets Police Disability Engagement Team - Disability Hate Crime Project** To ensure that victims of disability hate crime receive appropriate response, referrals to key partners and representations at ward panel meetings. Disability Hate Crime victims to be identified from the first point of contact with police. A project to build local database and recognise needs of all victims/ or suspects of disability hate crime.	Within Police resources	1. Advisory group established with representation from key partners, project scope and process agreed. 2. 1. Primary research completed. 3. Recommendations reviewed by relevant services and action plan developed to address identified service improvements.	Project report published.	Quality report with recommendations to improve service delivery, reporting, engagements, and confidence for victims/ suspects of disability hate crime.	**Acting Sergeant Mehmet ULUSOY and PC Lara Reynolds -Tower Hamlets Police Disability Engagement Team**	THVSS, Tower Hamlets Police Community Safety Unit, LBTH Community Safety Service, LBTH Consultation and Involvement Team, THIFF, LGBT Forum, LBTH Equalities and Local Voices (REAL).				
	7	**Third Party Reporting Project (TPR)** To further develop and maintain the existing Third Party Reporting Centres and recruit new organisations to become TPR Sites.	Within existing resources	Q.2 –Q.3 Review and Update TPR Partnership Protocol. Q.1-Q.4 Recruit, register and train new organisations as TPR Sites (deliver joint training with CSU and DV reps, protocol to be signed/ issue all relevant information). Q.1-Q.4 Create a TPR Log.	TRP Partnership Protocol signed by all Centres. Existing and new individuals for each centre have been trained and re-/signed up to TPR protocol. New Centres recruited and operational. Council Website updated and containing accurate information on Hate Crime. Existing Centres contacted and Newsletter established	Master copy of TPR Protocol signed and filed. Victims have access to hate crime reporting sites across the borough. Victims are able to access appropriate support through effective TPR structures. Victims are able to obtain accurate information on hate crime services across the borough. Improved communication and information sharing between the TPR Centres. Enhanced victim support.	**Benedicta Dikeocha - Hate Crime Projects Officer**	LBTH DV & Hate Crime Team TPR Centres/ TPR Leads Police Community Safety Team Victim Support THNPFH				

2. To deter & hold perpetrators accountable	8	**Hate Incident Panel** To coordinate the multi-agency panel which ensures a coordinated response to hate crime and incidents.	Within existing resources	Q.1-Q.4 Monthly meetings taking place where 100% of all cases referred are reviewed. Q.1- Q4 Service meetings and distribute minutes/ actions and case papers. Q.1-Q.4 Regularly update HIP Information Pack/ Contact list and distribute to partners. Q.1-Q.4 Monthly - Post HIP ensure all HIP Referrals are logged on central Excel Database for records. Q.1-Q.4 Quarterly monitoring reports produced showing referrals and outcomes of cases. Q.4 Annual report produced and distributed.	4 x Quarterly monitoring reports produced showing referrals and outcomes of cases. 1 Annual Report produced. Cases papers, minutes and action plan all distributed on time. HIP Database updated every month. 12 Panel meetings held. Updated Contact List and HIP Information Pack.	Monthly meetings held (12). Increased membership of HIP including RSL representatives. Increased referrals to HIP particularly from landlords and organisations not currently referring. Cases reviewed ensuring that all possible strategies for increasing the safety of victims or witnesses and imposing sanctions to deter repeat offending are fully explored and implemented in a co-ordinated way.	**Nazma Begum Hate Crime Partnership Officer**	Police Community Safety Unit Community Safety Operations Team Victim Support Scheme RSL's Tower Hamlets Legal Team LBTH Housing Advice & Options Youth Service						
	9	**Registered Social Landlords (RSL's) and Housing providers** Inform RSL's and Housing Providers of the Tower Hamlets Hate Incident Panel and encourage referrals and participation.	Within existing resources	Q.1 Identify RSL's and Housing Providers in Tower Hamlets. Q.2 Write to RSL's and Housing Providers with information about the Hate Incident Panel and how it operates. Q.3 Visit a minimum of 6 Housing providers and encourage sign up to the Hate Incident Panel. Q.3 Attend the RSL Forum and speak about the Hate Incident panel and encourage members to join. Q.4 Feedback to forum on outcome.	Major RSL's and Housing Providers written to. A minimum of 6 housing providers visited. RSL Forum attended	Housing providers better informed about the Hate Incident Panel. Increased referrals to the HIP. Increased sign up by housing providers to the Hate Incident Panel.	**Nazma Begum Hate Crime Partnership Officer**	Housing Providers/ RSL's						
	10	**Police Community Safety Unit** To reduce offending opportunities for Hate Crime.	Within Police resources	Q.1-Q.4 Intelligence Unit to identify trends and hotspots; intelligence disseminated to CSU and front-line responders through daily intelligence meetings and to Senior Management at bi-weekly tasking meeting. Q.1-Q.4 Local Authority in attendance at these meetings to ensure cohesive approach. Q.1-Q.4 Police will actively attempt to locate any identified offenders.	Intelligence disseminated to CSU and front-line responders through daily intelligence meetings & to Senior Management at bi-weekly tasking meeting. Local Authority in attendance at meetings. Police will actively attempt to locate any identified offenders in a timely manner.	Increase SD Rate	**DI Helen Barling Police Community Safety Unit**	Police Community Safety Unit.						
	11	**Police Community Safety Unit** To provide Quarterly Police Hate Crime Data to the NPFFHF.	Within Police resources	Q.1 -Q.4 Provide information requested.	4 x Quarterly Police hate crime data report produced showing total number of hate crime reports received for each quarter. To be further broken down by each strand of hate crime.	Hate Crime data readily available for the forum to use.	**DI Helen Barling Police Community Safety Unit**	Police Community Safety Unit						
	12	**Victim Support** To participate in the monthly HIP panel and refer appropriate cases to the panel.	Within Victim Support resources	Q.1-Q.4 All clients who give their consent for referrals to the HIP will be referred if the case worker believes the panel could help achieve satisfactory outcomes/progress for the victim.	Case workers will refer appropriate cases to the HIP.	Number of ongoing and one off cases referred to the HIP.	**Rob Calcutt/ Biggi Stiller Victim Support**	Victim Support						
	13	**To reduce exclusions and cyberbullying by producing a locally relevant mobile app to inform pupils about cyber safety and online conflict** Developing an app with input from Tower Hamlets young people.	Within Behaviour Support Team resources	Q.1 Develop links with schools and identify groups of pupils. Q.2 Work with groups of pupils to gather views and material. Establish link with app developers. Secure funding when project is ongoing . Q.3 Work with developer to produce an app. Q.4 Launch app	Contact established. Materials gathered. App produced App gets launched online, in schools and in press.	Contacts established and meeting with staff and pupils. Materials ready, meetings with developers and funding secured App ready App shared with young people. Schools monitor use and impact.	**Liam Mc Quade LBTH Behaviour Support Team**	LBTH, George Green's, Morpeth, PRU TBC Developer LBTH, George Green's, Morpeth, PRU						

3. To prevent hate through promoting awareness, encouraging reporting and building community cohesion across all communities	14	**No Place for Hate Campaign** Awareness campaign promoting clear messages that Tower Hamlets is No Place for Hate. To promote a stronger partnership stand against hate in Tower Hamlets	Within existing resources	Q.1-Q.4 Maintain profile of Campaign through frequent press releases/East End Life articles highlighting positive initiatives /achievements/case outcomes. Supply information for media enquiries when requested via Corporate Comms. Q.1-Q.4 Encourage reporting of hate crime, including through dissemination of campaign materials and developing/maintaining partnerships with key organisations and members of the community. Q.1-Q.4 Maintain system to record number of stalls held, events attended, literature distributed and number of people reached. Q.1-Q.4 Seek opportunities to deliver /partake in outreach activities (minimum 4/5 outreach events to promote campaign and encourage reporting). Q.1-Q.4 Quarterly feedback to THNPFHF.	Deliver a min of 4-5 outreach activities per year. Set up stalls to mark notable dates in Hate Crime . Quarterly feedback to THNPFHF. Increase of sign up to both pledges. Direct engagement with members of the public to raise awareness on hate crime.	Community/ visitors are made aware of the range of hate crime support services and reporting facilities available in the borough. A strong message that LBTH is No Place for Hate. Increase of sign up to both pledges. Stronger partnership stand against Hate Crime in Tower Hamlets. Increased awareness of hate crime amongst individuals and organisations.	**Benedicta Dikeocha Hate Crime Projects Officer** **Nazma Begum Hate Crime Partnership Officer** **LBTH Communications Team**	DV and Hate Crime Team LBTH THNPFHF Partners Community organisations				
	15	**Hate Crime Awareness Week 2016-17** Deliver outreach activities/ stalls during the week.	Within existing resources	Q2. Identify key sites to deliver outreach activities/ stalls Q2. Book dates and times for activities. Q2. Encourage THNPFH Forum to also deliver activities during Hate Crime Awareness Week. Q2. Publicise the activities locally. Q2. Deliver activities.	Direct engagement with members of the public to raise awareness on hate crime. A min of 2 outreach activities held during the week.	Increased awareness of hate crime amongst communities and visitors in Tower Hamlets.	**Nazma Begum Hate Crime Partnership Officer**	Benedicta Dikeocha Hate Crime Projects Officer Domestic Violence Team Police THNPFHF Members				
	16	**No Place for Hate Pledge** To promote a stronger partnership stand against hate in Tower Hamlets.	Within existing resources	Q.1-Q.4 Process all pledges submitted via web, from outreach events or in person following the Pledge Maintenance Guidance. Q.4 Increase of individuals signed up to the pledge (baseline 1295) Q.4 Increase in organisational pledge sign ups (baseline 117) Q.3 Develop Pledge Complaints Procedures. Q.3 End of year feedback to THNPFHF.	Increase in sign up to both pledges.	Increase of sign up to both pledges. Stronger partnership stand against Hate Crime in Tower Hamlets. Increased awareness of hate crime amongst individuals and organisations.	**Nazma Begum Hate Crime Partnership Officer**	Benedicta Dikeocha Hate Crime Projects Officer THNPFHF Members				
	17	**No Place for Hate Champions** Recruit, train and support 10 NPFH Hate Champions to cascade hate crime awareness activities and training in the community.	Within existing resources	Q.1 Recruitment process for NPFH Champions to be completed including promoting, shortlisting and selecting. Q.2 Deliver the Champions Training Programme to develop Champions Q.3-Q.4 Seek opportunities for activities (training and outreach) for Champions to deliver, encouraging an increase in NPFH Pledge sign ups.	Quarterly updates to THNPFHF	Existing network of individuals working in key community settings to promote awareness that Tower hamlets is No Place for Hate and build community resilience to the impact of hate.	**Benedicta Dikeocha / Menara Ahmed** **LBTH Hate Crime & DV Team**	Domestic Violence & Hate Crime Team NPFH Hate Champions				
	18	**Children Centres in Tower Hamlets** Inform all Children Centres in Tower Hamlets about the NPFH Campaign and invite them to join the NPFH Pledge.	Within existing resources	Q.2 Identify list of Children Centres in Tower Hamlets to contact. Q.3 Write to all Children Centres with copies of pledges, publicity materials and information about the THNPFH Forum and the Hate Incident Panel. Q.4 Report back to the THNPFHF on outcomes.	All Children Centres in Tower Hamlets written to and sent information.	Better awareness of the NPFH Campaign, Pledge, Forum and the HIP in Children's Centres. Sign up to the pledge.	**Nazma Begum Hate Crime Partnership Officer**	Children's Centres				
	19	**Hospitals and GPs in Tower Hamlets** Inform all GP's in Tower Hamlets about the NPFH Campaign and invite them to join the NPFH Pledge. Raise awareness of the THNPFH and Hate Incident Panel encouraging referrals.	Within existing resources	Q.2 Identify list of Hospitals and GP's in Tower Hamlets to contact. Q.3 Write to all Hospitals GP's with copies of pledges, publicity materials and information about the THNPFH Forum and the Hate Incident Panel. Q.4 Report back to the THNPFHF on outcomes.	All GP's and Hospitals written to and sent information.	Better awareness of the NPFH Campaign, Pledge, Forum and the HIP in GP's and Hospitals. Sign up to the pledge.	**Nazma Begum Hate Crime Partnership Officer**	Hospitals and GP's				
	20	**Hate Crime Awareness Training** Deliver training and workshops on Hate Crime awareness as far as resources allow.	Within existing resources	Q.1-Q.4 Identify Services that need to be trained. Q.1-Q.4 Deliver training in partnership with the DV Team. Q.3 Feedback to THNPFHF	Training sessions delivered and records kept.	Increased awareness of hate amongst Services and professionals. Increase in the number of individuals and organisations aware of hate crime and support available (Measured through evaluations, feedback and records kept) Increased awareness of how to make referrals to both Hate Incident Panel. To encourage new agencies to attend the NPFH Forum and HIP Panel.	**Benedicta Dikeocha Hate Crime Projects Officer**	LBTH DV & Hate Crime Team TH NPFHF Partners				
	21	**Victim Support Tower Hamlets** To provide information about the Victim Support's Serious and Violent Hate Crime Project.	Within Victim Support resources	Q.1-Q.4 Produce service information.	Caseworkers will produce and distribute information to help make the service accessible.	Produce leaflets and referral forms.	**Rob Calcutt Biggi Stiller/ Victim Support Tower Hamlets**	Victim Support				

	22	**Victim Support Tower Hamlets** 'Guest' edit an edition of East End Life.	Within Victim Support resources	Q.3 By the end of Q3 to edit an edition of East End Life that reflects the issues facing and issues relating to all strands of Hate Crime (Age, Disability, Religion, Belief, Gender, Sexual Orientation, Marriage and Civil Partnership, Pregnancy and Maternity, Gender Realignment) and how this is reflected in the borough.	Victim Support will guest edit and source articles and features for this edition.	Produce copy for this paper.	**Lead taken by Maddi Joshi/ Rob Calcutt/ Biggi Stiller Victim Support**	Victim Support aided by community groups and LBTH				
	23	**Victim Support Tower Hamlets** To send out notices with Council tax bills stating that Tower Hamlets positively supports the groups covered by all the Hate crime strands. It has a No Place for Hate Pledge.	Within Victim Support resources	Q.1-Q.3 Maintain contact with LBTH Communications Team to try and get a listing inclusion in the council tax bill mailer and accompanying booklet.	The council will produce the copy which would need the approval of the No Place for Hate Forum.	Council with advice from NPFHF.	**Victim Support**	Council				
	24	**Victim Support Tower Hamlets** To assist with delivering presentations, workshop and attending events when resources allow.	Within Victim Support resources	Q.1-Q.4 Victim Support will where possible participate in events which cover the issue of Hate Crime.	Staff and volunteers will attend appropriate conferences, events (when case loads allow).	Types of events covered.	**Maddi Joshi/ Rob Calcutt Biggi Stiller Victim Support**	Victim Support				
	25	**SWAN Housing - Work with our partners and residents to prevent hate crime and harassment and support victims / survivors.** Include at least one article about hate crime and harassment in The Communicator (newsletter for residents each year).	Within SWAN resources	Q.4 Article to be published in or before Q.4.	Article published	Article included in The Communicator (newsletter for Swan residents) each year.	**Anna Williams** **Swan Housing Association**	N/A				
	26	**SWAN Housing - Work with our partners and residents to prevent hate crime and harassment and support victims / survivors.** Regularly promote awareness of hate crime and harassment and the help available on Swan's digital platforms.	Within SWAN resources	Q.1-Q.4 Ongoing	Tweets, Facebook posts etc.	Awareness of hate crime and harassment and the help available is promoted on Swan's digital platforms.	**Anna Williams** **Swan Housing Association**	N/A but any suggestions regarding organisations that we can follow on social media in order that we can retweet news items etc. welcomed				
	27	**Community Cohesion Intergenerational work Breaking Barriers Reducing Crime & Getting along together.** Commissioning a range of Cohesion activities, including the understanding of Faith and Belief in Tower Hamlets; the support of Community Engagement Forums such as the Interfaith Forum and forums for LGBT and Disabled communities, New Residents and Refugee Forum; Mosque and Community Engagement Service; cohesion projects in Mile End and Aldgate East Masterplan areas; and other activities through mainstream grants and One Tower Hamlets Funding.	Within their resources	Q1. Review funding (where contracts have breaks), commission and continue monitoring providers. Q2. Council support to help organisations to develop projects - through action learning sessions and begin developing projects. Q3. Monitoring period and evaluating projects. Q4. Final report on projects.	Evaluate projects and measure successes and outcome.	Improved relationships of various groups Awareness, respect and appreciation of different ethnicities, religions, identities Reduced crime Mutual Trust and under - standing Working together to protect the environment and social factors of the community.	**Iqbal Raakin SPP Officer One Tower Hamlets** **LBTH Cohesion and Equality Team**	St Hilda's Society Links Mile End Community Project East London Chinese Community Centre RE Today London Tigers Ebrahim College Tower Hamlets CVS Praxis ELOP REAL Betar Bangla City Gateway Dorset Community Association East London Advanced Technology London Gypsy and Traveller Unit Newark Youth London Somali Parents and Children's Play Association Stifford Community Centre Rooted Forum Uprising Wapping Bangladesh Association				
	28	**To raise awareness of LGBT hate crime - IDAHOBIT EVENT** Hatred Hurts All Conference – aimed at those that work with victims of hate crime.	Within ELOP resources	Q1 – Conference to be held. Q2 Report of recommendations produced from conference.	40 people attending.	Increased visibility of LGBT hate crime, increased intersectionality responses, report of recommendations to support victims / increase reporting	**ELOP & TH LGBT Community Forum S Humphreys**	TH Police GALOP Positive East TH Domestic Violence & Hate Crime Team				
	29	**To inform members of the LBTH LGBT Community Forum of NPFHF** Raise awareness of pathways for hate crime reporting.	Within ELOP resources	Use social media channels and newsletter inclusion.	Disseminate information each month re: e.g. Third Party Reporting venues.	Raise awareness of pathways for hate crime reporting.	**Susha Eng – TH LGBT forum / ELOP**	**THLGBT Forum**				
	30	**To gain insight into local people experiences and promote good practice in challenging homophobia, biphobia and transphobia** Write a report on homophobia, biphobia and transphobia in the work place and in education.	Within ELOP resources	Gather information on experiences, examples of good practice where pro active work it taking place.	1 Report with recommendations.	Action plan for implementation of recommendations.	**Susha Eng – TH LGBT forum / ELOP**	**ELOP/TH LGBT community Forum**				

	31	**Tower Hamlets Homes - INTRANET LINK/INFORMATION** Improve information held on intranet internally and externally and provide short cut for customers and staff to the information.	Within THH resources	Q.2 Link in with existing comms working group July/August 2016	Simplified reporting process for victims and witnesses of Hate Crime and Hate Crime incidents.	Improve information with shortcut for customers and staff.	**Tracey Barrett ASB Officer, but as notified other THH staff may already by managing this as an ongoing project.**	THH Comms Team THH Management Team ASB staff				
	32	**Tower Hamlets Homes - Noticeboards** To ensure that all victims of hate crime have access to information to enable them to be informed and to know where to go for support and advice. Identify suitable locations for displaying information throughout THH stock.	Within THH resources	Q.1 May 2016 - Notice Board/location check. Q.1 May .2016- Obtain up to date poster/contact information from HIP. Q.2 June/July 2016- Ensure installation of information across all housing stock.	All noticeboards checked and updated.	Increase in reporting by victims and witnesses Safer and confident communities	**Tracey Barrett ASB Officer Tower Hamlets Homes**	Tower Hamlets Homes L.B.T.H. Metropolitan Police Victim Support				
Key			Key									
Milestones for this quarter met		Awaiting for update/ or no new updates this quarter/ capacity issues / lack of funding/ Other										
Milestones for this quarter nearly met												
Milestones for this quarter not met												

This page is intentionally left blank

Cabinet 4 October 2016	TOWER HAMLETS
Report of: Communities, Localities, Culture – Corporate Director	**Classification:** Unrestricted
Gambling Policy 2016 - 19	

Lead Member	**Councillor Shiria Khatun, Deputy Mayor and Cabinet Member for Community Safety**
Originating Officer(s)	Andy Bamber – Service Head David Tolley – Head of Environmental Health and Trading Standards
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	**A Safe and Cohesive Community**

Executive Summary

As a Licensing Authority the Council must review the existing Gambling Policy and adopt a new policy by November 2016, as one of the responsibilities it has to regulate 'high street' licences under the Gambling Act 2005. The purpose of the policy is to define how the responsibilities under the Act are going to be exercised and administered. The Act requires licensing authorities to aim to permit the use of premises for gambling in so far as it is in accordance with the regulatory framework (any codes of practice and Gambling Commission guidance), the council's policy and is reasonably consistent with the licensing objectives . This means that the council can only refuse gambling that is not in accordance with the above and cannot for example ban gambling or specific forms of gambling.

Subject to agreement the Policy will be presented to Full Council for adoption under the provisions set out by the Council's Constitution

Recommendations:

The Mayor in Cabinet is recommended to:

1. To recommend to Full Council the adoption of the revised Gambling Policy.

1. REASONS FOR THE DECISIONS

1.1 All relevant local authorities are required under the Gambling Act to review their gambling policy.

1.2 The purpose of the policy is to define how the responsibilities under the Act are going to be exercised and administered.

1.3 A statutory consultation process must take place prior to the adoption of the revised Gambling Policy by full Council.

2. ALTERNATIVE OPTIONS

2.1 Pursuant to the Gambling Act 2005, the Council is a responsible authority for the licensing of premises used for gambling. If the Council did not have a policy it would be acting ultra vires with regards to any decisions it makes determining gambling premises licences.

2.2 The Gambling Commission has laid down guidance which the Council must have regard to in carrying out their functions under the Act, including setting their Gambling policy. Departure from the guidance without good reason could leave the council at risk of judicial challenge. The Gambling Commission guidance has been followed in drafting the revised Gambling Policy. The policy focuses on the elements covered by the licensing objectives.

3. DETAILS OF REPORT

3.1 The Gambling Act 2005 gives local authorities a range of responsibilities relating to gambling. The Gambling Policy states how the Licensing Authority will exercise this responsibility and authority.

3.2 This policy covers the following:

- How the Licensing Authority will use its regulatory powers in relation to applications and reviews of the activities it regulates, to the extent it is allowed by statute.
- The main licensing objective for the authority is protecting the vulnerable.
- The Licensing Authority approach to regulation
- The scheme of delegation

3.3 The Gambling Policy complies with guidance issued by the Gambling Commission.

3.4 Members should note that some of the major issues and concerns about gambling are not addressed in the policy or by the approach of the consultation. For example, gambling addiction is outside the remit of the

consultation, as are arguments about the public benefits, or otherwise, of a more liberal gambling regime.

3.5 The responsibilities the Council has under the Gambling Act 2005 have not been controversial. To date, 80 licences have been issued. These have primarily been to betting shops and adult amusement arcades. These businesses are nearly all national companies that have conducted their business within the legal requirements. The number of premises in a particular area is not grounds for objection.

3.6 The Council does not have the powers within its Gambling Policy to regulate on-line gambling sites. All gambling websites trading with, or advertising to, consumers in Britain must have a Gambling Commission licence issued by the Gambling Commission.

3.7 In April 2015 the government changed the use class order so that betting shops were removed from their previous A2 use class and made a 'sui generis' use. As such planning permission is now required to change the use from any other use to a betting shop. This has meant that there is slightly more control under planning legislation to control the growth of Betting Shops.

3.8 Planning powers cannot control existing betting shops if they have already opened up under a permitted change of use (i.e. before the recent changes to the use class order moving betting shops from A2 to 'sui generis'), however any further change of use applications for a betting shop would be subject to a planning application. As part of the determination of the application, issues such as the number of betting shops in the surrounding area could be a consideration if the area was becoming saturated with betting shops.

3.9 There have been several concerns raised though London Councils concerning the fixed odds betting terminals (FOBT's) that have been installed within betting shops. These B2 gambling machines play games of chance such as roulette. With a betting shop licence, the operator can install up to four machines, which have a maximum stake of £100 and a maximum prize of £500. London Councils are promoting that the maximum £100 stake on B2 machines should be changed to £2 to prevent the clustering of betting shops due to the profitability of such gambling machines. Tower Hamlets is a signatory to this campaign.

3.10 We have not experienced the same volume of applications in gambling as we have in other areas of licensing. There has been one application since 2014, this was for a Paddy Power Shop in Roman Road. This application was objected to by the community, but after consideration by the Licensing Sub Committee and legal advice the licence was issued.

3.11 The issues of betting shop clustering and concern over fixed odd betting terminals (FOBT) have shown that gambling generates extremely strong feelings. Whilst licensing authorities do not have the powers to refuse new applications or limit FOBT machines, the requirement for operators to prepare local risk assessments in relation to their premises from April 2016 means that

licensing authorities need to set out their expectations within their statements of Gambling Policy.

3.12 The additional requirements to include in the Gambling Policy are noted below:

- to set out a local profile, the Policy links to the Borough profile held on the website, therefore the profile can be updated without the need to re-consult on amending the full Policy.
- details of the inspection format to be used
- risk assessment advice from operators
- sample licence conditions

3.13 During the consultation process a number of representations were made by national Betting shop companies. We have reviewed the comments made therein and have made slight changes to the requirements that are required of operators in relation to their local risk assessments. We have also reflected on the content of our local profile and have added this information onto the website. No further suggestions or changes have been made. The proposed policy is at Appendix One.

3.14 The comments by the Campaign for Fairer Gambling were noted in relation to the use of FOBT's, but this can only be considered on an individual application basis. The written responses are detailed within Annex 3 of the proposed policy.

3.15 The only controversial applications have been where betting shops have applied to open in close proximity to schools or places of worship. The powers the Council have are limited and it is not possible to make either policy or decisions regarding this issue under the Gambling Policy.

3.16 It is proposed that the current 'no casino' resolution that is currently in the existing policy remains.

3.17 An Equalities checklist has been undertaken as is at Appendix Two.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 There are no direct financial implications arising in this report which notes the Council's responsibilities in adoption of the Gambling Policy required under the Gambling Act 2005. The costs of each Gambling licence under the Act are reviewed annually as part of the discretionary fees and charges report to Cabinet. The fees cover the cost of administration and compliance contained within the budget for the service. The costs of the review will be met from within existing resources.

5. LEGAL COMMENTS

5.1 Section 349 of the Gambling Act 2005 ('**the 2005 Act**') requires the Council to prepare a statement of the principles that it proposes to apply in exercising its functions under the Act and to determine and then publish this statement. This statement is more commonly known as a Gambling Policy or Statement of Gambling Policy. The legal requirement is for the preparation of the statement of principles to be undertaken every 3 years.

5.2 The current statement of policy was published on 1st November 2013, and therefore the fresh statement must be published before 1st November 2016.

5.3 Pursuant to section 25 of 2005 Act, the Gambling Commission shall from time to time issue guidance as to the manner in which local authorities are to exercise their functions under this Act, and in particular, the principles to be applied by local authorities in exercising functions under the Act. The 5th Guidance was issued in September 2015 and Part 6 of the same provides Guidance to local authorities on the preparation and publication of the statement of licensing policy. The Council should not depart from this guidance without good reason but as stated in paragraph 3.3 of this Report, the proposed Policy complies with the Guidance

5.4 Prior to publishing the statement, the Council must undertake statutory consultation as provided by section 349(3) of the Act. Further, in consulting, the Council must comply with the common law principles set out in *R v Brent London Borough Council, ex p Gunning,* (1985) and recently approved by the Supreme Court in *R(Mosely) v LB Haringey 2014*. Those are *'Firstly, the consultation must be at a time when proposals are still at a formative stage. Secondly, the proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response. Thirdly, adequate time must be given for consideration and response. Fourthly, the product of consultation must be conscientiously taken into account in finalising any statutory proposals."*

5.5 Consultation has been carried out as referred to in paragraphs 3.13 and 3.14 of the report. The consultation responses have been taken into account to make relevant adjustments to the proposed Policy and Annex 3 of the proposed Policy at Appendix 1 gives a summary of the issues raised in the responses.

5.6 The terms of reference of the Licensing Committee provide that the Licensing Committee considers statements of Licensing Policy and a report went to that Committee on 13th September 2016.

5.7 Pursuant to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, the Gambling Policy is required to be part of the Council's policy framework. Article 4 of the Constitution confirms this to be the case and a review of the Gambling Policy requires the procedure set out in the Budget and Policy Framework Procedure Rules. This requires pre-decision scrutiny

by the Overview & Scrutiny Committee and a report went to Overview & Scrutiny on 28th September 2016.

5.8 Also pursuant to the Council's Budget and Policy Framework Procedure Rules, the Mayor as the Executive is responsible for preparing the draft Policy for submission to the full Council. It will therefore be for the Mayor in Cabinet to recommend the draft Policy to Full Council. Prior to recommending, the Mayor as the Executive must also carefully analyse the consultation responses before making a decision to recommend to Full Council.

5.9 In carrying out its functions, 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). An equality analysis will be required which is proportionate to the function in question and its potential impacts. An Equality Analysis Quality Assurance Checklist has been undertaken and which is at Appendix 2. The result of performing such is that "the policy does not appear to have any adverse effects on people who share *Protected Characteristics* and no further actions are recommended at this stage".

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 The Equalities Impact Assessment has been reviewed in respect of this policy and no adverse issues have been identified.

7. BEST VALUE (BV) IMPLICATIONS

7.1 The Gambling policy details the regulatory approach to gambling establishments with the Borough. The fees imposed for the licence are set by government and have been adopted by the Licensing Committee. The fees cover the cost of regulating and administrating the Gambling Policy.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no environmental impacts with regards to this policy or the consultation process.

9. RISK MANAGEMENT IMPLICATIONS

9.1 There are no risk management issues with the revised policy or the consultation process.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 One of the key licensing objectives is to prevent gambling from being a source of crime and disorder. The policy supports and assists with crime and disorder reduction by controlling those who are able to offer gambling to members of the public and imposing conditions on relevant premises licences.

11. SAFEGUARDING IMPLICATIONS

11.1 A statutory licensing objective of the Gambling Policy concerns the protection of children from harm. The Policy details how regulation through licencing promotes this objective.

Linked Reports, Appendices and Background Documents

Linked Report

None

Appendices

Appendix One: Gambling Policy 2016-2019
Appendix Two: Equalities Checklist

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

None

Officer contact details for documents:

N/A

This page is intentionally left blank

Gambling Act 2005

The London Borough of Tower Hamlets Gambling Policy 2016- 2019

(Italics are changes after consultation)

Summary of Local Authority Gambling Policy

1. Licensing local authorities in England and Wales have all been required by the Gambling Act 2005 to adopt a gambling policy following consultation.

2. The following policy was adopted after consultation, including but not confined to the consultation required by the legislation.

3. The policy has to be reviewed every three years and consequently it is now being sent out for a new round of consultation. Again the consultation will include but not be confined to the statutory consultation.

4. The policy sets out in detail how the licensing authority will discharge its licensing functions under the Gambling Act 2005.

5. There are three licensing objectives set out in the Act, as follows:
   - Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
   - Ensuring that gambling is conducted in a fair and open way
   - Protecting children and other vulnerable people from being harmed or exploited by gambling

6. The main area of involvement for the licensing authority is protecting the vulnerable, and the licensing policy is largely devoted to seeking to achieve this, across the range of premises licences and permits which the authority will administer.

7. The licensing authority approach to enforcement is defined.

8. The scheme of delegation that defines the responsibility for decision making, administration and enforcement is also included.

Contents

Item	Page
Summary of Local Authority Gambling Policy	2
Contents	3
Part A	
1. The licensing objectives	4
2. Introduction	4
3. Declaration	5
4. Responsible Authorities	5
5. Interested parties	6
6. Exchange of information	7
7. Enforcement	7
8. Licensing authority functions	8
Part B - Premises licences and Other issues	
1. General Principles	10
2. Premises	10
3. Location	11
4. Duplication with other regulatory regimes and licensing objectives	11
5. Licensing Objectives	11
6. Conditions	12
7. Door Supervisors	15
8. Adult Gaming Centres	15
9. (Licensed) Family Entertainment Centres	16
10. Casinos	16
11. Bingo Premises	16
12. Betting Shops	17
13. Tracks	17
14. Travelling Fairs	19
15. Provisional Statements	20
16. Reviews	20
Part C – Permits / Temporary and Occasional Use Notices	
1. Unlicensed Family Entertainment Centre gaming machine permits	21
2. (Alcohol) Licensed premises gaming machine permits	22
3. Prize Gaming Permits	23
4. Club Gaming and Club Machines Permits	24
5. Temporary Use Notices	25
6. Occasional Use Notices	25
Part D – Scheme of Delegation	
1. Administration, Exercise and Delegation of Functions	26
2. Table of Delegations of Licensing Functions	27
Appendices	
Annex 1 - Map of the Borough: Licensed Gambling Premises	28
Annex 2 - A list of consultees	29
Annex 3 –Consultation responses	32
Annex 4 –Gambling Best Practice Guide	34

Annex 5 Sample conditions
Annex 6 Local Area Profiles

PART A

1. The Licensing Objectives

1.1 In exercising most of their functions under the Gambling Act 2005, (the Act) licensing authorities must have regard to the licensing objectives as set out in section 1 of the Act. The licensing objectives are:

- Preventing gambling from being a source of crime or disorder, being
- associated with crime or disorder or being used to support crime
- Ensuring that gambling is conducted in a fair and open way
- Protecting children and other vulnerable people from being harmed or exploited by gambling

1.2 The Gambling Commission's guidance emphasises that moral objections to gambling, or a view that it is generally undesirable are not licensing objectives and cannot inform any decisions by the licensing authority. Also neither public safety nor public nuisance are licensing objectives. These issues will largely be dealt with by the Council's Environmental Health Service

1.3 This authority recognises that in making decisions about premises licences and temporary use notices it should aim to permit the use of premises for gambling in so far as it thinks it is:-

- in accordance with any relevant code of practice issued by the Gambling Commission
- in accordance with any relevant guidance issued by the Gambling Commission
- reasonably consistent with the licensing objectives in accordance with the authorities statement of licensing policy

1.4 The Gambling Commission's Licence Conditions and Code of Practice (LCCP) require gambling premises to undertake a risk assessment taking into consideration their local information. Specific information about localities is provided in this policy at Annexe 6.

1.5 The risk assessment is required to be shared with the Council where there is a new application and or a variation to an existing premises licence.

2 Introduction

2.1 The London Borough of Tower Hamlets is a single tier authority on the East side of inner London. The Borough is shown in the map in **Annex 1** where Gambling premises licences have been issued.

2.2 Licensing authorities are required by the Gambling Act 2005 to publish a statement of the principles that they propose to apply when exercising their functions. This statement must be published at least every three years. The statement must also be reviewed from "time to time" and any amended parts re consulted upon. The statement must be then re-published.

2.3 Tower Hamlets Council has consulted widely upon its policy statement before finalising and publishing it. A list of the persons and organisations consulted is provided in **Annex 2** of the Policy adopted by the Council. We have consulted businesses, elected representatives, community and third sector organisations and responsible authorities.

2.4 The Gambling Act requires that the following parties are consulted by Licensing Authorities:

- The Chief Officer of Police
- One or more persons who appear to the authority represent the interests of persons carrying on gambling businesses in the authority's area
- One or more persons who appear to the authority to represent the interests of persons who are likely to be affected by the exercise of the authority's functions under the Gambling Act 2005.

2.5 The consultation took place between 19th October 2015 and 17th January 2016. The results of the consultation are summarised in **Annex 3**

2.6 The policy has to be approved at a meeting of the Full Council published via our website as well as being available in the Town Hall and Idea Stores.

2.7 It should be noted that this policy statement will not override the right of any person to make an application, make representations about an application, or apply for a review of a licence. Each will be considered on its own merits and according to the statutory requirements of the Gambling Act 2005.

2.8 The Licensing Authority would like to encourage the highest standards within premises that hold a licence under the Gambling Act 2005. The Licensing Authority has produced a 'Gambling Best Practice Guide' to assist both new applicants and existing operators.

2.9 The list of recommended measures listed in **Annex 4** is not exhaustive but gives an indication of some of the suitable measures and procedures that are expected in well managed premises.

3 Declaration

3.1 In producing this licensing policy the Authority has had regard to the licensing objectives of the Gambling Act 2005 and the guidance issued by the Gambling Commission. The policy has also had regard to any responses from those consulted on the policy statement.

4 Responsible Authorities

4.1 The licensing authority is required to state the principles it will apply to designate a body which is competent to advise the authority about the protection of children from harm. The principles are:

- the need for the body to be responsible for an area covering the whole of the licensing authority's area
- the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group

4.2 In accordance with the Gambling Commission's Guidance for local authorities this authority designates the Local Safeguarding Children Board for this purpose. This is the statutory body charged with coordinating the activities of organisations in Tower Hamlets who are instrumental in safeguarding and promoting the welfare of children.

4.3 The contact details of all the responsible authorities are found on the Council's website at www.towerhamlets.gov.uk

5 Interested parties

5.1 Interested parties can make representations about licence applications, or apply for a review of an existing licence. Interested parties are defined as a person who in the opinion of the licensing authority

a) lives sufficiently close to the premises to be likely to be affected by the authorised activities,

b) has business interests that might be affected by the authorised activities,

c) represents persons who satisfy paragraph (a) or (b)

5.2 The licensing authority is required to state the principles it will apply in exercising its powers under the Gambling Act 2005 to determine whether a person is an interested party.

5.3 These principles are that :-

- Each case will be decided upon its merits.
- This authority will not apply a rigid rule to its decision making.
- It will consider the examples of considerations provided in the Gambling Commission's Guidance to local authorities.
- It will also consider the Gambling Commission's advice that "business interests" should be given its widest possible meaning and includes partnerships, charities, faith groups, and medical practices.

5.4 The Gambling Commission has recommended that the licensing authority states that interested parties include trade associations and trade unions, and residents' and tenants' associations. This authority will not however generally view these bodies as interested parties unless they have a member who can be classed as one under the terms of the Gambling Act 2005 e.g. lives sufficiently close to the premises to be likely to be affected by the activities being applied for.

5.5 Interested parties can be persons who are democratically elected, such as Councillors and MP's. Other than these persons, this authority will require written evidence that a person 'represents' someone who either lives sufficiently close to the premises to be likely to be affected by the authorities activities and/or business interests that might be affected by the authorised activities. A letter from one of these persons, requesting the representation is sufficient.

5.6 Individuals may wish to approach Councillors to ask them to represent their views. If Councillors take on a representative role they will not be able to be part of the decision making process. If they are a member of the Committee they will withdraw for the hearing.

6 Exchange of Information

6.1 Licensing Authorities have a number of responsibilities relating to the control and exchange of information that has been gained in carrying out its duties and responsibilities under the Act.

6.2 The principle that this licensing authority applies is that it will act in accordance with the provisions of the Gambling Act 2005 in its exchange of information which includes the provision that the Data Protection Act 1998 will not be contravened.

6.3 The licensing authority will also have regard to any guidance issued by the Gambling Commission to Local Authorities on this matter when it is published, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005. Any protocols that are adopted will be made available if requested.

7 Enforcement

7.1 Licensing authorities are required to state the principles to be applied by the authority in exercising the functions with respect to the inspection of premises; and the powers to institute criminal proceedings in respect of the offences committed under the Gambling Act 2005.

7.2 This Licensing Authority's general principles of enforcement are set out in its enforcement policy. In addition we will be guided by the Gambling Commission's Guidance for local authorities and we will endeavour to be:

- **Proportionate**: regulators should only intervene when necessary: Remedies should be appropriate to the risk posed, and costs identified and minimised;
- **Accountable:** regulators must be able to justify decisions, and be subject to public scrutiny;
- **Consistent**: rules and standards must be joined up and implemented fairly;
- **Transparent**: regulators should be open, and keep regulations simple and user friendly; and
- **Targeted**: regulation should be focused on the problem, and minimise side effects
- **Avoid duplication** with other regulatory regimes so far as possible.

7.3 This licensing authority has, as recommended by the Gambling Commission's Guidance for local authorities, adopted a risk based inspection programme.

7.4 The local authority does expect that premises that are licensed are aware of and keep to the terms of their licence. The Authority will take appropriate enforcement action to ensure that this is the case, and is especially concerned to ensure that the licensing objective relating to children is met in full.

7.5 The main enforcement and compliance role for this licensing authority will be to ensure compliance with the Premises Licences and other permissions which is authorises. The Gambling Commission will be the enforcement body for the Operator and Personal Licences. Concerns about manufacture, supply or repair of gaming machines will not be dealt with by the licensing authority but will be notified to the Gambling Commission.

7.6 This licensing authority also intends to monitor non-licensed gambling, and is especially concerned to stop non-destination gambling by children and young adults. Non destination gambling is where the destination is not primarily a gambling premises and is mainly visited for a different purpose. This typically (but not exclusively) involves gaming machines in premises

open to the public such as public houses

7.7 This Licensing Authority will continue to keep informed of developments with the work from Central Government and sister organisations on the principles of Better Regulation Executive in its consideration of the regulatory functions

7.8 Bearing in mind the principle of transparency, this licensing authority's enforcement/compliance protocols/written agreements will be available upon request to the licensing department and on the Council's web site. Our risk methodology will also be available upon request. (A charge may be made for hard copies).

7.9 The authority recognises that bookmakers and other operators may have a number of premises within its area. In order to ensure that compliance issues are recognised and dealt with at the earliest possible stage, operators are requested to give the authority a single named contact., who should be a senior individual, and whom the authority will contact first should any compliance queries or issues arise. The authority however, reserves the right to institute proceedings, or take other action as necessary and consistent with its general policies.

7.10 The Authority uses the templates inspection forms produced by the Leicester, Rutland and Leicestershire Licensing Forum and Leicestershire Local Economic Partnership.

7.11 To assist the targeting of the Council's enforcement activity the Council will request that operators / premises share:-

- test purchasing results (subject to the terms of primary authority agreements) ;
- incidents in premises, which managers are likely to be required to report to head office;
- information about numbers of self-excluded gamblers to help it develop its understanding about the risk of problem gambling in its area.

7.12 This information will help the Council to get a clearer picture of which premises may be experiencing issues, meaning that the inspection and enforcement activity is appropriately structured

7.13 Operators are not automatically required to share their risk assessments with licensing authorities except when they are applying for a new premises licence or to vary an existing one. However, the Gambling Commission is advising operators to do so.

7.14 The Council will request a copy of each premises risk assessment during the first year of this Policy.

8 Licensing Authority Functions

8.1 Licensing Authorities are required under the Act to:

- Be responsible for the licensing of premises where gambling activities are to take place by issuing Premises Licences
- Issue Provisional Statements ("in principle" licences where premises are not yet developed)
- Regulate members' clubs and miners' welfare institutes who wish to undertake certain gaming activities via issuing Club Gaming Permits and/or Club Machine Permits
- Issue Club Machine Permits to Commercial Clubs (Commercial Clubs are member clubs that operate on a "for profit" basis)
- Grant permits for the use of certain lower stake gaming machines at unlicensed Family Entertainment Centres (Premises where low level gambling is permitted for children)
- Receive notifications from alcohol licensed premises (under the Licensing Act 2003) for the use of two or fewer gaming machines
- Grant Licensed Premises Gaming Machine Permits for premises licensed to
- sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where more than two machines are required
- Register small society lotteries below prescribed thresholds
- Issue Prize Gaming Permits
- Receive and Endorse Temporary Use Notices
- Receive Occasional Use Notices
- Provide information to the Gambling Commission regarding details of licences issued (see section above on 'information exchange)
- Maintain registers of the permits and licences that are issued under these functions

8.2 This list may be added to on the advice of the Gambling Commission

8.3 Local licensing authorities will not be involved in licensing remote gambling. (Remote gambling is via the internet or interactive television). This will fall to the Gambling Commission via Operator Licences.

PART B - Premises Licences and other matters

1 General Principles

1.1 Premises licences will be subject to the requirements set out in the Gambling Act 2005 and regulations, as well as specific mandatory and default conditions which will be detailed in regulations issued by the Secretary of State. Licensing authorities are able to exclude default conditions and also attach others, where it is believed to be appropriate.

2 Premises

2.1 Premises are defined in the Act as “any place”. Different premises licences cannot apply in respect of a single premises at different times. However it is possible for a single building to be subject to more than one premises licence provided they are for different parts of the building. Different parts of the building can reasonably regarded as being separate premises will always be a question of fact in the circumstances. However areas of a building that is artificially or temporarily separate can be properly regarded as different premises.

2.2 This licensing authority will take particular note of the Gambling Commission’s Guidance to local authorities that: -

- "Licensing authorities should take particular care in considering applications for multiple licences for a building and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular they should be aware that entrances and exits from parts of a building covered by one or more licences should be separate and identifiable so that the separation of different premises is not compromised and that people do not “drift” into a gambling area"

- "Licensing authorities should pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or unlicensed), especially if this raises issues in relation to children. There will be specific issues that authorities should consider where children can gain access; compatibility of the two establishments; and ability to comply with the requirements of the Act. But, in addition an overriding consideration should be whether, taken as a whole, the co-location of the licensed premises with other facilities has the effect of creating an arrangement that otherwise would, or should, be prohibited under the Act."

2.3 An applicant cannot obtain a full premises licence until the premises in which it is proposed to offer the gambling are constructed. The Gambling Commission has advised that reference to “the premises” are to the

premises in which gambling may now take place. Thus a licence to use premises for gambling will only be issued in relation to premises that are ready to be used for gambling. This authority agrees with the Gambling Commission that it is a question of fact and degree whether premises are finished to a degree that they can be considered for a premises licence. The Gambling Commission emphasises that requiring the building to be complete ensure that the authority can, if necessary, inspect it fully, as can other responsible authorities with inspection rights.

3 Location

3.1 This licensing authority is aware that demand issues (for example whether or not there is sufficient customer demand to make a site commercially viable) cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives can. In line with the Gambling Commission's Guidance for local authorities, this authority will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder.

3.2 It is the licensing authorities' view that premises should not normally be licensed which are close to schools, playgrounds, or other educational establishments such as museums. However any such policy does not preclude any application being made and each application will be decided on its merits, with the onus upon the applicant showing how the concerns can be overcome.

3.3 The council will need to be satisfied that there is sufficient evidence that the particular location of the premises would not be harmful to the licensing objectives.

3.4 From 6 April 2016, it is a requirement of the Gambling Commission's Licence Conditions and Codes of Practice (LCCP), under section 10, for licensees to assess the local risks to the licensing objectives posed by the provision of gambling facilities at their premises and have policies, procedures and control measures to mitigate those risks. In making risk assessments, licensees must take into account relevant matters identified in this policy.

3.5 The LCCP goes on to say licensees must review (and update as necessary) their local risk assessments:

a. to take account of significant changes in local circumstance, including those identified in this policy;
b. when there are significant changes at a licensee's premises that may affect their mitigation of local risks;
c. when applying for a variation of a premises licence; and

d. in any case, undertake a local risk assessment when applying for a new premises licence.

3.6 The Council expects the local risk assessment to consider as a minimum issues *presented by the local landscape, such as;*

Exposure to vulnerable groups
Identification of local specific risks
Type of footfall – children, visitors, families, residents
Educational facilities
Community Centers
Homelessness /rough sleeper hostels, provision of support services

3.7 In any case the local risk assessment should show how vulnerable people, including people with gambling dependencies, are protected.

3.8 Other matters that the assessment may include:

- The training of staff in brief intervention when customers show signs of excessive gambling, the ability of staff to offer brief intervention and how the manning of premises affects this.
- Details as to the location and coverage of working CCTV cameras, and how the system will be monitored.
- The layout of the premises so that staff have an unobstructed view of persons using the premises;
- The number of staff that will be available on the premises at any one time. If at any time that number is one, confirm the supervisory and monitoring arrangements when that person is absent from the licensed area or distracted from supervising the premises and observing those persons using the premises.
- Arrangements for monitoring and dealing with under age persons and vulnerable persons, which may include dedicated and trained personnel, leaflets, posters, self-exclusion schemes, window displays and advertisements not to entice passers-by etc.
- The provision of signage and documents relating to games rules, gambling care providers and other relevant information is provided in both English and the other prominent first language for that locality.
- Where the application is for a betting premises licence, other than in respect of a track, the location and extent of any part of the premises which will be used to provide facilities for gambling in reliance on the licence.

3.9 To assist operators, Annex 6 sets out the Council's Gambling Local Area Profiles criteria.

4 Duplication with other regulatory regimes and licensing objectives

4.1 This authority will seek to avoid any duplication with other statutory / regulatory systems where possible, including planning. This authority will not consider whether a licence application is likely to be awarded planning or building consent, in its consideration of it. This authority will though listen to, and consider carefully, any concerns about conditions which are not able to be met by licensees due to planning restrictions, should such a situation arise.

5 Licensing Objectives

5.1 Premises licences granted must be reasonably consistent with the licensing objectives. With regard to these objectives, this licensing authority has considered the Gambling Commission's Guidance to local authorities and some comments are made below.

5.2 *Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime.* This licensing authority is aware that the Gambling Commission will be taking a leading role in preventing gambling from being a source of crime.

The Gambling Commission's Guidance does however envisage that licensing authorities should pay attention to the proposed location of gambling premises in terms of this licensing objective. Thus, where an area has known high levels of organized crime this authority will consider carefully whether gambling premises are suitable to be located there and whether conditions may be suitable such as the provision of door supervisors. This licensing authority is aware of the distinction between disorder and nuisance and will consider factors such as whether police assistance was required and how threatening the behaviour was to those who could see it, so as to make that distinction. Issues of nuisance cannot be addressed via the Gambling Act provisions. These will be addressed by the relevant regulatory authority e.g. Environmental Health.

5.3 *Ensuring that gambling is conducted in a fair and open way.* This licensing authority has noted that ensuring that gambling is conducted in a fair and open way is a matter for the Gambling Commission. This will not be the case if the licensing authority becomes involved in licensing betting track operators.

5.4 *Protecting children and other vulnerable persons from being harmed or exploited by gambling.* This licensing authority has noted the Gambling Commission Guidance to local authorities that this objective means preventing children from taking part in gambling (as well as restriction of advertising so that gambling products are not aimed at or are, particularly attractive to children). The licensing authority will therefore consider, as suggested in the Gambling Commission's Guidance, whether specific measures are required at particular premises, with regard to this licensing

objective. Appropriate measures may include supervision of entrances/ machines, segregation of areas.

5.5 This licensing authority will also make itself aware of the Codes of Practice which the Gambling Commission issues as regards this licensing objective, in relation to specific premises such as casinos.

5.6 As regards the term “vulnerable persons” it is noted that the Gambling Commission is not seeking to offer a definition but states that “it will for regulatory purposes assume that this group includes people who gamble more than they want to; people who gambling beyond their means; and people who may not be able to make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs.” This licensing authority will consider this licensing objective on a case by case basis. Should a practical definition prove possible in future then this policy statement will be updated with it, by way of a revision.

6 Conditions

6.1 Any conditions attached to licences will be proportionate and will be:

- relevant to the need to make the proposed building suitable as a gambling facility
- directly related to the premises and the type of licence applied for;
- fairly and reasonably related to the scale and type of premises: and
- reasonable in all other respects.

6.2 Decisions upon individual conditions will be made on a case by case basis, although there will be a number of control measures, this licensing authority will consider utilising should there be a perceived need, such as the use of door supervisors, supervision of adult gaming machines, appropriate signage for adult only areas.

6.3 The Gambling Commission has produced a list of sample conditions, and these are reproduced at Annex 5. These could be imposed in a number of circumstances to address evidence based concerns.

6.3 There are specific comments made in this regard under each of the licence types below. This licensing authority will also expect the licence applicant to offer his/her own suggestions as to way in which the licensing objectives can be met effectively. The licensing authority will consider the following specific measures in relation to all licensed premises, to the extent that they are relevant to a specific application:

- Leaflets aimed at giving assistance to problem gamblers clearly displayed in prominent areas and also more discreet areas such as toilets

- Self-exclusion forms available

- The odds clearly displayed on all fixed odds machines

- All ATM or other cash terminals to be separate from gaming machines, so that clients have to leave the machines for more funds as required. They should also display stickers with GamCare (or replacement organisation) Helpline information prominently displayed.

- There must be clear visible signs of any age restrictions in any gaming or betting establishments. Entrances to gambling and betting areas must be well supervised and age verification vetting operated.

- Posters with details of GamCare's (or replacement organisation) telephone number and website

The above list is not exhaustive.

6.4 This licensing authority will also consider specific measures which may be required for buildings which are subject to multiple premises licences. Such measures may include the supervision of entrances; segregation of Gambling from non-gambling areas frequented by children; and the supervision of gaming machines in non-adult gambling specific premises in order to pursue the licensing objectives. These matters are in accordance with the Gambling Commission's Guidance.

6.5 This authority will also ensure that where category C or above machines are on offer in premises to which children are admitted:

- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;

- only adults are admitted to the area where these machines are located;

- access to the area where the machines are located is supervised the area where these machines are located is arranged so that it can be observed by the staff or the licence holder; and

- at the entrance to and inside any such areas there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

6.6 These considerations will apply to premises including buildings where multiple premises licences are applicable.

6.7 This licensing authority is aware that betting tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this licensing authority will consider the impact upon the third licensing objective and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

6.8 It is recognised that there are conditions which the licensing authority cannot attach to premises licences which are:

- any condition on the premises licence which makes it impossible to comply with an operating licence condition
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Gambling Act 2005 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated) and
- conditions in relation to stakes, fees, winning or prizes
- Applicants will however need to demonstrate social responsibility and adhere to best practice in the protection of the vulnerable

7 Door Supervisors

7.1 The Gambling Commission advises in its Guidance for local authorities that licensing authorities may consider whether there is a need for door supervisors in terms of the licensing objectives of protection of children and vulnerable persons from being harmed or exploited by gambling, and also in terms of preventing premises becoming a source of crime.

7.2 The Private Security Industry Act 2001 exempts door supervisors for casinos and bingo halls from requiring a Door Supervisors Licence. Irrespective of the provision this authority will require door supervisors used at these premises to be licensed.

7.3 For other premises, where supervision of entrances/machines is appropriate any requirements for door supervisors or others will be on a case by case basis. In general betting offices will not require door supervisors for the protection of the public. A door supervisor will only be required if there is clear evidence that the premises cannot be adequately supervised from the counter and that door supervision is both necessary and proportionate.

8 Adult Gaming Centres

8.1 This licensing authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling

and will expect the applicant to satisfy the authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the premises.

Appropriate licence conditions may cover issues such as:

- Proof of age schemes
- CCTV
- Door supervisors
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-barring schemes
- Provision of information leaflets/ helpful numbers for organisations such as GamCare

8.2 This list is neither mandatory nor exhaustive, and is merely indicative.

9 (Licensed) Family Entertainment Centres:

9.1 This licensing authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machine areas. Appropriate licence conditions may cover issues such as:

- Proof of age schemes
- CCTV
- Door supervisors
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-barring schemes
- Provision of information leaflets/ helpful numbers for organisations such as GamCare
- Measures/training for staff on how to deal with suspected truant school children on the premises

9.2 This list is not mandatory, nor exhaustive, is it merely indicative.

9.3 This licensing authority will, in accordance with the Gambling Commission's guidance, refer to the Commission's website to see any conditions that apply to operator licences covering the way in which the

area containing the category C. Category C machines give a higher payout than children are permitted to use should be delineated. This licensing authority will also make itself aware of any mandatory or default conditions on these premises licences, when they have been published.

10 Casinos

10.1 The Gambling Act, section 166, allows licensing authorities to resolve not to issue casino premises licences. The licensing authority has consulted with residents and businesses to seek their views before deciding whether to make such a resolution. As a result of the consultation the council has resolved not to issue casino premises licences. (Council decision 18th September 2013)

11 Bingo premises

11.1 This licensing authority recognises that the Gambling Commission's Guidance states:

"It is important that if children are allowed to enter premises licensed for bingo that they do not participate in gambling, other than on category D machines. Where category C or above machines are available in premises to which children are admitted licensing authorities should ensure that:

- all such machines are located in an area of the premises separate from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where the machines are located;
- access to the area where the machines are located is supervised;
- the area where the machines are located is arranged so that it can be observed by staff of the operator or the licence holder; and
- at the entrance to, and inside any such area there are prominently displayed notices indicating that access to the area is prohibited to persons under 18."

11.2 This licensing authority is aware that the Gambling Commission is going to issue further guidance about the particular issues that licensing authorities should take into account in relation to the suitability and layout of bingo premises. This guidance will be considered by this licensing authority once it is made available.

12 Betting Premises

12.1 Betting Machines - This licensing authority will have regard to the Gambling Commission's Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or

by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

13 Tracks – (This section refers to where racing takes place, such as horse or greyhound racing) and other matters

13.1 This licensing authority is aware that tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. In accordance with the Gambling Commission's Guidance, this licensing authority will especially consider the impact upon the third licensing objective (i.e. the protection of children and vulnerable persons from being harmed or exploited by gambling) and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter**.**

13.2 This authority will therefore expect the premises licence applicant to demonstrate suitable measures to ensure that children do not have access to adult only gaming facilities. It is noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog racing and/or horse racing takes place, but that they are still prevented from entering areas where gaming machines (other than category D machines) are provided

13.3 This licensing authority will expect applicants to offer their own measures to meet the licensing objectives however appropriate measures / licence conditions may cover issues such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-baring schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare

13.4 This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

13.5 Gaming machines - Further guidance from the Gambling Commission is awaited as regards where such machines may be located on tracks and any special considerations that should apply in relation, for example, to supervision of the machines and preventing children from playing them. This licensing authority notes the Commission's Guidance that licensing authorities therefore need to consider the location of gaming machines at

tracks, and applications for track premises licences will need to demonstrate that, where the applicant holds a pool betting operating licence and is going to use their entitlement to four gaming machines, these machines are locate in areas from which children are excluded. Children and young people are not prohibited from playing category D gaming machines on a track.

13.6 Betting machines - This licensing authority will, having regard to the Gambling Commission's Guidance, take into account the size of the premises and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number /nature / circumstances of betting machines an operator wants to offer. It will also take note of the Gambling Commission's suggestion that licensing authorities will want to consider restricting the number and location of such machines in respect of applications for track betting premises licences.

13.7 Condition on rules being displayed - The Gambling Commission has advised in its Guidance for local authorities that "licensing authorities should attach a condition to track premises licences requiring the track operator to ensure that the rules are prominently displayed in or near the betting areas, or that other measures are taken to ensure that they are made available to the public. For example, the rules could be printed in the race-card or made available in leaflet form from the track office."

13.8 Applications and plans - This licensing authority awaits regulations setting-out any specific requirements for applications for premises licences but is in accordance with the Gambling Commission's suggestion "To ensure that licensing authorities gain a proper understanding of what they are being asked to license they should, in their licensing policies, set out the information that they will require, which should include detailed plans for the racetrack itself and the area that will be used for temporary "on-course" betting facilities (often known as the "betting ring") and in the case of dog tracks and horse racecourses fixed and mobile pool betting facilities operated by the Tote or track operator, as well as any other proposed gambling facilities." And that "Plans should make clear what is being sought for authorisation under the track betting premises licence and what, if any, other areas are to be subject to a separate application for a different type of premises licence."

13.9 This licensing authority also notes that in the Commission's view that it would be preferable for all self-contained premises operated by off-course betting operators on track to be the subject of separate premises licences, to ensure that there is clarity between the respective responsibilities of the track operator and the off-course betting operator running a self-contained unit on the premises.

14 Travelling Fairs

14.1 It will fall to this licensing authority to decide whether, and where category D machines and / or equal chance prize gaming without a permit is to be made available for use at travelling fairs, provided that the statutory requirement that the facilities for gambling amount to no more than an ancillary amusement at the fair is met.

14.2 The licensing authority will expect applicants to show how they will meet the licensing objectives, in particular in relation to children and young persons.

14.3 The licensing authority will also consider whether the applicant falls within the statutory definition of a travelling fair.

14.4 It has been noted that the 27-day statutory maximum for the land being used as a fair, is per calendar year, and that it applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land. This licensing authority will work with its neighbouring authorities to ensure that land which crosses our boundaries is monitored so that the statutory limits are not exceeded.

15 Provisional Statements ("in principle" licences where premises are not yetdeveloped)

15.1 This licensing authority notes the Guidance for the Gambling Commission which states that “It is a question of fact and degree whether premises are finished to a degree that they can be considered for a premises licence” and that “Requiring the building to be complete ensures that the authority could if necessary inspect it fully”.

15.2 In terms of representations about premises licence applications, following the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless they concern matters which could not have been addressed at the provisional statement stage, or they reflect a change in the applicant’s circumstances.

15.3 In addition, the authority may refuse the premises licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters: -

(a) which could not have been raised by objectors at the provisional licence stage; or

(b) which is in the authority’s opinion reflect a change in the operator’s circumstances.

16 Reviews:

16.1 Requests for a review of a premises licence can be made by interested parties or responsible authorities, however, it is for the licensing authority to decide whether the review is to be carried-out. This will be on the basis of whether the request for the review is relevant to the matters listed below, as well as consideration as to whether the request is frivolous, vexatious, will certainly not cause this authority to wish alter/revoke/suspend the licence, or whether it is substantially the same as previous representations or requests for review.

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of licensing policy.
- The licensing authority can also initiate a review of a licence on the basis of any reason which it thinks is appropriate.

PART C - Permits / Temporary & Occasional Use Notice

1 Unlicensed Family Entertainment Centre Gaming Machine Permits

1.1 Where premises do not hold a premises licence but wishes to provide gaming machines, it may apply to the licensing authority for this permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use

1.2 A licensing authority may prepare a statement of principles that they propose to consider in determining the suitability of an applicant for a permit and in preparing this statement, and/or considering applications, it need not (but may) have regard to the licensing objectives and shall have regard to any relevant guidance issued by the Commission

1.3 The Gambling Commission's Guidance for local authorities also states: "In their three year licensing policy statement, licensing authorities may include a statement of principles that they propose to apply when exercising their functions in considering applications for permit. Licensing authorities will want to give weight to child protection issues."

1.4 Guidance also states: "An application for a permit may be granted only if the licensing authority is satisfied that the premises will be used as an unlicensed Family Entertainment Centres, and if the chief officer of police has been consulted on the application. Licensing authorities might wish to consider asking applicants to demonstrate:

- a full understanding of the maximum stakes and prizes of the

gambling that is permissible in unlicensed Family Entertainment Centres;
- that the applicant has no relevant convictions and
- that staff are trained to have a full understanding of the maximum stakes and prizes.

1.5 It should be noted that a licensing authority cannot attach conditions to this type of permit.

1.6 Statement of Principles - This licensing authority will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will each be considered on their merits, however, they may include appropriate measures / training for staff as regards suspected truant school children on the premises, measures / training covering how staff would deal with unsupervised very young children being on the premises, or children causing perceived problems on / around d the premises. Location will also be expected to be dealt with, and it is the licensing authorities view that premises should not normally be licensed which are close to schools, playgrounds, or other educational establishments such as museums and places of worship.

1.7 This licensing authority will also expect that applicants demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed Family Entertainment Centres; that the applicant has no relevant convictions and that staff are trained to have a full understanding of the maximum stakes and prizes.

2 (Alcohol) Licensed premises gaming machine permits

2.1 There is provision in the Act for premises licensed to sell alcohol for consumption on the premises, to automatically have 2 gaming machines, of categories C and/or D. Full definitions of the Gaming Machine Categories can be found on the Councils website; www.towerhamlets.gov.uk. The premises merely need to notify the licensing authority. In relation to all applications the licensing authority will use nationally recommended forms from LACORS as far as possible. The licensing authority can remove the automatic authorisation in respect of any particular premises if:

- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
- gaming has taken place on the premises that breaches a condition of section 282 of the Gambling Act (i.e. that written notice has been provided to the licensing authority, that a fee has been provided and that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has been complied

with);

- the premises are mainly used for gaming; or
- an offence under the Gambling Act has been committed on the premises

2.2 If a premises wishes to have more than 2 machines, then it needs to apply for a permit and the licensing authority must consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission issued under Section 25 of the Gambling Act 2005, and "such matters as they think relevant.." The licensing authority will require that an application for more than two machines is considered against the above and the matters in 2.3 below before it is granted or refused.

2.3 This licensing authority considers that "such matters" will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harmed or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machines. Measures which will satisfy the authority that there will be no access may include the adult machines being in sight of the bar, or in the sight of staff that will monitor that the machines are not being used by those under 18. Notices and signage may also be help.

2.4 As regards the protection of vulnerable persons applicants may wish to consider the provision of information leaflets / helpline numbers for organisations such as GamCare.

2.5 It is recognised that some alcohol licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would most likely need to be applied for, and dealt with as an Adult Gaming Centre premises licence.

2.6 The licensing authority can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for conditions (other than these) cannot be attached.

2.7 The holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machine.

3 Prize Gaming Permits

3.1 The licensing authority may "prepare a statement of principles that they propose to apply in exercising their functions under this Schedule" which "may, in particular, specify matters that the licensing authority propose to consider in determining the suitability of the applicant for a permit".

3.2 This licensing authority has prepared a Statement of Principles which is that the applicant should set out the types of gaming that he or she is intending to offer and that the applicant should be able to demonstrate:

- that they understand the limits to stakes and prizes that are set out in Regulations;
- and that the gaming offered is within the law.

3.3 In making its decision on an application for this permit the licensing authority does not need to have regard to the licensing objectives but must have regard to any Gambling Commission guidance.

3.4 It should be noted that there are conditions in the Gambling Act 2005 by which the permit holder must comply, but that the licensing authority cannot attach conditions. The conditions in the Act are:

- the limits on participation fees, as set out in regulations, must be complied with;
- all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played;
- the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
- participation in the gaming must not entitle the player to take part in any other gambling.

4 Club Gaming and Club Machines Permits

4.1 Members Clubs and Miners' welfare institutes (but not Commercial Clubs) may apply for a Club Gaming Permit or a Clubs Gaming machines permit. The Club Gaming Permit will enable the premises to provide gaming machines (3 machines of categories B, C or D), equal chance gaming and games of chance as set-out in forthcoming regulations.

4.2 A Club Gaming machine permit will enable the premises to provide gaming machines (3 machines of categories B, C or D).

4.3 Gambling Commission Guidance states: "Members clubs must have at least 25 members and be established and conducted "wholly or mainly" for purposes other than gaming, unless the gaming is permitted by separate regulations. It is anticipated that this will cover bridge and whist clubs, which will replicate the position under the Gaming Act 1968. A members' club must be permanent in nature, not established to make commercial profit, and controlled by its members equally. Examples include working

men's clubs, branches of Royal British Legion and clubs with political affiliations."

4.4 The Commission Guidance also notes that "licensing authorities may only refuse an application on the grounds that:

a) the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied;
b) the applicant's premises are used wholly or mainly by children and/or young persons;
c) an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
d) a permit held by the applicant has been cancelled in the previous ten years; or
e) an objection has been lodged by the Commission or the police.

4.5 There is also a 'fast-track' procedure available under the Act for premises which hold a Club Premises Certificate under the Licensing Act 2003 (Schedule 12 paragraph 10). As the Gambling Commission's Guidance for local authorities states: "Under the fast-track procedure there is no opportunity for objections to be made by the Commission or the police, and the ground upon which an authority can refuse a permit are reduced." And "The grounds on which an application under the process may be refused are:

(a) that the club is established primarily for gaming, other than gaming prescribed under schedule 12;

(b) that in addition to the prescribed gaming, the applicant provides facilities for other gaming; or

(c) that a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled."

4.6 There are statutory conditions on club gaming permits that no child uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

5 Temporary Use Notices

5.1 The granting of a temporary use notice allows premises without a premises licence to be used by a gambling operator temporarily to provide facilities for gambling

5.2 Licensing authorities are being asked to mindful of the restrictions that allow premises to be licensed for at the most 21 days per year under Temporary Use Notices

5.3 It is possible licence part of a building or set of premises if the location can be rightfully regarded as being separate in terms of ownership, occupation and control.

5.4 This authority will object to a Temporary Use Notice application if it appears that regular gambling is taking place in locations the could be described as one set of premises.

6 Occasional Use Notices

6.1 Occasional Use Notices relate to occasional "track" uses. Betting Track is usually thought of as horse or dog racing. These notices will be for events like point to points on agricultural land.

6.2 The licensing authority has very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. This licensing authority will though consider the definition of a ‘track’ and whether the applicant is permitted to avail him/herself of the notice.

PART D

1 Administration, Exercise and Delegation of Functions

1.1 The Council will be involved in a wide range of licensing decisions and functions and has established a Licensing Committee to administer them.

1.2 Appreciating the need to provide a speedy, efficient and cost-effective service to all parties involved in the licensing process, the Committee has delegated certain decisions and functions and has established a number of Sub-Committees to deal with them.

1.3 Further, with many of the decisions and functions being purely administrative in nature, the grant of non-contentious applications where no representations have been made has been delegated to Council Officers. All such matters dealt with by Officers will be reported for information and comment only to the next Committee meeting. The decisions cannot be reversed.

1.4 The following Table sets out the agreed delegation of decisions and functions to Licensing Committee, Sub-Committees and Officers.

1.5 This form of delegations is without prejudice to Officers referring an application to a Sub-Committee, or a Sub-Committee to Full Committee, if considered appropriate in the circumstances of any particular case.

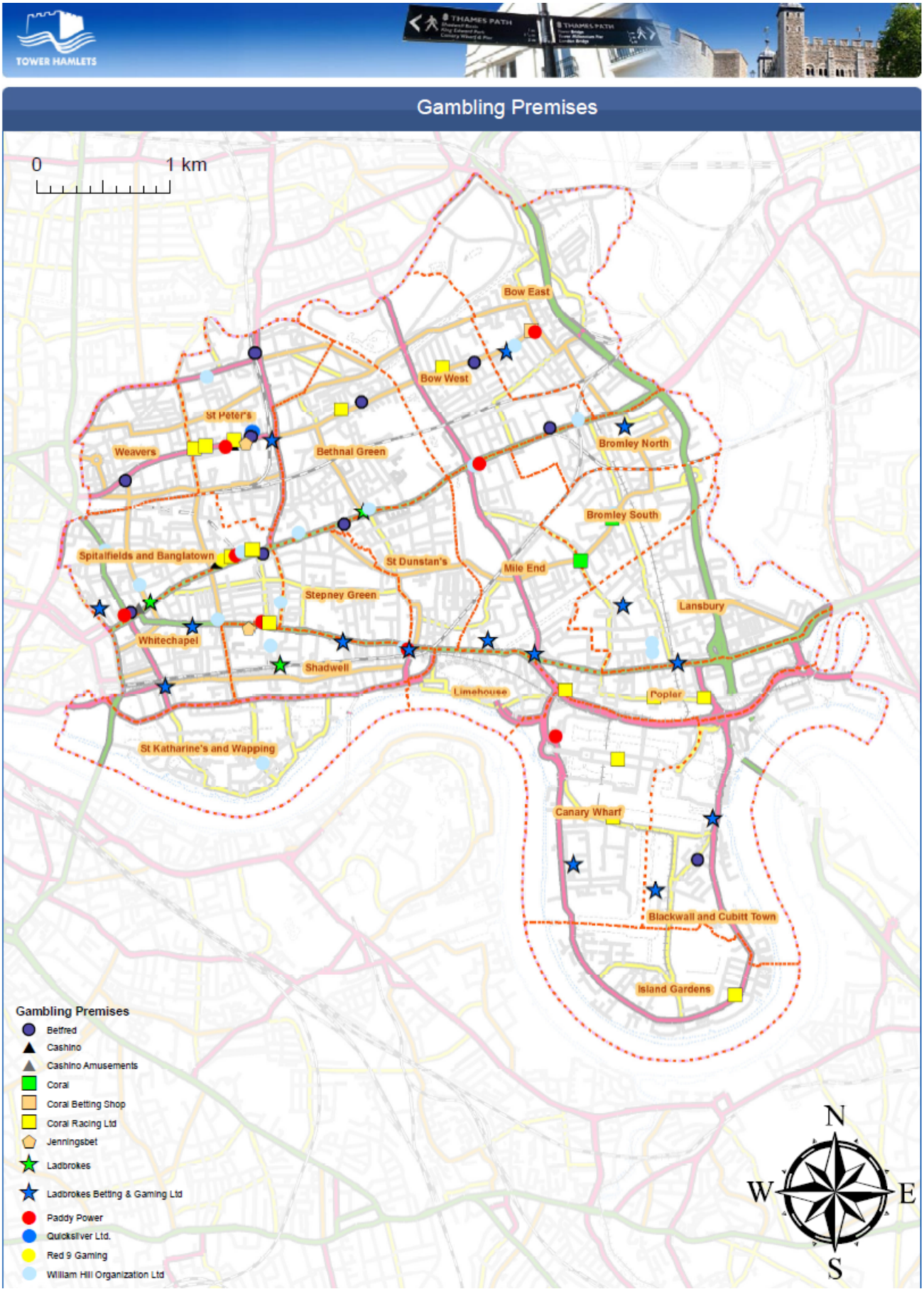
1 TABLE OF DELEGATIONS OF LICENSING FUNCTIONS

MATTER TO BE DEALT WITH	BY WHOM
Three year licensing policy (responsibility shared with Cabinet) Policy to permit or not to permit casinos	**THE FULL COUNCIL**
Fee Setting- (but when appropriate Corporate Director) Application - for a premises licence, variation of a premises licence, transfer of a premises licence, application for a provisional statement in connection with a premises, in all cases where representations have been received and not withdrawn. Review- of a premises licence. Application for, or cancellation of club gaming /club machine permits where representations have been received and not withdrawn Decision to give a counter notice to a temporary use notice	**LICENSING COMMITTEE/ SUB-COMMITTEE**
For a premises licence, variation of a premises licence, transfer of a premises, application for a provisional statement in connection with a premises, in all cases where no representations have been received/ or representations have been withdrawn. Application for a club gaming machine/ club machine permit where no representations received/ representations have been withdrawn. Applications for other permits Cancellation of licensed premises gaming machine permits Consideration of temporary use notice	**OFFICERS**

Annexes

Annex 1 Map of London Borough of Tower Hamlets showing where Gambling Premises Licences have been issued
Annex 2 Details of those consulted.
Annex 3 Results of Consultation
Annex 4 Gambling Best Practice Guide
Annex 5 Sample conditions
Annex 6 Local area profiles

Annex 1


Gambling Premises
0
1 km
Bow East
Bow West
St Peter's
Weavers
Bethnal Green
Bromley North
Bromley South
Spitalfields and Banglatown
St Dunstan's
Mile End
Stepney Green
Lansbury
Whitechapel
Shadwell
Limehouse
Poplar
St Katharine's and Wapping
Canary Wharf
Blackwall and Cubitt Town
Island Gardens
Gambling Premises
Betfred
Cashino
Cashino Amusements
Coral
Coral Betting Shop
Coral Racing Ltd
Jenningsbet
Ladbrokes
Ladbrokes Betting & Gaming Ltd
Paddy Power
Quicksilver Ltd.
Red 9 Gaming
William Hill Organization Ltd
N
W
E
S

Annex 2

List of consultees:

Authorities/Bodies

The Gambling Commission
Metropolitan Police Service
Her Majesty's Revenue and Customs
Directorate of Development & Renewal (LBTH)
London Fire & Emergency Planning Authority
Maritime & Coastguard agency
Service Manager Child Protection & Reviewing
Canal & River Trust
The Environment Agency
NSPCC
Tower Hamlets Primary Care Trust
Young Mayor and Youth Panel
Inter Faith Forum
CCG
Council of Mosques
Adults Safeguarding Board
Community Safety Partnership
Public Health

Gambling Support Services

GamCare
Gamblers Anonymous
Responsibility in Gambling Trust

Businesses

Agora Betting (UK) Ltd
Arcade Shop
Bet Share Racing
Betex
Betfred Ltd
Better
Betting Shop Services Ltd
Canary Wharf Sports Exchange Ltd
Carousel Amusements
Cashino
Collins Bookmakers

Coral Racing Ltd
Frankice (Golders Green) Ltd
Gala Coral Group
Gold Room
Grove Leisure Ltd
Joe Jennings Bookmakers Ltd
Ladbrokes Betting & Gambling Ltd
Leisure World (UK) Ltd
Lucky 8 Limited
Paddy Power Limited
Quicksilver Limited
Roar Betting
Roma
Shirt Hot Limited
Talarius Ltd
Tote Bookmakers
TWL Holdings Limited
Two Way Media Ltd
William Claridge Ltd
William Hill Organisation Ltd

Licensing Committee Members

Khales Uddin Ahmed (Chair)
Rajib Ahmed (Member)
Mahbub Alam (Member)
Shah Alam (Member)
Gulam Kibria Choudhury (Member)
Amy Whitelock Gibbs (Member)
Peter Golds (Vice-Chair)
Clare Harrisson (Member)
Denise Jones (Member)
Md. Maium Miah (Member)
Mohammed Mufti Miah (Member)
Muhammad Ansar Mustaquim (Member)
Joshua Peck (Member)
Candida Ronald (Member)
Rachael Saunders (Member)

Housing Associations

A 2 Dominion Housing
Eastend Homes
Gateway Housing
Mitali Housing Association
One Housing Group
Poplar Harca
Peabody Housing Association
Spitalfields Housing Association
Tower Hamlets Community Housing

Tower Hamlets Homes
Oxford House
Industrial Dwellings Society
Karin Housing Association
Look Ahead Housing Care
Newlon
Old Ford Housing Association
Peter Bedford Housing Association
Reside Housing Association Ltd
South Poplar and Limehouse Action for Secure Housing
St Margarets House Settlement
The Kipper Project

Annex 3

Responses to the Gambling Policy Consultation 2016

Body or Organisation	*Summary of issues*
Overview and Scrutiny January 2016	• *Concern expressed on the number of FOBT's* • *Impact of FOBT's on quality of life of those poorer residents that gamble* • *Provision of services to addicted gamblers* • *Consider what other Councils are doing regarding FOBT's* • *Encourage schools to address negative impacts of gambling through PHSE* • *Consultation to reach out to greatest number of individuals and organisations as possible* • *LBTH to lobby for legislative changes* • *Consideration on control of advertising on Council sites*
Campaign for Fairer Gambling	• *Commission of test purchasing of premises and staff employed on those premises to transact gambling* • *Evaluate the effectiveness of self-exclusion, under age controls, anti-money laundering policies* • *Police call outs in the first nine months of 2014 were up 20% on the previous year* • *Consideration of condition against lone working policies* • *Use powers to restrict the number of FOBT's in betting shops* • *Suggest a statement supporting further regulatory action against FOBT's*
Public Health	• *More detail on how local risk assessments should be undertaken in relation to schools, places of worship and hostels* • *How licensed premises will support vulnerable people* • *Detail on how employers protect their staff – lone working and anti-social hours*
Member of the Public	• *Far too many betting shops in Tower Hamlets* • *Licenses only granted if no other shops in a mile and if the area is not one of low income/youth vulnerability* • *Gambling addiction support to be offered in Bengali, Hindi and Punjab* • *Gamcare is not enough*
Coral Racing Ltd	• *Has 1850 Betting shops, 20% of all betting shops in Great Britain* • *No evidence that betting shops within a proximity of schools causes harm* • *Local risk assessments to be specific to the licensing objectives and to assess whether control measures are going beyond the standard control measures that are needed.*
William Hill	• *17 premises in Tower Hamlets, largest retailer in the UK* • *Concerned that the Council is attempting to fashion an illegal exclusionary policy which reverses the burden of proof required in gambling licensing cases.* • *Cannot impose additional licence conditions without clear evidence to support such an imposition* • *Risk assessments can only be based on evidenced factors that are underpinned by empirical evidence* • *Local area profiles to be focused on aspects of gambling related harm that are evidenced* • *No legitimate justification for routine submission of information to the*

	Council, under age test purchasing data is already supplied to the Primary Authority Partner and reports other related information to the Gambling Commission • *Self –exclusion numbers does not assist the Council to form a view of gambling related harm, it cannot be used as a proxy for assessment of gambling related harm.* • *It is not for Operators to satisfy the Council that the location of premises would be harmful to the licensing objectives, only that facilities are being operated in a way that is reasonably consistent with the Licensing Objectives.* • *No go areas cannot be fashioned from areas of deprivation/ethnic make-up – this is discriminatory in relation to the aim to permit gambling and human rights* • *The presence of schools and playgrounds cannot be used as a reason to exclude a gambling premises from an area* • *Crime should be defined as crime associated with gambling, not situational crime committed against operators or its staff.* • *Need to define the distinction between disorder and mere public nuisance.* • *Should not mandate matters within the local area risk assessment – against better regulation principles* • *Sample conditions – should be removed, clear evidenced risk to be provided before such conditions can be used* • *Unlawful to include religious buildings in the local area profiles* • *Council has mis-directed itself in law, the language in the policy betrays the fact that the intention is to use it in an exclusionary way, thereby undermining 'the aim to permit' principle.*
Power Leisure Bookmakers Ltd	• *Paddy Power has 325 betting offices in the UK* • *Regulators (as per the Regulators Code) should recognise the compliance record and take an evidenced based approach to determining priority risks in their area. Risks need to be evidenced and controls proportionate* • *The draft policy does not adhere to better regulation* • *Additional conditions only to be imposed in circumstances where it is evidenced that risk are identified. They should not be included in the draft statement of gambling policy.* • *A blanket request for information relating to crime and disorder may be disproportionate and place an excessive regulatory burden on operators*
Association of British Bookmakers	• *Current regime offers key protections for communities* • *Planning law changes in April 2015 have increased the ability for Councils to consider betting shop applications.* • *In 2015, a decline of 179 betting shops nationally* • *Problem gambling is at 0.6% and has been stable* • *LGA – ABB Betting Partnership Framework signed in January 2015* • *Establishment of Primary Authority Partnerships with Councils* • *Councils should not prescribe the local risk assessment form* • *Local area profiles to be supported by substantive evidence* • *Additional conditions only imposed in exceptional circumstances* • *Delete reference to areas of deprivation and ethnic profile of residents as these have no bearing on the licensing objectives.* • *Additional conditions list – statement to be added in to make it clear that these can only be imposed if there is a risk to the licensing objectives* • *Local profile should not cover issues relating to religious buildings, the night time economy and social-economic make-up of the area.*

Annex 4: Gambling Best Practice Guide

We expect all Gambling premises in the Borough to carry out the measures listed in this Best Practice Guide along with the measures detailed in the main Policy. This guide is about businesses that promote gambling have the responsibility in protecting the vulnerable who may be exposed by their activities.

- All premises to hold and maintain a log of incidences and the handling of problem gambling that occur in the premises. This information should be shared with Licensing Officers on request. Relevant data that should be held include the date and a short description of the intervention in relation to voluntary/mandatory exclusions and whether individuals have tried to gain entry, attempts of those that are underage to gain entry whether with an adult or not. Any incident requiring an intervention from staff

- Staff should be aware on how to tackle irresponsible gambling and have sufficient knowledge on how to promote responsible gambling. Be able to signpost customers to support services with respect to problem gambling, financial management and debt advice. Leaflets on how to identify problem gambling should available for customers in the premises.

- Staff should be aware of the importance of social responsibility, the causes and consequences of problem gambling, intervention with vulnerable persons, dealing with the exclusion of problem gamblers and escalating them for advice or treatment.

- Staff should be aware of refusing customers entry due to alcohol or drugs, age verification processes, identifying forged ID, the importance of time and spend limits

- Staff to be familiar with the offences under the Gambling Act, the categories of gaming machines, the stakes and odds associated with each machine.

- Staff should also be aware of not encouraging customers to increase the amount or time they gamble, re-gamble winnings and chase losses.

- Staff to be excluded from gambling at the premises where they are employed and the premises to have a ‘no tipping’ rule.

- Applicants may wish to seek support with their applications from the Crime Reduction Officer and GamCare with a view to obtaining a certificate of Social Responsibility.

- Where Fixed Odds Betting Terminals are installed within the premises they should be positioned in direct sight of a supervised counter.

Appendix 5: Sample of premises licence conditions

This Annex, reproduced from the Gambling Commission's Guidance to Licensing Authorities, provides a sample of conditions that have been attached to premises licences by licensing authorities, with some amended for illustrative purposes. These are not blanket conditions but have been imposed in a number of circumstances to address evidence based concerns. Part 9 of the Gambling Commission's Guidance to Licensing Authorities provides further details on the principles licensing authorities should apply when exercising their discretion to impose premises licence conditions.

The conditions listed below have been grouped under specific headings for ease of reference. There will inevitably be some overlap between those conditions that address different concerns, for example those related to security and to anti-social behaviour.

1. Security

1.1 No pre-planned single staffing after 8pm and, when this is unavoidable, for a Maglock to be in constant use.
1.2 A minimum of two members of staff after 10pm.
1.3 A minimum of two members of staff will be on duty throughout the whole day.
1.4 The premises will have an intruder alarm and panic button.
1.5 Maglock systems are employed and access is controlled.
1.6 Requirements for full-height security screens to be installed.
1.7 A requirement for 50% of the shop frontage to be clear of advertising so that staff have a clear view and can monitor the exterior of the premises.
1.8 The premise shall maintain a 'safe haven' to the rear of the counter.
1.9 The premises shall install and maintain a comprehensive CCTV system as per the minimum requirements of a Metropolitan Police Crime Prevention Officer. All entry and exit points will be covered enabling frontal identification of every person entering in any light condition. The CCTV system shall continually record whilst the premises is open for licensable activities and during all times when customers remain on the premises. All recordings shall be stored for a minimum period of 31 days with date and time stamping. Recordings shall be made available immediately upon the request of Police or an authorised officer throughout the preceding 31-day period.
1.10 A member of staff from the premises who is conversant with the operation of the CCTV system shall be on the premises at all times when the premises are open to the public. This member of staff must be able to show a member of the police or authorised council officer recent data or footage with the absolute minimum of delay when requested.
1.11 A monitor shall be placed inside the premises above the front door showing CCTV images of customers entering the premises.
1.12 If at any time (whether before or after the opening of the premises), the police or licensing authority supply to the premises names and/or

photographs of individuals which it wishes to be banned from the premises, the licensee shall use all reasonable endeavours to implement the ban through staff training.

2. Anti-social behaviour

2.1 The Licensee shall develop and agree a protocol with the police as to incident reporting, including the type and level of incident and mode of communication, so as to enable the police to monitor any issues arising at or in relation to the premises.
2.2 The Licensee shall take all reasonable steps to prevent street drinking of alcohol directly outside the premises and to ban from the premises those who do so.
2.3 The Licensee shall place a notice visible from the exterior of the premises stating that drinking alcohol outside the premises is forbidden and that those who do so will be banned from the premises.
2.4 Notices indicating that CCTV is in use at the premises shall be placed at or near the entrance to the premises and within the premises.
2.5 The Licensee shall place and maintain a sign at the entrance which states that 'only drinks purchased on the premises may be consumed on the premises'.
2.6 The Licensee shall implement a policy of banning any customers who engage in crime or disorder within or outside the premises.
2.7 The Licensee shall install and maintain an ultraviolet lighting system in the customer toilet.
2.8 The Licensee shall install and maintain a magnetic door locking system for the customer toilet operated by staff from behind the counter.
2.9 Prior to opening the Licensee shall meet with the Crime Prevention Officer in order to discuss any additional measures to reduce crime and disorder.

3. Underage controls

3.1 The Licensee shall maintain a bound and paginated 'Think 21 Refusals' register at the premises. The register shall be produced to the police or licensing authority forthwith on request.
3.2 Customers under 21 will have to provide ID.
3.3 The premises will operate a 'challenge 25' policy and prominent signage and notices will be displayed showing the operation of such policy
3.4 Compulsory third party test purchasing on a twice yearly external system and the results to be reported to the Local Authority and police. In the first twelve months (from the date of the Review) two additional internal test purchase operations to be carried out.
3.5 A physical barrier (ie a supermarket metal type or similar) acceptable to the licensing authority, and operated in conjunction with the existing monitored alert system, to be put in place within 3 months from the date of the review.
3.6 No machines in the Unlicensed Family Entertainment Centre to be sited

within one meter of the Adult Gaming Centre entrance.

4. Player protection controls

4.1 Prominent GamCare documentation will be displayed at the premises.
4.2 There shall be no cash point or ATM facilities on the premises.
4.3 The Licensee shall train staff on specific issues related to the local area and shall conduct periodic refresher training. Participation in the training shall be formally recorded and the records produced to the police or licensing authority upon request.
4.4 New and seasonal staff must attend induction training. All existing staff must attend refresher training every six months.
4.5 All notices regarding gambling advice or support information within the vicinity of XXX must be translated into both simplified and local languages.
4.6 Infra Red Beam to be positioned across the entrance to the premises. To be utilised whenever:
(a) The first member of staff is not positioned within the Cash Box or,
(b) The second member of staff is not on patrol

Annex 6
Local Area Profiles

The aim of local area profiles is to build up a picture of the locality, and in particular the elements of it that could be impacted by gambling premises.

The Council publishes Area profiles – ward profiles on its website at http://www.towerhamlets.gov.uk/lgsl/901-950/916_borough_profile/area_profiles.aspx

Some publically available sources of information to assist in operators completing a Local Area Profile include:

a) *Crime Mapping websites*
b) *Ward profiles*
c) *Websites or publications by local responsible authorities*
d) *Websites or publications by local voluntary schemes and initiatives*
e) *On-line mapping tools*

The Council will expect applicants for grant of new or variation to existing licences to include full details of their risk assessment in compliance with Social Responsibility (SR code) 10.11 and Ordinary code provisions 10.1.2 (both effective from 6th April 2016)

Appendix Two

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)	**Gambling Policy 2016 Review**
Directorate / Service	**CLC / Safer Communities**
Lead Officer	**David Tolley, Head of Environmental Health and Trading Standards**
Signed Off By (inc date)	
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)	**Proceed with implementation** As a result of performing the QA checklist, the policy does not appear to have any adverse effects on people who share *Protected Characteristics* and no further actions are recommended at this stage.

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 decision making body is recommended to:

			• Agree the proposed Gambling Policy • Note that the 'no casino' resolution remain within the Gambling Policy. All local authorities have to review and adopt a gambling policy every three years which defines how they will administer and exercise their responsibilities under the Gambling Act 2005. The Gambling Policy is prescribed by the central government and the Gambling Commission. The policy is compatible with this advice and guidance. Some of the major issues and concerns about gambling, including gambling addiction, are not addressed in the policy. Also, noise nuisance is not a licensing objective. Any issues relating to noise and nuisance will be dealt with by the Council's noise team.
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 Gambling Policy states how the Licensing Authority will exercise its authority. This policy covers the following: • How the Licensing Authority will use its regulatory powers in relation to applications and reviews of the activities it regulates, to the extent it is allowed by statute. • The main licensing objective for the authority is protecting children, preventing crime and disorder and ensuring gambling is fair and open. • The Licensing Authority approach to regulation • The scheme of delegation The licencing objectives remain including protecting children and the vulnerable, including 'people may not be able to

			make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs.' The business operators will be requested to undertake local risk assessments in relation to their premises. It is expected that the local risk assessment will consider various issues including exposure to vulnerable groups, type of footfall (e.g. children, families), education facilities and homelessness/ rough sleeper hostels. The local risk assessment is also expected to identify how these risks will be mitigated and monitored.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	The Gambling Policy is prescribed by the central government and the Gambling Commission. The policy is compatible with this advice and guidance. Regarding the business related data, the Development and Renewal (D&R) directorate have corporate lead responsibility for data capture and are currently reviewing the technical implications in developing an equalities strand of their business data base.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	Gambling premises will undertake a risk assessment taking into consideration their local information. The gambling policy is compatible with this advice and guidance by the central government and the Gambling Commission.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	As above. Also, a statutory consultation process commenced on 19 October 2015 and continued for three months, until 17 January 2016. The draft policy has also been consulted by the Licensing Committee on 4 December 2015 and the Overview and Scrutiny Committee on 4 January 2016. The comments received have been analysed and incorporated into the policy where necessary.

c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	A statutory consultation process commenced on 19 October 2015 and continued for three months, until 17 January 2016.
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	The gambling policy is compatible with this advice and guidance by the central government and the Gambling Commission. The licencing objectives remain including protecting children and the vulnerable, including 'people may not be able to make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs.'
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	N/A	
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	The policy will be agreed by the full Council. All local authorities have to review and adopt a gambling policy every three years which defines how they will administer and exercise their responsibilities under the Gambling Act 2005.
b	Have alternative options been explored	Yes	The Gambling Policy is prescribed by the central government and the Gambling Commission.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	All local authorities have to review and adopt a gambling policy every three years which defines how they will administer and exercise their responsibilities under the Gambling Act 2005.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics?	Yes	The policy includes a number of measures to prevent children from taking part in gambling and restriction of advertising so that gambling products are not aimed at or are attractive to children.

			The licensing authority will consider whether specific measures are required at particular premises, with regard to this licensing objective. Appropriate measures may include supervision of entrances/ machines, segregation of areas. The policy also states that local risk assessment may include arrangements for monitoring and dealing with under age persons and vulnerable persons.
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

This page is intentionally left blank

Cabinet 4 October 2016	
Report of: Corporate Director – Communities, Localities and Culture	**Classification:** Unrestricted
Food Law Enforcement Service Plan 2016/2017	

Lead Member	**Councillor Ayas Miah, Cabinet Member for Environment**
Originating Officer(s)	Andy Bamber – Service Head Safer Communities David Tolley – Head of Environmental Health and Trading Standards
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	A Healthy and Supportive Community

Executive Summary

This report sets out the Council's annual plan for effective enforcement of food safety legislation. The objective of the plan is to ensure that food is produced and sold under hygienic conditions, is without risk to health and is of the quality expected by consumers.

The Food Standards Agency requires local authorities to have in place a Food Law Enforcement Service Plan. The plan will form a significant part of the criteria against which local authorities will be audited by the Agency to assess their effectiveness in ensuring food safety.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the Tower Hamlets Food Law Enforcement Plan 2016/2017 and Food Sampling Policy attached at the Appendix of the report.

1. REASONS FOR THE DECISIONS

1.1 Under the powers given to it by the Food Standards Act 1999 The Food Standards Agency (FSA) oversees and monitors how Local Authorities enforce food safety legislation. The FSA require all Local Authorities to produce and approve an annual plan that sets out how they are going to discharge their responsibilities. The annual plan is at Appendix One.

2. ALTERNATIVE OPTIONS

2.1 If the Council takes no action the FSA has the power to remove food safety responsibilities and engage another authority to deliver the service. The likely scenario would be for a neighbouring local authority to be seconded to provide this service. If this did happen the Council would still have to fund the service but would lose Member and management control of it.

3. DETAILS OF REPORT

3.1 The Plan incorporates the Council's objectives as set out in the Community Plan and the Environmental Health and Trading Standards Service Plan. It is particularly relevant to the quality of life and health and wellbeing of residents and visitors to the Borough. The Plan is there to encourage businesses to maintain high standards and help protect customers. It is particularly important in maintaining the reputation of the Borough as a safe place to eat and buy food products. The standard format of the plan will allow easier comparisons with other authorities.

3.2 The plan is divided between reactive and proactive work. Reactive work includes consumer complaints and requests for advice or information from the business community, residents, employees in the Borough and tourists. Proactive work comprises mainly the achievement of routine inspection targets. Tower Hamlets at the time of writing has 2,964 food premises which require inspection. The frequency of such inspections is determined by a nationally agreed risk based inspection rating scheme.

3.3 The national "Food Hygiene Rating Scheme" sponsored by the Food Standards Agency allows Local Authorities to publish, using rating criteria, an assessment of the hygiene standards of food premises. The Food Hygiene Rating Scheme has a direct link to the Broadly Compliant indicator. A rating of three or above indicates that the food premises are broadly compliant.

3.4 The main indicator used to assess the Council's performance is the proportion of food establishments in the Borough which are broadly compliant with food hygiene law. The performance has been benchmarked with neighbouring authorities and is detailed in Appendix Two. This data demonstrates that the Food Team holds second place with neighbouring authorities in relation to the Broadly Compliant Indicator and the percentage of premises yet to be inspected.

3.5 Last year the Food Safety Team achieved 80% of all food premises being broadly compliant with food safety legislation. This is lower than last year (85%) due to the increase in 200 new food premises and the change in the rating procedures, whereby a low scoring premise could not be re-rated until their formal next inspection date.

3.6 A range of interventions has been developed aimed at increasing and sustaining this compliance rate. The broadly compliant rate should also be seen within the context of the high turnover rate of food businesses in the Borough and the advanced age of much of the commercial premises. As the rates of compliance become higher the rate of year on year improvement has tapered off as the residual businesses present the biggest challenges either from a premises age /condition perspective, or from a business engagement and proficiency perspective.

3.7 The plan also covers the wider remit of food safety work including complaints and enquiries, sampling, food hazard warnings, outbreak control, health promotion, training and publicity. These tasks remain relatively constant year on year.

3.8 The plan also highlights some of the major successes during 2015/16. Some notable examples are:-

- 100% of all A rated high risk premises inspected for food hygiene/standards
- 100% of all B rated food hygiene premises were inspected
- 96% of all A-C rated Food Hygiene premises inspected
- 313 food samples were taken as part of the surveillance programme
- 18 new and 32 renewed Food For Health Awards were issued

3.9 The Food Standards Agency requires details of the assessment of resources for all functions within the plan. The resource analysis estimates the gap to be 3.15 full time equivalents for 2016/17. This is the identified resource gap when providing a full inspection and sampling programme. The main reasons for the resource gap is due to a notable increase of food premises in the Borough and other general demands placed on the Service. During 15/16 with a resource gap of 2.29 FTE for example, the Team still managed to deal with:

- A prosecution per month
- 17% of samples found to be unsatisfactory and required follow up
- Service Requests increased by 13%
- 60% more national food alerts having to be actioned
- Increase in number of food premises
- Reduction of 0.6 full time equivalent through employment options process

3.10 The estimated resource gap calculated is based on the activity carried out in the previous year. With the increase in food premises the Food Team will

therefore have to reduce inspection activity in the lower risked food premises and carry out a lower level response into the service requests received.

3.11 From 2009-16 funding was received from the Healthy Cities initiative and Public Health budgets to develop a Food for Health Award, which aims to create a culture of healthy food choices for residents/workers in the Borough. The scheme resulted in a further 18 new awards being achieved and 32 renewals last year.

3.12 An Equalities Impact Assessment checklist has been carried out at Appendix Three

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The report sets out the annual Food Law Enforcement Service Plan for 2016-17 which the Council is required to have in place. The plan identifies a shortfall in the estimated required resources of 3.15 FTE to provide a full premises and inspection sampling programme across the borough, this is an increase of 0.86 FTE from the previous year. The shortfall in resources will continue to be managed as in previous years by reducing the number of inspection activity in the lower risked food premises and service request whilst focusing on the A risk premises and Higher B's.

4.2 The service will need to ensure that the annual plan is delivered within the £636,000 budgeted resources available and that performance levels are maintained at a level as prescribed by the Foods Standards Agency.

5. LEGAL COMMENTS

5.1 The Food Safety Act 1990 ('the 1990 Act') makes the Borough a food law enforcing authority and creates an obligation to enforce the Act.

5.2 This report sets out the Council's annual plan for effective enforcement of food safety legislation known as the Food Law Enforcement Service Plan 2016/2017 ('FLESP'). Chapter 5.1.1 of the Food Law Code of Practice issued by the Secretary of State under 1990 Act, regulation 26 of the Food Safety Hygiene (England) Regulations 2013, and Regulation 6 of the Official Feed and Food Controls (England) Regulations 2009 requires the Council to have an up-to-date, documented Food Service Plan which is readily available to food business operators and consumers. The Plan must be subject to regular review and clearly state the period of time during which the Plan has effect.

5.3 In preparing the FLESP, the Council is also required to take into account advice from the Food Standards Agency ('FSA'). The FLESP is also a requirement of the FSA under the 'Framework Agreement on Local Authority Food Law Enforcement'. Therefore publication of the Council's FLESP is prescribed by the Food Standards Agency which is acting under the powers vested in it by the Food Standards Act 1999.

5.4 The proposed FLESP reflects the requirements detailed in paragraph 6 of the Regulators' Code as is mandatory. It is also is aligned with the Council's

enforcement policy, adopted by the Mayor in Cabinet in October 2012. The FLESP also covers all areas of food law that the Council has a duty to enforce and sets out how the Council intends to deliver Official Controls within its area as is also required. Further the FLESP meet the other requirements of the Food Law Code of Practice.

5.5 Before adopting the Plan, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). An Equalities Impact Assessment Checklist is at Appendix 3.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 The equality analysis checklist has been reviewed in respect of this plan and no adverse issues have been identified.

7. BEST VALUE (BV) IMPLICATIONS

7.1 The Council is fulfilling its best value duty by ensuring that staff resources are targeting the higher risk food premises as determined by the national rating scheme. The report details how this targeting is maintaining the current broadly compliant rate across the food premises in the Borough. Officers are using a range of interventions to seek compliance, as detailed in the plan.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no environmental impacts with regards to this plan

9. RISK MANAGEMENT IMPLICATIONS

9.1 The Council as a Food Authority is required to carry out statutory functions in relation to food safety. The annual plan sets out how the Council will fulfil its obligations under this legislation.

9.2 Failure to ensure that the council discharges its responsibilities can have serious consequences for the Council and these are set out below.

9.3 Should the Council not exercise its duties and provide a food safety service there is the potential that both unsafe and unscrupulous activities would go unchecked and un-enforced, which may lead to serious food borne illness or disadvantage to the residents, consumers and businesses within the borough.

9.4 The Food Standards Agency are charged with overseeing the activities of Food Authorities and may carry out audits of the authority to ensure it is meeting the requirements of The Standard for Food Services set out in the Framework Agreement and its statutory functions.

9.5 Should the Council not fulfil its obligations as specified above, the Food Standards Agency may use its powers to take away the functions of the authority and place them with another authority to exercise them on its behalf.

9.6 In delivering the Plan, the Food Safety Team is reliant on the Services of other key Teams such as Legal Services, Communications and Public Health to provide support to meet the objectives of the Plan.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no crime and disorder reduction implications with this report.

11. SAFEGUARDING IMPLICATIONS

11.1 There are no safeguarding implications with this report.

Linked Reports, Appendices and Background Documents

Linked Report

None

Appendices

Appendix 1 – LBTH Food Law Enforcement Plan – 2016/17

Appendix 2 – Benchmark data

Appendix 3 - Equalities Impact Assessment - Checklist

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

None

Officer contact details for documents:

David Tolley, Head of Environmental Health and Trading Standards, 0207 364 6724

Appendix 1

LONDON BOROUGH OF TOWER HAMLETS

FOOD LAW ENFORCEMENT SERVICE PLAN

2016/2017

CONTENTS

	Executive Summary
1.0	**Service Aims and Objectives**
2.0	**Background**
3.0	**Service Delivery**
4.0	**Resources**
5.0	**Quality Assessment**
6.0	**Review**
7.0	**Annexes**

Executive Summary

This is the Council's mandatory annual plan for the effective enforcement of food safety legislation. This plan fulfils the Council's obligations under the Framework Agreement on Local Authority Food Law Enforcement with the Food Standards Agency (FSA). The objective of this plan is to ensure that a programme of food enforcement activity is carried out, providing public confidence that food is produced without risk and sold under hygienic and safe conditions in Tower Hamlets. This plan is a public document and will be published on the Councils website. The layout of the plan is dictated by the Framework Agreement between the Food Standards Agency and Local Authorities.

The plan sets out the aims and objectives of the Environmental Health & Trading Standards (EHTS) Service's Food Team and links team priorities to the Council's core themes. The plan also gives an up to date profile of the Borough, a review of our activities in 2015/16 and our programme of work for 2016/17.

Inspection Plan
In 2015/16 the Food Team carried out 96% of all Food Hygiene inspections due in the higher bands of A-C (100% A, 100% B and 88% C) and 61% of all food standards inspections due in the higher bands of A-B (100% A). Food Standards inspections are seen as a second priority to that of food hygiene as this area of work crosses local authority boundaries.

Food Hygiene examines the businesses processes and procedures in the preparation and service of food. Food Standards examines issues around labelling, composition components of the food and date marking. The inspection programme for both inspection types are led by food hygiene, as the risks are under local control and deemed to be greater. Food Standards inspections are undertaken if the next inspection date from the risk rating assessment score falls due the same year that the food hygiene inspection is due. This therefore results in a lower percentage of food standards inspection being undertaken. However, we have undertaken 100% of all high risk, A-band, food standards inspections.

Enforcement
Enforcement activity was appreciably lower than in the previous three years in terms of food premises emergency closures. There were 4 premises closures in 15/16 comprising 4 emergency prohibitions, and no voluntary closures. The premises closures were for pest infestations; a total of £59,168 fines/costs were issued by the Courts from 11 court cases taken forward last year (£54,035.80 from 9 cases 14/15). The drop in food premises closures may be due to those closed in the past having closed permanently; the introduction of the Food Hygiene Rating Scheme may have encouraged traders to improve on hygiene standards; advice from the Food Team and increased publicity about hygiene matters in food businesses may also have contributed.

Prohibition Orders are issued by Magistrates' Courts following a hearing generated by the service of a Hygiene Emergency Prohibition Notice (HEPN) by an authorised officer fulfilling the competency requirements of the Food Law Code of Practice where an imminent risk to public health has been found. The service of the HEPN is not only reserved for premises as 2015/16 saw a Prohibition Order being

issued by the Magistrates' Court to prohibit the use of a vacuum packing machine as it was being used for raw food and ready to eat foods and also a person being prohibited from operating a food business.

Food Hygiene Rating Scheme
We currently have 80% of our food premises broadly compliant, including those new premises yet to be inspected. Over the year the rate of broadly compliance averaged 80.2% so has remained consistent during the year. The steady influx of new food businesses accounts for some of this as unrated premises count against this figure; if they remain uninspected we have a potentially broadly compliant premises counting against us. We have introduced a triage system to ensure that those who register are contacted to confirm they are actually going to start trading before they are entered on to the database

We still perceive that in the forthcoming year this may drop slightly as the effects are felt of a change in the Food Hygiene Rating Scheme implementation, which was previously agreed where food businesses are rated on their due inspection and not re-rated as a matter of course until their next inspection unless they request one. This effectively means that poorly performing premises will be left with a low score until their next due inspection, these premises will also have multiple visits to ensure they reduce the risk they pose to public health. This has not as yet driven down the broadly compliant percentage, but as we move forward and inspect premises not previously due for inspection there may be a small effect on the broadly compliant percentage. It would be expected that any downward dip in the broadly compliant percentage would plateau within 4 years from implementation.

Food For Health
The Service has continued to receive external funding to continue with the Food for Health Award which aims to create a culture of healthy food choices for residents/workers in the Borough. Whilst a separate Team has been tasked with delivering this initiative the Food Team still raises awareness of the scheme by briefing businesses during inspections. In 15/16 891 Food for Health briefing sessions were carried out. As businesses are only allowed to take part in the scheme if they are broadly compliant, the Food Team has a direct impact on who can and who cannot be included. Briefing work will continue into this year as we have secured funding until April 2017. In 15/16 the Healthy Eating Award Scheme resulted in 18 unique premises awards and 32 renewals/upgrades.

Reducing Inspection Burdens
We have reviewed our services to determine if the inspection burden can be lifted on local businesses but ensuring that hazards are controlled to ensure public health is not at risk. We have done this where the risk rating indicates that the business is broadly compliant. This has enabled extra focus on the higher risk premises, to reduce the risk of inadequate food safety management.

As a result of the Central Government spending review, we may not be able to inspect all those premises that fall due in 2016/17. Those premises that may not be inspected have been selected due to their low risk nature. This may be because of the foods sold or because there are other monitoring regimes that are in place for the premises. Premises that fall into this category are wet pubs, low risk schools and pharmacies.

As stated above, food hygiene work takes priority over standards work. “A” rated standards inspections are the only standards work that is built into the inspection programme as a priority 100% of the premises rated A for standards will be inspected. B and C rated standards inspections are accounted for in the programme, but are largely picked up where hygiene inspections are due. There are 966 standards inspections due (as of 01/04/16). 20 are A rated and so will have to be inspected for standards only. B and C standards inspections that are due outside the hygiene programme and are unlikely to be inspected.

1 SERVICE AIMS AND OBJECTIVES

1.1 Aims and objectives

1.1.1 To promote and regulate food safety, food standards, health and safety in food premises.

1.1.2 To provide advice and education to all sectors of the community on food safety matters. The promotion of Food for Health award in conjunction with Public Health in the fast food outlets with the aim to reduce obesity in children.

1.1.3 To prevent the spread of infectious disease and food poisoning and investigate outbreaks.

1.1.4 Health and Safety including smoke free enforcement and advice and accident investigation.

1.1.5 Animal welfare and the control of zoonotic diseases.

1.2 Links to Corporate objectives and plans

1.2.1 The Food Law Enforcement Service Plan is designed to meet customer needs and our services are provided with reference to the:

- Community Plan
- Council's Strategic Plan
- Directorate's Annual Plan
- Divisional Service Plan
- Council's Enforcement Policy

1.2.2 The activities of the Environmental Health & Trading Standards (EHTS) - Food Team are linked where possible to these strategies, policies and objectives. These are set out in the Team Plan which details amongst other issues, the Food Enforcement objectives for the year and defines the performance that has been set to meet these targets. The Team also has a statutory function and is linked through to the Food Standards Agency, Health and Safety Executive, Department of Food and Rural Affairs, Animal Health Agency and Public Health England.

1.2.3 The aim of the Community Plan is to:

Improve the lives for all those living and working in the Borough

1.2.4 The Council will realise its overall Vision for the Borough through four core themes, underpinning these themes is the commitment to One Tower Hamlets:

- A great place to live
- A Prosperous Community
- A Safe and Cohesive Community
- A Healthy and Supportive Community

1.2.5 The aim of the EHTS Food Team is to protect residents, visitors and businesses by:

- *The enforcement of consumer legislation by way of inspection, audit, complaint investigation, awards, training/advice and enforcement.*
- *Advising consumers on the resolution of civil disputes with traders.*
- *Promoting and regulating food hygiene/safety and standards of health and safety both in the workplace and at public events in the Borough*
- *Preventing the spread of infectious disease and food poisoning, and the investigation of outbreaks*
- *Issue and enforcement of "approvals" covering a range of activities concerning products of animal origin (POAO) in manufacturing premises.*
- *Developing partnerships with businesses, regeneration initiatives and other organisations in the Borough*
- *Involving ourselves in national strategies i.e. Obesity Strategy, fast food outlets around schools.*
- *Promotion of business awards for smoke free and healthy eating in conjunction with public health services*
- *Animal welfare and the control of zoonotic infections (infections that pass from animals to humans)*
- *Allowing members of the public to make an informed decision on which establishments they eat in/buy food from by informing them of the general hygiene standard of premises via the FHRS and the affiliated website, window stickers and certificates.*

1.2.6 The Food Law Enforcement Plan links in with the detailed activities that have been developed as part of the Team Plan and individual officer performance, development and review plans.

2.0 BACKGROUND

2.1 Profile of Tower Hamlets

2.1.2 Tower Hamlets has a wide range of commercial food businesses located across different parts of the borough. Some of the key businesses include:

- Major supermarkets (Tesco, Asda, Sainsbury, Lidl, Marks and Spencer & Waitrose)
- Office developments occupied by blue chip companies, newspaper publishers, with large scale catering
- Several major hotels, including Britannia, Four Seasons, Gourman, Holiday Inn, Hilton, Radisson and Marriott
- There is a diverse range of restaurants and cafes in the borough, including Italian, French, Greek, Turkish, Somali, Spanish, Chinese, Japanese, Thai and those from the Indian sub-continent (India, Bangladesh, and Pakistan).
- 93 schools
- Billingsgate – London's major Wholesale & Retail Fish Market
- World famous street markets at Petticoat Lane, Whitechapel, Brick Lane, Columbia Road and Roman Road.
- London Guildhall University, Queen Mary University of London and The Royal London Hospital Medical Schools
- The Royal London, Mile End and London Independent Hospitals
- 2 poultry slaughterhouses
- 3 City Farms
- Numerous night clubs & other venues
- Many community events such as concerts in Victoria Park and festivals in Brick Lane.

2.2 Organisational Structure

2.2.1 The Team is located within the Environmental Health & Trading Standards Service (EHTS). EHTS is part of the Safer Communities Division which is part of the Directorate of Communities Localities and Culture. The Council's administrative committee structure is set out in Annexe B and the structure showing where the service sits in the overall council organisation is in Annexe C.

2.2.2 Food Safety falls within the portfolio of Cllr Ayas Miah as Cabinet Member for the Environment

2.3 Scope of the Food Service

2.3.1 The Environmental Health & Trading Standards Food Team is responsible for the following functions in all commercial premises.

- food hygiene – food preparation and handling
- food standards – food labelling and composition
- health and safety
- infectious disease control

- public health activities

2.3.2 Nuisance and Pollution control issues related to commercial premises are dealt with by the Health & Housing Team. The Trading Standards Team deals with animal feeding-stuffs and fraudulent activities covered by the Food Safety Act.

2.3.3 A proactive and reactive service in relation to food hygiene and food standards is provided primarily through the programmed inspection of food businesses and by responding to service requests including comments on planning and licensing applications.

2.4 Demands on the Food Service

2.4.1 Premises Profile

2.4.2 The tables below show the number of food businesses in each risk category classified by type of activity and risk rating. Some premises, where the risk is negligible are discounted from the inspection programme.

2.4.3 Food Standards legislation sets out specific requirements for the labelling, composition and safety parameters of food stuffs which are potentially at risk of being misleadingly substituted with lower quality alternatives. The legislation makes sure consumers are not mislead as to the nature of food products when it is sold to them. Premises that are inspected included importers and exporters who may not even hold food on their premises – this accounts for the difference in total numbers in Table 1 and Table 2 below.

2.4.4 The Food Code of Practice details how premises should be scored for Food Standards, the following criteria are used,

- Risks to consumers/businesses
- Hazardous processes
- Ease of compliance
- Consumers at risk
- Current compliance
- Confidence in management systems

The above criteria are used to score food standards activities as A – C, with A being high risk. It is at this category that we undertake separate inspections, the remainder of the inspections for food standards are carried out when the necessary food hygiene inspection is due. The criteria are weighted and the Officer makes undertakes the scoring during the routine inspection, from the calculated score, an overall risk rating is achieved.

2.4.5 Food Hygiene is vital to prevent food poisoning. Our inspections cover food safety management procedures, cleaning, storing of food, pest control, preparation, cooking, the delivery and supplying of food, training of staff and the physical structure of the food premises. Inspections are mainly carried out at higher risk premises (A-C). The Food Law Code of Practice, the guidance document that must be followed by Local Authorities, classifies food premises by risk in several key criteria:

- Type of Food/Method of handling
- Method of processing
- Consumers at risk
- Vulnerable Groups
- Food Hygiene and Safety
- Structural Compliance
- Confidence in management systems
- Significance of risk/likely contamination

2.4.6 The above criteria have weighted scores and the total score is calculated by Officers during their routine inspections to give an overall risk rating. ‘A’ being high risk and ‘E’ being low risk. The inspection frequencies are assigned nationally to each risk rating.

2.4.7 D/E rated premises are lower risk premises. They do not constitute no risk however. The food law code of practice provides some concession for dealing with D rated premises. Whilst these premises still present a risk, we are duty bound to inspect them. They can, however, be put on a schedule of alternative enforcement i.e. self-audit questionnaire by the business. That would mean that they would alternate between an inspection and an alternative enforcement strategy each time they were due for inspection. This would reduce the burden on resources required to inspect D rated premises.

Table 1: Hygiene: Food businesses 16/17 and their inspection category for food hygiene (at 23rd May 2016)

	Row Type of Premises	A	B	C	D	E	OUTSIDE	UNRATE	Grand Total
The frequency of inspection is: A: every 6 months B: every 12 months C: every 18 months D: every 2 years E: every 3 years The Category for premises classed as unrated is determined at the first visit and can be A-E. Premises can move across the risk bands after inspection. Category D/E premises may be dealt with using an alternative enforcement strategy (AES). Premised in the "outside" category are premises for Food Standards only as there is i) no hygiene involved (i.e. it is an importers office or ii) hygiene is the responsibility of the FSA (i.e. FSA approved slaughterhouses).	Caring premises		7	16	14	49			86
	Distributors/Transporters	1	1	13	33	21	1	4	74
	Home caterers	1	4	28	71	28	1	66	199
	Hotel/Guest house			1	4				5
	Importers (3rd)						2		2
	Importers (EC)							1	1
	Man/Sup art contact with food						1	1	2
	Manufacturer Selling by Retail		1	9	14	4			28
	Manufacturers	1	4	16	10	8		5	44
	Mobile food unit			7	9	7	1	8	32
	Other			1	3	4		11	19
	Packers				2				2
	Pub/club		5	35	77	62		13	192
	Restaurant/cafe/canteen	12	119	376	481	81	1	97	1167
	Restaurants Etc		3	5	7	3	2		20
	Retailer – eg pharmacies			1	2	5		2	10
	Retailers			7	13	58	3		81
	School/college		10	57	27			1	95
	Slaughterhouses					1	1		2
	Small retailer		14	70	208	235	1	13	541
	Supermarket/Hypermarket			3	24	24		3	54
	Takeaway	10	32	94	114	32	3	23	308
	Grand Total	**25**	**200**	**739**	**1113**	**622**	**17**	**248**	**2964**

Table 2 : Standards: Food businesses 16/17 and their inspection category for food standards (at 23rd May 2016)

	Row Labels	A	B	C	OUTSIDE	UNRATE	Grand Total
The frequency of inspection is: A: every 12 months B: every 2 years C: every 5 years. The Category for premises classed as unrated is determined at the first visit and can be A-C. Category C premises may be dealt with using an alternative enforcement strategy (AES).	Caring premises		10	54		9	73
	Distributors/Transporters	3	56	9		3	71
	Hotel/Guest house		1	4			5
	Importers (3rd)		2				2
	Importers (EC)						
	Man/Sup art contact with food				1		1
	Manufacturer Selling by Retail		18	10			28
	Manufacturers	4	26	7		7	44
	Mobile food unit		6	12		11	29
	Packers	2					2
	Pub/club	1	69	107		6	183
	Restaurant & caterers eg home caterers		41	82		25	148
	Restaurant/cafe/canteen	3	569	433		95	1100
	Restaurants Etc		9	9	1	1	20
	Retailer – eg Pharmacies		2	4		2	8
	Retailers		9	61	9	2	81
	School/college		17	77			94
	Slaughterhouses		1	1			2
	Small retailer	4	268	234	1	24	531
	Supermarket/Hypermarket		11	37		3	51
	Takeaway	4	164	91		42	301
	Other		4	3		2	9
	Grand Total	**21**	**1283**	**1235**	**12**	**232**	**2783**

Note: The premises category relates to the main food activity and is unitised in larger premises, so a restaurant or bar in a hotel will be shown under restaurants or bar, not as a hotel. A hotel may have several restaurants and these are therefore counted as individual restaurants as they may have varying risks. The food usage is only counted as a hotel, if the central kitchen supplies the whole hotel.

2.4.5 As of May 2016 the following 70 establishments were approved by the Council to handle, produce and manufacture food incorporating Products of Animal Origin (POAO) for wholesale purposes: -

Dairy products	5
Fishery Products	56
Fishery Products; Meat Products	1
Meat Cutting; De-Boning; Mincing ; Wrapping	1
Meat products: treated stomachs, bladder and intestine: minced meat: meat preparations	1
Minced meat: meat products: fishery products: egg: dairy products	3
Minced meat: meat products: dairy products	1
Meat products; Meat Preparations	1
Cold Stores	1

2.4.6 Tower Hamlets' food businesses are primarily caterers and retailers.

2.4.7 There is a high level of imported foods (from non EC Countries) entering the Borough, either directly imported by businesses or by third parties located elsewhere. Some of these foods can be illegal (i.e. banned from importation, processed in a way that contravenes EU legislation, or they do not comply with compositional or labelling requirements). This area of work is continually high due to low costs of cheap imports and high consumer demand. This food however gives rise to a risk to human health and we remove it from sale/enforce as necessary and offer advice to importers.

2.4.8 When carrying out a food hygiene or food standards inspection, officers may also carry out a health & safety inspection where the council is the enforcing authority for the relevant legislation.

2.4.9 One third of the population is of Bangladeshi origin and over half the population are from ethnic minorities. The make-up of food businesses reflects this profile, although demand for translation and materials in other languages is not high. Ethnic minority food business proprietors generally prefer written information to be provided in English. A translation and interpreting service is available if required and a number of our staff members are multilingual.

2.4.10 Reception and Information Service

2.4.11 From 31/05/2016 the reception and information point for the EHTS Food Team is located at:

John Onslow House,
1 Ewart Place
Bow
London
E3

With the postal address remaining the same at:

Mulberry Place
6th Floor
5 Clove Crescent
London E14 2BG

2.4.12 We operate an out-of-hours emergency call-out service, which operates from 5pm to 8am on a weekday and 24hrs at weekends and Bank Holidays. This service operates only for food poisoning outbreaks or major food safety incidents and other non-food safety related emergencies.

2.4.13 Tower Hamlets also has a website at www.towerhamlets.gov.uk and the EHTS Food Team have an E-mail address, namely: foodsafety@towerhamlets.gov.uk. This address is also used for the national electronic communication system for Environmental Health Departments, known as EHCNet.

2.5 Enforcement Policy

2.5.1 The current enforcement procedure is documented and outlines all enforcement action carried out by officers; it reflects the Council's Enforcement Policy. It seeks to ensure that formal enforcement is focused where there is a real risk to public health and that officers carry out action in a fair, practical and consistent manner.

2.5.2 The Council's Enforcement Policy is considered by the Team during all Enforcement matters and is specifically referenced to when commencing a prosecution by the Council Legal Services.

2.5.3 Legal Services review all evidence in matters sent for enforcement by officers. Legislation and regulations are considered alongside the Council's Enforcement Policy when a case is considered for prosecution; this includes proportionality in

applying the law and securing compliance, being consistent in its approach to prosecutions, transparency and being targeted in its enforcement action.

3.0 Service Delivery

3.1 Inspection Programmes

3.1.1 Food establishments in the Borough are risk rated by the Food Standards Agency code of practice, which we must follow. A risk score of 10 points or below in the Officers scoring criteria with the compliance to regulations in relation to i) structure ii) hygiene preparation and iii) confidence in management determine if the premise is broadly compliant. The indicator of broadly compliant with food hygiene law is used internally and by the Food Standards Agency. This indicator covers all the food premises in the Borough, not just those that are due for inspection this year.

3.1.2 The Food Standard Agency code of practice (that guides our inspection programme) permits shorter inspections on those businesses that are deemed broadly compliant i.e. in the lower risk categories of C and D for food hygiene. It also permits the use of posted questionnaires for those premises in category E and alternate enforcement strategies in D rated premises i.e. a formal inspection is not always required.

3.1.3 We use a hazard spotting approach for those premises that are deemed to be broadly compliant. This reduces the burden on business and concentrates our resources on the non-compliant businesses. However, a full inspection will be carried out if these compliant businesses are not in control of the risks or a public health risk is identified.

3.1.4 A significant number of businesses will continually move between broadly compliant and not broadly compliant. A significant number of re-inspections will be undertaken.

3.1.5 We have determined that we have 80% of all food premises currently broadly compliant with food hygiene legislation.

3.1.6 The Food Safety Officers carry out programmed food hygiene/standards inspections at frequencies determined by the Food Standards Agency and the Food Law Code of Practice. (The frequency of inspections are shown in Tables 1 and 2) A programmed food safety inspection will therefore cover food hygiene and food standards, where this falls due (although some premises will fall due for food standards inspection only) and we will also deal with issues relating to enforcement and advice under health and safety law, either in very broad terms or as part of a focused health & safety project. The inspection programme is dictated by the food hygiene inspection rating allocated to a business because this generally leads to more frequent inspections. This therefore builds in efficiency into the inspection programme by only inspecting for food standards in the year that food hygiene is due. However, Category A – high risk food standards inspection due dates are

checked to ensure that these are inspected in the current year. Some premises such as importers who do not actually handle or store food are subject only to food standards inspections.

3.1.7 Category E food hygiene and Category C food standards inspections will be addressed by using alternative enforcement strategies (AES), such as a self-audit questionnaire. These questionnaires will be sent to all Category E and C rated premises. Verification follow up will be carried out on 5% of these premises. Category D food premises could fall into an alternative enforcement strategy at alternative years.

3.1.8 For 2016/17 the number of food hygiene inspections that fall due is shown in Table 3 and the number of food standards inspections due is shown in Table 4:

Table 3

The number of food hygiene inspections tagged at 1st April 2016 and due to be carried out in 2016/17.

Inspection Rating	**Number of food hygiene inspections due**
A	27 x 2 = 54
B Broadly compliant	50
B *not Broadly compliant*	150
C Broadly compliant	393
C *not Broadly compliant*	77
D Broadly compliant	484
D *not broadly compliant*	29
E (verification)	141 (5% = 7)
Unrated	96
Total Inspections (i)	424
Total Surveillance inspections (s)	934
Total Interventions	**1358**

Table 4

The number of food standards inspections due in 2016/17 and the inspection targets.

Inspection Rating	Number of food standards inspections due
A	20
B	720
C (verification)	94
Unrated	152
Total	986

3.1.9 Most food standards inspections will be carried out at the same time as a food hygiene inspection. It is the teams' target to achieve 100% of all A standards inspections due.

3.1.10 Where possible new premises identified will be added to the work programme to be inspected during the year. These 'unrated' businesses will count against the broadly compliant score and hence resources will be allocated to carry out inspections on the unrated businesses.

3.1.11 Food hygiene and food standards inspection procedures detail the steps to be followed by officers. They take account of relevant Codes of Practice, Local Government Regulation and FSA guidance and relevant Industry Guides.

3.1.12 Hygiene re-inspections (called verification visits) will be carried out where enforcement notices have been issued, where there is a significant public health risk, or the premises are not broadly compliant. Premises will not be re-rated at a verification visit.

3.1.13 Food Standards re-inspections are of a lower priority and not required as often as for food hygiene.

3.1.14 The resource estimated for programmed hygiene inspections, including alternative enforcement strategies (AES) for lower risk premises is **3.1 Full Time Equivalent** (**FTE**), and **0.83FTE** for programmed standards inspections. The re-inspections allocation will be **2.1 FTE. Annex A** gives details of the assessment of resources for all functions within the plan. The shortfall stands at **3.15 FTE for 16/17**. The shortfall will be dealt with by not inspecting all the premises that fall due where low risk pre packed food is offered or other inspection regimes which deliver a similar inspection function, namely schools, off licences, newsagents and chemists.

3.1.15 Additional priorities have been identified for action in 2016/17 including: -

- Inspections will be carried out at major festivals.
- Sampling plan involving microbiological sampling, misleading claims and personal hygiene
- Routine attendance at Billingsgate Market.
- All premises subject to approval will require additional attention and inspection time due to the risk they present.
- Food Standards will be combined with Food Hygiene inspections.
- Illegal importation of food will be targeted as priority
- Health & Safety inspections will be on a themed basis.
- Focus on speciation sampling to verify that foods are what they are purported to be
- Project focussing on authenticity, traceability, and advertising.
- Closure and follow-up enforcement action, including prosecution of businesses as appropriate.
- We will specifically target A risk premises and Higher B's with advice and enforcement
- We will use alternative enforcement strategies in low risk premises and may not inspect some if reactive demands are increased.

3.2 Food Complaints/Requests for Service

3.2.1 The Environmental Health & Trading Standards Team will record, assess, prioritise and deal appropriately with all requests for service. Requests for service will be classed as higher risk issues or lower risk issues. The target response time for service requests are:

- *To give a 1st response to 99% of service requests within 3 working days*
- *To respond to100% of higher risk issue service requests within 24 hours.*
- *To register all new operating premises within 28 days of receipt of application form.*

3.2.2 The number of service requests for 2015/16 it was 1328.

3.2.3 The resource estimated for dealing with service requests is **1.93 FTE.**

3.3 Home Authority Principle

3.3.1 The Council formally adopted the Home Authority Principle at the Planning and Environmental Services Committee meeting of 13th June 1995. A Home Authority is the local authority where the decision making base of an enterprise is situated. The local authority provides advice to the enterprise and deals with enquiries from other councils in relation to the business. An Originating Authority premises is one where the food is manufactured, stored or first imported to, but to which the definition of Home Authority does not apply. The new concept of Primary Authority Partnerships that has recently been introduced by the Government may affect work plans for companies where the company trades across two or more Local Authority areas. This will enable one Authority to be a Primary Authority that will guide the business on compliance issues.

3.3.2 Approximately 200 businesses have been identified as probable Home or Originating Authority premises. Enquiries for advice from local businesses or other enforcement authorities will be treated as requests for service and will be prioritised accordingly.

3.3.3 The resource estimated for this area of work is **0.26 FTE**.

3.4 Advice to business

3.4.1 Advice is freely available to food businesses and is provided during visits and upon request. Business information packs have been produced for people considering setting up a food business and are sent to relevant applicants for planning permission. A variety of information leaflets, in community languages, are also available.

3.5 Food Inspection and Sampling

3.5.1 Food is inspected in accordance with UK and EU legislation. A documented sampling programme is produced each financial year covering planned microbiological and chemical sampling. Our sampling policy is at Annex D

3.5.2 The programme includes participation in co-ordinated projects organised by the Food Standards Agency, Public Health England (PHE), EU, London Food Co-ordinating Group and North East London Food Liaison Group. Planned local projects and Home Authority sampling are also included.

3.5.3 The target for 2016/17 is approximately 180 (Proactive sampling: 80 from FSA grant samples, 68 from NE sector, planned internal sampling and HPA; Reactive Sampling: a contingency sampling quota of 32 is set aside for internal samples from

closures, seizures, outbreaks etc.). All samples to be taken by the end of the financial year. The budget for sampling is £12,000.

3.5.4 The total number of samples taken for 2015/16 was 313 of which 53 were unsatisfactory and follow up action was required.

3.5.5 The Laboratories to which samples are sent are subject to the appropriate accreditation. Analysis is undertaken by the Council's nominated Public Analysts:-

Duncan Arthur
Jeremy Wooten
Public Analyst Scientific Services Limited.
28-32 Brunel Road
London
W3 7XR

Microbiological examination is undertaken by:-
Nicola Elviss (Food Examiner)
Public Health England, Food, Water & Environmental Microbiology Unit (London), Food Safety Microbiology Laboratory, Central Public Health Laboratory, 61, Colindale Avenue, London, NW9 5HT.

On occasions, samples for microbiological examination will be sent to Public Analyst Scientific Services Laboratories.

3.5.6 The resource required for food sampling is estimated to be **0.6FTE**

3.6 Outbreak Control and Infectious Disease Control

3.6.1 We will investigate all suspected and confirmed outbreaks of food poisoning and the Outbreak Control Plan will be implemented in the case of a major outbreak (i.e. 4 or more cases).

3.6.2 Individual allegations of food poisoning caused from consumption of food within the borough, but which are not supported by medical evidence will be treated as service requests. The level of resource is estimated at **0.05 FTE**

3.7 Food Safety Incidents

3.7.1 We deal with Food Alerts in accordance with the Code of Practice and guidance issued by the Food Standards Agency. Alerts requiring action by the department will take priority over all other work. The out-of-hours emergency service will notify

the duty officer in the event that the Food Standards Agency notifies them of a major incident of food contamination which occurs outside normal office hours.

3.7.2 There is a policy document and procedure note on dealing with Food Hazard Warnings.

3.7.3 Resources for this work are dependent on the demand. In 2015/16 there were 53 Food Alerts and 65 Allergy Alerts issued by the Food Standards Agency increases from last year from 35 and 65 respectively. Resources are therefore estimated at **0.07 FTE.** (Included in Service Requests above)

3.8 Liaison with Other Organisations

3.8.1 Liaison arrangements are in place to ensure that enforcement action in Tower Hamlets is consistent with neighbouring authorities and in particular: -

- Tower Hamlets is a member of the North East London Food Liaison Group which meets every eight to twelve weeks.
- A PEHO attends regular sub-group meetings to discuss and arrange co-ordinated Approval processes.
- Planned liaison meetings take place with Public Health England.

3.8.2 The resource required for these activities is estimated at **0.03 FTE**.

3.9 Food Safety Promotion

3.9.1 The Food Safety Officers will, subject to available resources, carry out food safety promotional work through participation in certain national campaigns and local projects, more specifically:

- It is intended to examine opportunities to participate in appropriate schemes, deliver talks, and provide displays for suitable groups or at events or locations throughout the year.
- National Obesity Strategy working with Public Health.
- Seeking small grants from the Food Standards Agency to carry out bespoke projects

3.9.2 The resource required for these activities is estimated at **0.03 FTE**.

3.10 Administration

3.10.1 The Service's central Support Services team provides administration support.

3.11 Management

3.11.1 The Head of Environmental Health & Trading Standards Service provides overall management of all services in EHTS. The Food Team is managed by the Food Team Leader with support from 1 PEHO who also has fieldwork duties. Management accounts for approximately **0.8 FTE**.

4.0 Resources

4.1 Financial Allocation

4.1.1 The Food Safety financial allocation is part of the EHTS Food Team cost centre.

4.1.2 Training costs are included in the Employee related expenses and a number of free courses are run by the Food Standards Agency.

4.1.3 Provision of other central, directorate support services which includes legal services is added at the end of the financial year to service costs. This recharge is on a divisional basis and not broken down into individual teams.

4.2 Staffing Allocation

4.2.1 The staffing for food safety work, is as follows:

0.2 x Head of Environmental Health & Trading Standards Service
1x Food Team Leader
1 x Principal Environmental Health Officer (PEHO)
2 x Senior Environmental Health Officer (SEHO) (1 seconded to Healthy Eating – post partly covered by contract EHO)
3 x Environmental Health Officer (EHO)
2 x Food Safety Officer (FSO)
1x Healthy Eating Project Lead (Seconded SEHO) – funded until April 2017
(Total Technical Staff as of 16/17 = **10.2 FTE**)
(Total Technical Staff required for work identified in plan = 13.35 FTE)

4.2.3 Additional resources located outside of the EHTS Food Team are as follows:

TSO/CSO –Animal Feeding-stuffs – resources allocated as required

Environmental Health & Trading Standards Food & Trading Standards Teams share administration resources:

Food Safety allocation is approximately: (This is split between hygiene and standards as part of the LAEMS return.

1 x Senior Support Services Manager (0.1 FTE)
1 x Support Services Manager (0.25 FTE)
4.5 x Administration Officers (1.125 FTE)
(Total Admin staff = **1.475 FTE**)

4.2.5 Authorisation and competencies

Head of Environmental Health & Trading Standards Service /PEHOs/EHOs:

- Fully qualified to Diploma/Degree level
- Authorised to inspect all categories (with the exception of any officers who have not been qualified for 6 months or have insufficient experience)
- Take all levels of enforcement action (with the exception of any officers who have not been qualified for 2 years or are Food Safety Officers)

4.3 Staff Development Plan

4.3.1 The Council uses its Performance Development and Review Scheme (PDR) to:

- Set individual aims and objectives for staff.
- Monitor and appraise performance.
- Assess the development needs of all staff.

At the start of the performance year all staff will have their own Personal Plan, which will comprise of their main objectives with targets and their own development plan.

4.3.2 Individual and Team training plans reflect the following

- Common training issues for the service
- Training issues linked to Corporate and Directorate priorities

- Training linked to new legislation, professional developments
- Training relating to organisational matters (IT, systems and procedures)

4.3.3 Training for the financial year 2016/17 is prioritised as follows:-

Food Issues
Update Seminars – providing technical information on food safety topics
Consistency of scoring for the Food Hygiene Rating Scheme
Use of the new Enforcement powers to stop business activities (RAN)

General Issues
Investigation techniques – general training for successful investigations, due to the increase in enforcement
Interviewing under caution – aimed at newly qualified staff to enable they feel confident in undertaking such legal processes
Working with the third sector

4.4 Allocation of Resources

4.4.1 **Table 5** in **Annex A** sets out the total resources available (i.e. **9.6 FTE** officers) and how the resources identified to complete the plan in 2015/16 were allocated. The table also sets out the resources required to fulfil the plan for 2016/17.

4.4..2 Section **6.0** of this Plan sets out the achievements of the team in 2015/16

4.4.3 The areas of work which were not completed were:

- Primary Authority Partnerships – no formal agreements were established. There was no demand from businesses to sign up to a formal agreement. However we have continued to provide informal agreements and advice to businesses.
- Programmed inspections were 90% of those due inspections for hygiene banded A-E and Unrated and 79% for due standards inspections rated A to C and Unrated.
- The Team concentrated on the higher risk premises to ensure food safety (i.e. 96% inspection rate for higher risked premises (A-C) due for hygiene). The inspections that have not been done will be carried forward into 2016/17. Standards inspections were led by the due date of the hygiene inspections. In some cases Standards inspections fall due when hygiene is not due, and since they are a secondary concern, they are sometimes carried forward to the next inspection date.

5.0 Quality Assessment

5.1 The measures to be taken by the EHTS Food Team Management to assess quality and promote consistency include: -

- Desktop reviews of proactive and reactive case paperwork and files will be undertaken by the Food Team Leader or PEHO.
- New or Agency staff will be inducted into the departments procedures and shadowed on inspections to ensure competency and consistency.
- All staff will have a 6-8 weekly 1 to 1 with their immediate supervisor to discuss casework.
- Accompanied inspections will be carried out with each member of staff.
- Documented procedures
- Bi -monthly documented team meeting
- Occasional training sessions and other exercises which are organised to aid consistency, staff appraisals and 6 month reviews.
- Monthly monitoring reports will be produced using the CIVICA software system.

6.0 Review

6.1 Review against the Service Plan

6.1.1 The Head of Environmental Health & Trading Standards Service presents reports to the Service Management Team on performance of the food safety inspections against performance targets detailed in the Service Plan.

6.1.2 At the end of the financial year, a performance review is carried out by the Food Team Leader with input from team members, which will include information on the past year's performance and progress on any specified performance targets, service improvements and targeted outcomes. It will also identify service priorities for the coming year. The review of 2015/16 is set out in 6.4 below.

6.2 Identification of any variance from the Service Plan.

6.2.1 Any variance in meeting the Food Law Enforcement Service Plan is identified in the review in 6.4 together with any reasons for the variance. Where necessary any variance will be addressed in this years plan.

6.3 Areas of Improvement

6.3.1 Where a service improvement or a service development is identified as part of the review process or through quality assessments, it will be incorporated into this year's plan. Key areas for improvement identified from the review are detailed in paragraph 6.17.

6.4 Inspection Programmes

6.4.1 96% of all food hygiene premises (Bands A-C) that were due for inspection had a food hygiene intervention. For the highest risk premises this was 100% A risk and 100% B risk. All overdue C premises (102) have been carried forward to the 2016/17 programme.

6.4.2 403 re-inspections were carried out, this is an increase from 399 previous year. Taking into account that 1472 programmed inspections were carried out this loosely equates to 27% of inspections warranted a re-inspection.

6.4.3 79% of the food standards programme was carried out – most were food standards inspections that fall due along side food hygiene inspections. The remaining were not carried out as hygiene inspections were not due or the premises had been assessed as low risk.

6.5 Enforcement

6.5.1 11 (25 in the previous year) businesses or individuals were prosecuted as a result of either programmed inspections or complaint inspections. This resulted in total fines and costs awarded of £ £58,410.80 (£183,722.81 in the previous year)

6.5.2 117 (102 in the previous year) formal improvement notices were issued.

6.5.3 There were 4 Emergency prohibitions or voluntary closures in 2015/16. This is far lower than 2014/15. All were closures of a business for uncontrolled pest infestations. There was also 1 emergency prohibition of a food process.

6.6 Additional Priorities

6.6.1 Regular early morning inspections were carried out at Billingsgate Market. Programmed inspections were carried out as well as general supervision of the market. All Traders have now received their approval to trade at the market.

6.7 Food Complaints/Requests for Service

6.7.1 A total of 1328 service requests were received (up from 1171 for 15/16).

6.7.2 The main types of complaints received were: 124 were with regards to food poisoning complaints concerning food premises in the Borough (a slight increase from 123 last year), 96 about pest infestations (an increase from 71 last year), 81 for poor hygiene practices (78 last year), 24 for cleanliness of premises (an increase from 22 last year), and 145 complaints were received about food standards issues, such as food labelling (Use by dates, allergens etc)(an increase from 131 last year).

6.7.3 A significant number of requests have been received from food business operators who wish to have their premises re-inspected in accordance with the provisions of the Food Hygiene Rating Scheme, in order to attempt to improve their score. In 2015/16 it was 56 such requests.

6.7.4 A reinspection can be requested when a food business operator provides evidence that sufficient works have been carried out to comply with the legislation they were lacking on the original inspection. Once Officers are satisfied by the evidence provided that works have been progressed then a reinspection will take place no sooner than 3 months after the original inspection to show a sustainable improvement has been made. Officers make an unannounced visit no later than 3 months after the standstill period and carry out a full inspection

6.8 Home Authority Principle

6.8.1 No formal Home Authority or Primary Authority Partnerships were established during the year due to the demands of other areas of work. However a number of the contacts from outside bodies were Home Authority enquiries from other authorities. Each of these was dealt with as appropriate and in line with the Home Authority Principle.

6.9 Advice to Business

6.9.1 Business packs for new businesses continued to be issued, along with a booklet giving advice on carrying out a hazard analysis.

6.10 Food Inspection & Sampling

6.10.1 313 food samples were taken, of which there were 53 failures (17%). All of these failures were subsequently followed up.

6.10.2 A full Sampling Plan has been produced for 2016/17. The Sampling Policy is detailed in Annex D and is a required to be approved as part of the Food Law Plan.

6.11 Outbreak Control & Infectious Disease Control

6.11.1 Some 124 service requests were investigated specific to incidents of alleged food poisoning originating from food consumed in the borough. There were several outbreaks identified/confirmed during the year that allegedly affected up to 150 people mainly due to Norovirus. Large scale, multi-agency investigations ensued. All premises were sampled extensively. There are still a number of Typhoid and Paratyphoid infections that are reported via Public Health England and contact tracing is undertaken to avoid outbreaks.

6.12 Food Alerts

6.12.1 53 Food Alerts were received from the Food Standards Agency (down from 100 the previous year). A Food Alert is a national alert on certain food stuffs i.e. contamination, food labelling deficiency. Most of these did not require any action, however a number did result in the issue of Press Releases to notify the public, some required a large number of businesses to be notified in writing, and some required officer visits/sampling.

6.12.2 Food Alerts attract a high priority and immediate response. When they happen resources have to be diverted from other food enforcement functions to facilitate the necessary action. This can impact on the target outputs of the Plan. The horse meat scandal pulled team resources into tracking down traceability of meat across the Borough, throughout the country, and throughout Europe. A sampling programme was also undertaken in liaison with the FSA.

6.13 Liaison with Other Organisations

6.13.1 The food safety unit fulfilled all of its liaison activities in the 2015/16 Plan.

6.14 Food Safety Promotion

6.14.1 Promotional activities on food hygiene were undertaken. Food businesses were provided with advice and the chance to take the level 2 certificate training in food hygiene.

6.14.2 Several press releases and mail merged information letters/alerts were produced throughout the year.

6.15 Staffing

6.15.1 The team was fully staffed during most of the year. Earlier in the year there was a loss of an Environmental Health Officer and this post was filled by an EHO working as an FSO. The Team Leader post became vacant and the Principal

Environmental Health Officer was recruited on an interim basis. The remaining FSO has also vacated the post and is currently being advertised and so there were periods where these posts were empty in between recruitment. A senior EHO was seconded into the Food for Health team. Whilst this position was back filled, it was filled with a contract EHO, not a Senior Officer.

6.16 Training

6.16.1 The food safety officers undertook a wide range of training activities during the year, these included:

- Sampling
- Hazard Analysis Critical Control Points
- Personal Safety
- Interviewing techniques
- Legal updates
- Auditing food premises
- Microbiology
- Contamination
- Bivalve molluscs

6.16.2 Quality Assessment

6.16.3 Documented team meetings took place.

6.16.4 Monthly monitoring reports are produced on a regular basis

6.17 Key areas for Improvement/Development

6.17.1 Professional Development of Food Safety Officers and newly qualified Environmental Health Officers as it is now written into the Food Law Code of Practice that officers must maintain their competence.

6.17.2 Working with the private markets to control the hazards produced by stall holders and to obtain up to date trading details. The code of practice has altered and there will be much more administration required to contact registered authorities to ask if a premises should be inspected on their behalf and the information shared.

6.17.3 Procedures are systematically reviewed and completed and kept up to date.

6.17.4 Quality monitoring is continuing and staff have been requested to undertake a training needs analysis.

6.17.5 Development of enforcement strategies for low risk premises such as D rated food safety premises and broadly compliant C premises.

6.17.6 Consistency training for staff in relation to the Food Hygiene Rating Schemes

6.17.7 Development of our database with regards to Sampling data, UKFSS, a central shared database

6.17.8 Development of hand held/tablet computer IT systems

6.17.9 To recognise the Primary Authority Partnership scheme from the Better Regulation Executive

6.17.10 Revisits are to continue as this has resulted in enforcement action being taken when advice has not been followed.

7.0 **Annexes**

Annex A: Assessment of resources
Annex B: Current Council Decision Making Structure
Annex C: Current Council Corporate Structure
Annex D: Food Sampling Policy 2016/2017

Annex A **Assessment of Resources for 2016/2017**

Table 5
Estimation of Full Time Equivalent (FTE)

1 year	365 days
Annual Leave	31 days
Training / team meetings	24 days
Bank Holidays/Statutory leave	12 days
Sick leave/dependency/Special leave etc	5 days
Weekends	104 days
Downtime – reading, research etc.	18 days
Officer Administration	10 days
Number of working days	161 days
1 FTE	**161 days (1127 hours)**

Programmed Inspections (HYGIENE)

High risk premises (Cat A, B and not broadly compliant premises) = **484** inspections due (Table 3 as Total Inspections), at 3 ½ hours per inspection (this is in line with the average London authority – LFGG bench marking exercise), therefore **1484** hours to inspect 100%.

Broadly compliant premises (includes the 7 E rated premises to be done) = **934** inspections (Table 3 as Surveillance Inspections) due at 1.5 hours per inspection, therefore **1401** hours to inspect 100%.

Total for inspections/surveillance therefore = **2885** hours (***412*** **days**)

Low risk (E hygiene) premises are likely to be subject to alternative enforcement strategies:

Allow 5 hrs for management of scheme. Allow 0.25 hrs per premises (**141**) for implementation of scheme

Total for Alternative Enforcement Strategies = **40.25** hrs (6 **days**)

Approval inspection on processes of HACCP **70** premises @ 14 hours = **980**hrs (**140 days**)

Resource required to achieve 100% inspection rate (total **558**) days = **3.5 FTE.**

Programmed Inspections (STANDARDS)

High risk premises (Cat A) = 20 inspections due (Table 4). 13 of these will be inspected during hygiene inspections, at ½ hour per inspection (this is in line with the average London authority – LFGG bench marking exercise). 9 will be inspected as standards only as hygiene is not due at 2 ½ hour per inspection (this is in line with the average London authority – LFGG bench marking exercise). Therefore 6.5 hours to inspect the 13 A's due alongside hygiene inspections,

22.5 hours to inspect 9 A's due for standards only.

100% of A's inspected = Total of 29 hours (4.1 days) = **0.03 FTE.**

As stated previously efficiency is gained as medium to low risk food standard inspections are undertaken in the year that the food hygiene is due. 588 B's due, but 309 due alongside hygiene. 149 C's due, but 25 due alongside hygiene.

Other programmed inspections (B and C) due with hygiene = 334. At ½ hours per inspection 167 hours required = 24 days = **0.15 FTE**.
B inspections where no hygiene due = 279. At 2½ hours per inspection 697.5 hours required = 100 days = **0.62 FTE.**

Low risk (C standards) premises are likely to be subject to alternative enforcement strategies:

Allow 5 hrs for management of scheme. Allow 0.25 hrs per premises (124 C's not due for hygiene) for implementation of scheme = 31 hours = 4.4 days = **0.03 FTE**

Resource required to achieve 100% inspection rate (total 269.6) days = **0.83 FTE.**

Re inspections following programmed hygiene inspections

All Category A premises will require a revisit as will premises that fall out of the broadly compliant range.

A = 40 @ 3.5hrs = 140 hrs (**20 days**)
Premises falling out of broadly compliant category = 380 (Number based on mid-point between RVs carried out last year (399) v projected number of non B/C inspections from 15/16 inspections (361))
380 @ 3.5 hours = 1330 hours (**190 days**)

Resource required for re inspections = 210 days = **2.1 FTE**

Re inspections following programmed standards inspections

Food standards inspections revisits 22 @ 2hrs = 44hrs (6.3 days)

Resources required for food standard revisits = **0.04 FTE**

Service requests

It is expected that some 1000 food safety related service requests will be received during the year. It is estimated that each will take an average of 1.5 hrs, therefore 1500 hrs will be required to deal with these.

Total for Service Requests 1500 hours (214 days)

In addition:
50 Planning Applications @ 1 hr each = 50 hrs

Total time for Planning Applications = 50 hrs (7 days)

40 Premises Licence Applications @ 0.5 hr each = 20 hrs

Total time for Premises Licence Applications = 20 hrs (3 days)

100 food alerts @ 0.5 hr each = 50 hrs

10% approx will require extensive investigations etc.10 @ approx. 3.5 hrs each = 35 hrs

Total time for Food Alerts = 85 hrs (12 days)

Approximately 150 new premises to open during year @ 3 ½ hrs each = 525 hrs

Total time for New Premises = 525 hrs (75 days)

Total for Service Requests = 311 days = **1.93 FTE**

Home Authority Premises

There are approximately 200 premises considered to be either Home or Originating Authority. Most of these will simply be dealt with during routine inspections. However it is estimated that approximately 15 premises will require greater attention.

15 premises @ 7 hrs each = 105 hrs

185 premises @ 1 hr each = 185 hrs

Total time for Home Authority = 290 hrs (41.4 days) = **0.26 FTE**

Advice to Businesses

Throughout the year advice to business forums etc will be given on an ad-hoc basis

Ad-hoc support & advice = 250 hrs
Total for Business Advice & Support = 250 hrs (35 days) = **0.2 FTE**

Food Sampling

Sampling will be based on the Sampling Plan - which consists of a number of projects co-ordinated, by either: EU, PHE or the NE Sector Liaison Group, plus a number of local projects and home authority sampling.

180 samples @ average of 3 hrs per sample = 540 hours

Follow up to adverse results 20% = 36 @ 4 hours per sample = 144 hours

Total for Sampling = 684 hrs (97 days) = **0.6 FTE**

Outbreak Control

The resource required to deal with an outbreak will depend on the size and complexity of the incident. Estimated **0.02 FTE.**

Liaison

Attendance at Sector Group meetings, study groups etc and follow-up work = 5 days

Total resource required is = **0.03 FTE**

Food Safety Promotion

A number of initiatives are planned, as follows:

- Miscellaneous press releases and events @ 35 hrs (5 days)

Total time for Health Promotion = 35 hrs (5 days) = **0.03 FTE**

Other Activities

Inspections will be carried out at major festivals and outside events such as the Brick Lane Festival and events in Victoria Park.

Total for festivals 200hrs (28 days)

Billingsgate Market:

Allow 4 hrs per week for Proactive visits, including dealing with service requests.

Allow 125 hours for auditing approval standards

Total for Billingsgate Market = 333 hrs (47 days)

Imported Food Projects/Surveillance allow 300 hrs

Total for Imported Food Control = 300 hrs (43 days)

Approved Premises:

Allow 70 hrs for processing additional premises identified during year

Total for approved = 70 hrs (10 days)

Food Standards Projects:

Allow 140 hrs for Food Standards Projects

Total for Food Standards Projects = 140 hrs (20 days)

Approximately 20 closures @ up to 50 hrs each (inc of legal action) = 1000 hrs

Total time for Closures = 1000hrs (142 days)

Total for other activities = 290 days= **1.8 FTE**

Healthy Eating Funding

The Tower Hamlets Public Health grant funded the Food Service to the sum of £70,000 to deliver a Healthy Food Choices Award with the aim to reduce obesity within the Borough. This funding has enabled us to employ **1 FTE** to work on this project until March 2017.

Technical Support

The Food Safety Officers are responsible for supporting officers in their activities and for maintaining back-up systems and equipment and other resources. Along with their own inspection targets **0.25 FTE**

Admin Support

Admin support is provided by a generic admin function sitting within the Strategy and Resources Division of CLC.

Management

The Head of Service for Environmental Health & Trading Standards is responsible management functions across EHTS (0.1 FTE). The Food Team Leader is responsible for management functions in the Food Team (0.5 FTE). Also, approximately 0.2 FTE of the PEHO's time is accounted for in management functions. Total for management is therefore **0.8 FTE**

A summary of resources required to meet the requirements of the service plan for 2016/17, allowing Tower Hamlets to obtain a position in the top quartile of high performing councils in relation to the number of high risk inspections carried out that are due to be carried out is shown below in Table 6:

Table 6

Activity	Time identified to complete work in Service Plan (2014/2015)	Time identified to complete work in Service Plan (2015/2016)	Time identified to complete work in Service Plan (2016/17)
Programmed Inspections (hyg)	3.7	3.1	3.5
Programmed Inspections (std)	Not accounted for other than As	0.83	0.83
Re-inspections	2	2.1	2.1
Food standards re-inspections	0.02	0.04	
Service Requests	1.9	1.93	1.93
Home Authority	0.25	0.26	0.26
Advice to businesses	0.2	0.2	0.2
Food sampling	0.6	0.6	0.6
Food Poisoning outbreaks	0.02	0.02	0.02
Liaison	0.03	0.03	0.03
Food Safety Promotion	0.03	0.03	0.03
Other Activities	1.8	1.8	1.8
Technical Officer Support	0.25	0.25	0.25
Management	0.8	0.8	0.8
Healthy Eating Award	1	1	1
Total	12.6 Actual availability 10.7	12.99 Actual availability 10.7	13.35 Actual availability 10.2

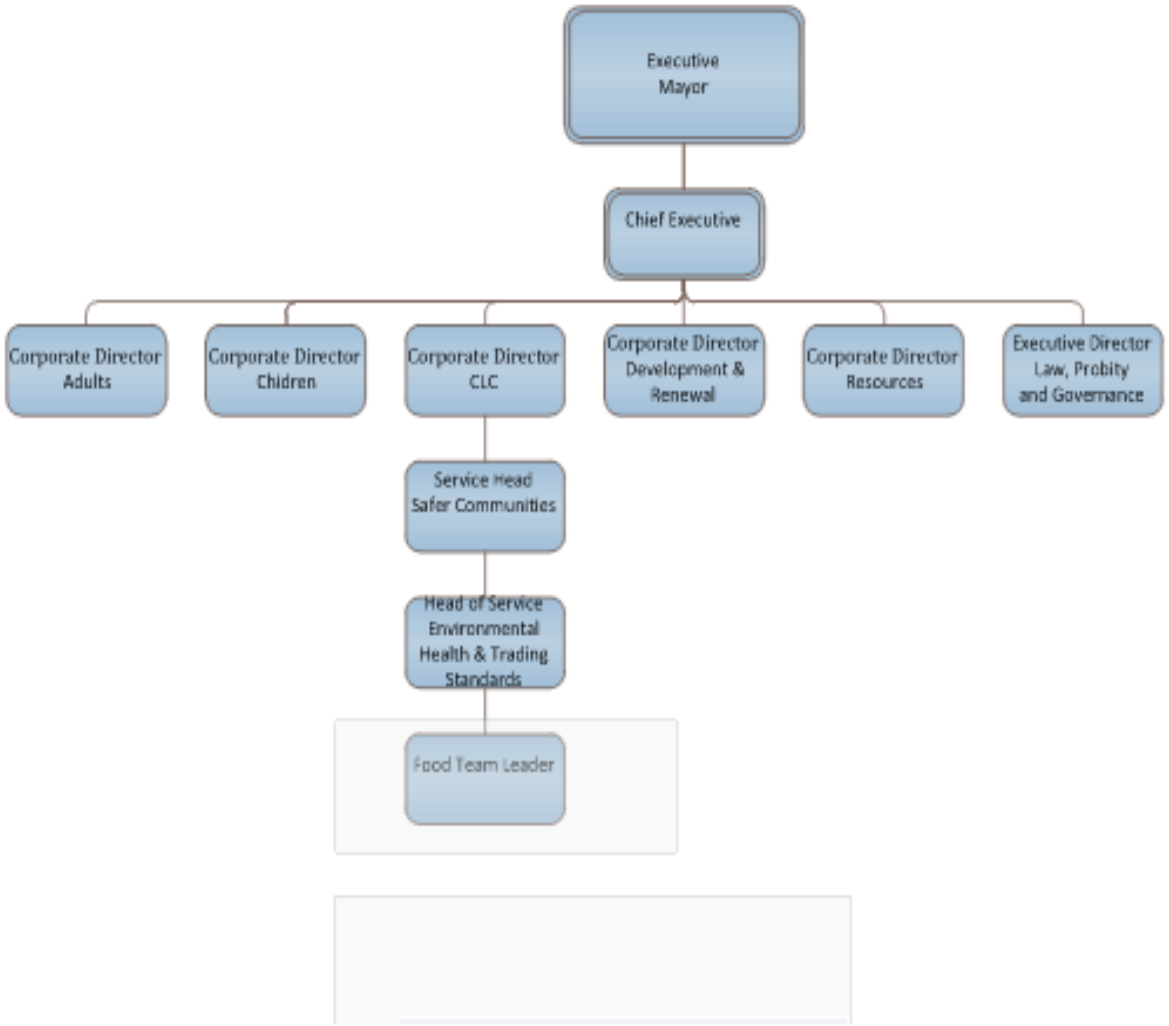
Standards not accounted for separately in 14/15. The standards A inspections (13) and standards AES for C (412) was accounted for as a part of the programmed inspections section (3.7). The FSA have now asked us to separate this and account for standards work fully. It is now 0.83 FTE

Annex B ; Decision Making Structure:

Cabinet
Mayors Executive Decision Making
Commissioner's Decision Making Meeting
Commissioner's Individual Decision Making
Council
Overview and Scrutiny
Health Scrutiny Panel
Inner North East London Joint Health Overview & Scrutiny Committee
Overview and Scrutiny Committee
Committees and Panels of Council
Appeal Committee
Appointments Sub Committee
Audit Committee
Development Committee
Freedom of Borough Ad hoc Panel
General Purposes Committee
Human Resources Committee
Investigation and Disciplinary Sub-Committee
King Georges Field Charity Board
Licensing Committee
Licensing Sub Committee
Pensions Committee
Standards (Advisory) Committee
Strategic Development Committee
Tower Hamlets Health and Wellbeing Board

Annex C

Corporate Structure



Annex D

LONDON BOROUGH OF TOWER HAMLETS

FOOD SAMPLING POLICY 2016/17

It is a requirement of the Code of Practice, which outlines procedures for sampling made under the Food Safety Act 1990 and The Food Safety and Hygiene (England) Regulations 2013 that local authorities publish a sampling policy and outline programmes for each financial year.

In common with all London boroughs, Tower Hamlets is part of the London Food Co-ordinating Group (LFCG). This has been set up by ALEHM (Association of London Environmental Health Officers), previously the London Chief Environmental Health Officers' Association to co-ordinate the food enforcement function of London Boroughs.

Membership of the Group includes Environmental Health Officers, Public Analysts and a representative of the Health Protection Agency. One of the key functions of the Group is the co-ordination of food sampling in London – this is achieved by dividing the 33 London Boroughs into 4 regional sectors, with each sector arranging sampling programmes in its own area only after proper liaison with the other 3 sectors. Tower Hamlets is in the NE sector.

FOOD SAMPLING OBJECTIVES AND PRIORITIES

The main objective of food sampling should be the protection of the consumer through the enforcement of food legislation and the encouragement of fair trading. In attempting to achieve this objective it is important that the Council considers the most effective use of limited resources. Therefore, the Council has identified its food sampling programmes in the following priority order:

(i) Investigation of food poisoning outbreaks and food contamination incidents
(ii) Complaints where sampling is necessary
(iii) Imported food responsibilities
(iv) Home authority responsibilities
(v) EU co-ordinated sampling programme
(vi) PHE sampling programme
(vii) Co-ordinated programmed sampling – with other London Boroughs
(viii) Local projects in individual boroughs

TYPES OF SAMPLES

There is a need for a common approach to sampling in the Borough, and this is set out as follows:

Random informal samples

(i) These should be avoided for both chemical and microbiological samples.
(ii) There is, however, a place for informal samples but principally within a programmed sampling project concentrating on a particular food issue.
(iii) There will also be occasions when informal samples will be justified when testing a new product or process on the market.

Microbiological samples

(i) Formal samples being taken in accordance with the Regulations should be the normal procedure.
(ii) There are no advantages in taking informal microbiological samples – the procedures laid down in the Regulations are in any case good sampling practice and the additional information gathering required is minimal. However, only samples taken with the intention of legal proceedings in the event of adverse results should be submitted to the HPA as Formal samples. In these cases the relevant HPA Formal Sample form should be used.

Chemical samples

(i) In view of the resource and time implications of taking formal chemical samples it is accepted that a significant amount of chemical sampling will be informal – this is especially the case when project or programmed sampling is being carried out as a monitoring or fact finding exercise.
(ii) Formal samples should, however, be taken when:
- Problems and contraventions of legislation are suspected
- Results are not thought repeatable, e.g. pesticide residues or aflatoxins in food
- In response to food complaints
- Repeat sampling following a previous unsatisfactory informal sample

Sampling in manufacturing premises

(i) The level and type of samples taken at individual manufacturing premises will depend on a number of factors including:
- The nature of the raw materials, intermediate and finished products
- The existence or absence of Hazard Analysis Critical Control Points (HACCP) type procedures
- The existence of in-house quality control systems
- The level of in-house sampling and the quality of procedures and documentation

(ii) It is important, however, to ensure that food sampling forms an integral part of routine inspections within the risk assessment system laid down in the relevant Code of Practice and LACORS guidance. Ad hoc samples taken without regard to the above and without set objectives and protocols should be avoided.

SAMPLING PROCEDURE

It is wasteful of resources to carry out sampling without first considering and agreeing the objectives – this is especially the case for any sampling project or programme carried out in conjunction with other London Boroughs.

A sampling and analytical protocol should be prepared in conjunction with the selected laboratory in order to ensure an agreed procedure and to encourage a uniform approach. Clearly the subsequent status of the sampling will depend upon the objectives and protocol agreed.

The results and conclusions from the sampling exercise should be collated and circulated through sector groups. It is recognised that on occasions individual local authorities, sectors or the LFCG will want to consider wider publication.

LEVEL OF SAMPLING

Local authority sampling levels are closely monitored by the Food Standards Agency through returns. This data will be aggregated and returned to Brussels in accordance with the Official Control of Foodstuffs Directive.

CO-ORDINATION

In order to achieve maximum effectiveness and the best use of scarce resources, the Council should ensure that food sampling, other than for reactive duties such as complaints, food poisoning and port health and home authority duties, is carried out in conjunction with the LFCG.

Proposed sampling projects should be cleared initially through the relevant sectors. Sector co-ordinators will be in a position to ensure that other sectors are not proposing to carry out similar surveys – this will avoid duplication.

Reports of surveys should be passed through sectors and ultimately through the LFCG in order to ensure a wide distribution and a sharing of information. UKFSS implementation will aid with information sharing.

SUMMARY

The aim of this Policy is to ensure that the Council protects the consumer, and in so doing follows good practice and uses scarce resources in the most effective way.

The Policy is intended only as a guide. It is flexible enough to allow initiative, but points the way forward to a more locally based approach to food sampling.

Nothing in the Food Sampling Policy is intended to preclude initiative on the part of individual enforcement officers – there will be occasion, in circumstances of constant market change, when ad hoc sampling will be necessary.

This page is intentionally left blank

Appendix Two – Benchmarking data
North East London Food Liaison Group (NELFLG):

The term "broadly compliant" relates to the way a food business complies with food hygiene legislation. Previously a National Performance Indicator (NI184), it was intended for the monitoring of local authorities.

An authorised Food Safety Officer currently risk rates every food business that they inspect having regard to a food hygiene scoring system based on the Food Law Code of Practice. A food business will be classed as broadly compliant, if they score in the manner described below in the categories listed.

a) Hygiene compliance record = 10 or less
b) Structural compliance record = 10 or less
c) Confidence in management = 10 or less

Therefore in order to be classed as broadly compliant the business should score 10 or less in each category a) - c), and have a total of 30 or less for the sum of the categories.

One would class a broadly compliant business as generally satisfactory.

We also benchmark how many unrated premises are currently waiting an inspection as these have an unknown risk.

LA	Total No. of Premises	% Broad Compliance (inc. unrated)	% Broad Compliance (excl. unrated)	No. of Unrated Premises	% Unrated Premises
Camden	3656	74%	88%	600	16%
Enfield	2360	75%	84%	247	10%
Hackney	2503	81%	83%	50	2%
Havering	1910	75%	86%	236	12%
Islington	2440	76%	81%	148	12%
Newham	Not supplied				
Redbridge	Not supplied				
Tower Hamlets	2854	80%	86%	198	7%
Waltham Forest	Not supplied				

The above table is a snap shot of activity from January 2016, where most Authorities gave information to the NELFG return.

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)	**Food Law Enforcement Service Plan 2016/2017**
Directorate / Service	**CLC, Safer Communities, Environmental Health and Trading Standards Service**
Lead Officer	**David Tolley, Environmental Health and Trading Standards Service**
Signed Off By (inc date)	**Andy Bamber**
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)	**Proceed with implementation** As a result of performing the QA checklist, the policy does not appear to have any adverse effects on people who share *Protected Characteristics* and no further actions are recommended at this stage.

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	This proposal sets out the Council's annual plan for effective

			enforcement of food safety legislation. It aims to ensure that food in the Borough is produced and sold under hygienic conditions, without risk to health and is of the quality expected by consumers. Once the plan is approved by Cabinet, effective enforcement of food safety legislation will be implemented to encourage businesses to maintain high standards and help protect customers.
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?	Partial	The Plan aims to ensure that a programme of food enforcement activity is carried out, providing public confidence that food is produced without risk and sold under hygienic and safe conditions in the Borough. All residents in the Borough and visitors to the Borough will be positively affected by this proposal through securing food safety in the Borough. All food related businesses in the Borough benefit as reputations are maintained and potential Business risks are minimised by engagement with the service. Due to the identified resource gap, the service had to reduce inspection activity in the lower risk rood premises and carry out a lower level response into the service requests received. This may affect the effectiveness of the service, although this is unlikely. Among a number of food safety activities included in the Plan, enforcement activity potentially makes significant impact on businesses, especially those not being compliant with the requirements. In 2015/16, there were 4 premises closures. Whilst the profile of food law enforcement or compliance against equality strands is not known, the service believe that the make-up of food businesses reflects the borough's population profile in general, i.e. one third of the population is of Bangladeshi origin and over half of Tower Hamlets'

			population are from ethnic minorities. The data picture if further complicated by the fact that the service engages with companies who may be owned by people in different equality strands from those who operate the business premises in the Borough. The Development and Renewal (D&R) directorate have corporate lead responsibility for Business related data capture and are currently reviewing the technical implications in developing an equalities strand of their business data base.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	NA	There is reliable data regarding the profile of residents who live and work in the Borough. There are basic assumptions made regarding equalities engagement based on this data. However, as explained above there is currently no data available to the Council on protected characteristics specific to borough businesses and no clear way of securing this accurately. This is a problem faced by all Local Authorities. D&R are reviewing this issue.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	No	
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	NA	This is a Technical Plan the format of which is guided by the FSA.
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?	NA	

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	The key issues specific to this service relate to communication and education. Depending on protected characteristics of any specific business operative or owner the balance of effort specific to each varies. A range of targeted initiatives outlined in the plan address these issues within their design and application in the field.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	NA	There is no action plan to mitigate the impact on a particular group by the enforcement. However, the service undertakes a wide range of advice/training activities and food safety promotion for businesses in the Borough, which have helped them understand food safety and regulations and act accordingly.
b	Have alternative options been explored	NA	If the Council take no action the FSA have the power to remove food safety responsibilities and engage another authority to deliver the service.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The service, including the numbers of inspection ratings for food hygiene and food standards, has been monitored. Some of the monitoring results are included in a following year's annual Food Law Enforcement Service Plan.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	NA	
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	The summary identifies that the percentage of broadly compliant food premises in the Borough (80% currently) may drop slightly as the effect are felt of a change in the Food Hygiene Rating Scheme implementation. The Council (D&R) is planning to develop a business equality data collection system, following the research study on the ownership and management characteristics of Tower Hamlets businesses.

This page is intentionally left blank

Cabinet 4 October 2016	TOWER HAMLETS
Report of: Debbie Jones, Corporate Director (Children's Services) and Melanie Clay, Corporate Director (Law, Probity and Governance).	**Classification:** Unrestricted
Academy Conversions: Mulberry School for Girls and Ian Mikardo High School	

Lead Member	**Councillor Rachael Saunders, Deputy Mayor and Cabinet Member for Education and Children's Services**
Originating Officer(s)	Kate Bingham, Service Head, Children's and Adults Resources Peter Stone, Academy Conversion Project Manager
Wards affected	All
Key Decision?	Yes
Community Plan Theme	A great place to live A fair and prosperous community A safe and cohesive community A healthy and supportive community

Executive Summary

This report asks for Mayoral approval for completion of lease arrangements and commercial transfer, related to the academy conversions of Mulberry School for Girls and Ian Mikardo High School.

Both schools have indicated their wish to convert to academies on 01November 2016.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note that the land disposal for both schools is subject to the Commissioners' consent;
2. Approve that the appropriate lease arrangements should be entered into for both schools;
3. Approve the Council to enter into commercial and staffing transfers for both schools;
4. Approve the Council to enter into all other necessary documentation to ensure the liabilities under the PFI arrangements for Mulberry School for Girls are transferred to the Academy;

5. Authorise the Corporate Director Children's Services, in conjunction with both the Corporate Director Law, Probity and Governance and the Corporate Director Resources to enter into and undertake any remaining issues associated with the conversion of the two schools;
6. Authorise the Corporate Director Law, Probity and Governance to execute all documentation required to implement those decisions at 2 to 5;
7. Authorise the Section 151 Officer to execute the Local Government (Contract) Act 1997 Certificate required to implement the decisions at 2 to 5.

1. REASONS FOR THE RECOMMENDATIONS

1.1 Mulberry School for Girls is a maintained community school and received an academy order on 17 March 2016.

1.2 Ian Mikardo School is a maintained community special school and received an academy order on 14 July 2016.

1.3 Both schools have indicated their wish to convert to academies on 01 November 2016.

2. ALTERNATIVE OPTIONS

2.1 There is no alternative to the planned course of action. Once applications from Governing Bodies have been approved by the Secretary of State, the expectation is that the local authority will work with schools on all transfer matters.

3. ACADEMY CONVERSION

Background

3.1 Conversion usually involves two key transactions for the Council, these being the land transfer and commercial transfer. The commercial transfer deals with the transfer of existing contracts, staff and associated assets and is affected by a Commercial Transfer Agreement ("CTA"). The Council is the employer of staff at both schools in this case and staff consultation will be carried out with the support of the Council's HR team. Execution of the CTA is the final severance between the school and the local authority.

3.2 Both schools currently planning to convert are community schools and, as such, the land is owned by the local authority. The expectation therefore is that the Council will transfer the land to the Academy Trusts. The Guidance from the Department of Education is that this transfer is to be by way of a 125 year lease for a peppercorn rent. Failure to transfer or to delay transferring

can lead to intervention by the DfE under the Academies Act 2010. Each lease seeks to protect the Council's interests in the following ways:

- the stipulated use in the lease is for education purposes and community, fundraising and recreational purposes ancillary to the provision of educational services
- not to assign/transfer the lease to anybody other than a successor charitable or public body approved by the Secretary of State
- not to take out any charge or loan on the schools without prior approval by the Council
- not to underlet the whole of the school or underlet part for a term in excess of seven years
- the lease will automatically end upon termination of the funding agreement between the school and the Department for Education (DfE).

3.3 As these conversions will involve "disposal" of land, the Commissioners' consent is required. The Commissioners have confirmed that they are minded to agree, subject to Cabinet approval of the recommendations detailed above on October 4th 2016.

Conversion process – property implications

3.4 Mulberry School for Girls is a maintained community school. As such, the Council is the employer of all staff employed by the school and owns the land and buildings from which the school operates.

3.5 Mulberry School for Girls is also subject to a single school PFI contract and benefits from ongoing life cycle investment through the contract. Therefore the lease granted to the academy must be made subject to the rights of access granted to the PFI contractor via a lease for the contract term. The Academy's lease will be subject to the existing sub-lease to LBTH.

3.6 The Mulberry School PFI contract is a contract for Mulberry as a single school. The LA, the DfE and the school will enter into a set of agreements to retain the existing arrangements until the end of the PFI term (2029). The agreements require the school to continue to pay the agreed contributions to the LA for the contract payments to be made. A deed of variation in the contract between the LA and the PFI contactor will also be required. The contractor is D4E (Mulberry) Ltd. The agreement with the school will preserve the existing arrangements for review and adjustment of charges.

3.7 Mulberry School's facilities are used outside of school hours largely managed as part of the PFI contract so these arrangements will continue.

3.8 The LA has leased a plot of land for 30 years to the Richard Street Education Trust to build the Mulberry & Bigland Green Centre which provides some school teaching accommodation (principally a theatre) as well as community use space. The land includes a small area of Mulberry School land and a larger area of Bigland Green School land. The school funded the cost of building the centre and the LA contributed to the build costs to provide a

children's centre space which is occupied by way of a sub-lease. No rent is paid by the school trust in recognition of the services provided. However, the children's centre pays a service charge in respect of running costs. These leases will be unaffected by the academy conversion.

3.9 For Ian Mikardo High School, the LA is required to enter into a long (125 year) lease with the academy trust in the standard DfE form and at a peppercorn rent. There are no special property issues which need to be taken into account.

Conversion process – commercial transfer

3.10 In general, the Commercial Transfer Agreement (CTA) is intended to ensure that all information on the transferring staff is recorded and transferred to the academy trust so that the appropriate arrangements for payment of salaries, pension contributions, etc. can be made. The CTA also includes details of any assets, liabilities and contracts that will transfer to the academy trust and those that will remain with the local authority.

3.11 Unlike the conversion of St. Paul's Way Trust School, in these cases there **will** be transfer of staff, as the LA is the employer. Staff are entitled to transfer under their existing employment terms and conditions, under the Transfer of Undertakings Protection of Employment (TUPE) regulations. The newly formed trusts must inform the current employer (the LA) in writing, of any measures it envisages taking in relation to staff after transfer. For Mulberry School for Girls, this may affect up to 216 LA employees and for Ian Mikardo School, up to 28 employees.

3.12 The consultation will be led by the LA HR Schools' team, in conjunction with the schools.

3.13 As regards pensions, when a maintained school becomes an academy, they must continue to provide access to the Teachers' Pension Scheme (TPS) for teaching staff and remit contributions to the TPS. Support staff who transfer will simply continue their membership of the Local Government Pension Scheme (LGPS), as an academy is a scheme employer in the LGPS. On conversion, the school becomes a separate employer in the LGPS and a separate employer contribution rate will need to be calculated by the relevant LGPS fund.

3.14 Specific advice has been sought in relation to pensions liabilities and the recommended approach is to follow the same route as that taken in previous conversions, i.e. to agree fourteen year recovery period for the amount of deficit attributable to active transferring members and that attributable to deferred and pensioner members of the LBTH Local Government Pension Scheme to Mulberry School for Girls and Ian Mikardo High School.

3.15 Ultimately, the Pensions Committee must approve the factors which influence the employer contribution rate and a report will be presented to the Pensions

Committee on 22 September. The report will also cover any potential future issues, such as pooling arrangements.

3.16 Both schools have a number of SLAs with the Council. It is likely that the schools will confirm their intention to carry on with these arrangements until the end of the 2016-17 financial year, at which point they will be able to enter into new contracts with the Council like any other school.

Conversion Process - Assets (not including land and buildings)

3.17 An asset register is being completed and all "other" assets will be transferred to the respective academies

Conversion Process - Contracts

3.18 All contracts and licences currently held by the schools are being confirmed, along with the schools' intentions regarding the continuation of the contracts.

3.19 If the contracts are to cease, any remaining liabilities will be transferred via the CTA. All continuing contracts will be novated.

PFI contract arrangements - Mulberry School for Girls School

3.20 Mulberry School for Girls is subject to a PFI contract. The DfE has established arrangements for these circumstances whereby the school will remain part of the contract and new contractual arrangements between the school, the Council and the DfE are put in place to ensure that the existing PFI contract arrangements can continue. The PFI contract remains between the Council and the contractor. The new agreements for the academy school ensure that the Council will continue to receive the financial contributions from the school as it would have done without the conversion, and that there is no impact on the contractor or its funders.

i. The School Agreement: this is between the Council and the Academy Trust. It sets out the school's liability for the continuing financial contribution for the contract services and the school's obligations relating to the contract.

ii. The Principal Agreement: this is between the DfE, the Council and the Academy Trust. It provides that the Council can call on the DfE should the academy fail in its obligations, including payments, in relation to the contract.

iii. Deed of Variation to the PFI contract: this is between the Council and the PFI contractor. It allows for the change of status of the school, requires the academy trust to be named on insurances and allows the contractor to retain access to the transferred land in order to provide the services. The Deed also includes (at Schedule 2) a Local

Government (Contract) Act Certification, which certifies the vires (power) of the Council to enter into the contract.

3.21 These documents will remain in force until the expiry of the Mulberry School PFI contract in 2029.

4 CONTINUING RELATIONSHIP

Admissions

4.1 All academies are required to adopt clear and fair admission arrangements in line with admissions law and the School Admissions Code. When schools convert, they become admission authorities and therefore responsible for their own admission arrangements. This will involve periodic consultation, and regularly publishing their admission arrangements. Please see paragraph 4.3 below for separate arrangements regarding Special Schools.

4.2 The Council retains the responsibility for ensuring that all children and young people in the borough have a school place. Mulberry School has expressed their intention to adopt the admissions arrangements that the Local Authority uses for its community schools, including the use of pupil ability banding at the point of entry in Year 7.

4.3 Ian Mikardo school is a Special School and therefore must convert “as is”. This means that they will not be able to alter their main characteristics during the course of the conversion process. In addition, the Council will continue to maintain its responsibility for admission processes and has published guidance which sets out the appropriate local protocols. Please see paragraph 4.4 below for more detail regarding special education needs.

Special Education Needs

4.4 Local authorities retain responsibility for pupils with statements or Education, Health and Care (EHC) plans in academies on the same basis as for such pupils in maintained schools. The LA will continue to commission special places and they must:

- Ensure that academy pupils are appropriately assessed and have EHC plans as part of the entry criteria
- Consider parents' representations for an academy to be named on an EHC plan and act reasonably in considering those representations
- Fund any individually assigned SEN Top up resources
- Monitor arrangements for SEN pupils in academies
- Conduct reviews of the SEN statements or EHC plans of children in academies at least annually and each six months for children under five.

4.5 There is no specific guidance in respect of converting schools with special units and it is assumed that the guidance in relation to maintained special schools wishing to convert to academy status applies.

4.6 The guidance states that they will not be able to change their characteristics, including the number of places for which they are funded and the types of special educational needs they provide for, as part of the conversion process. The number of pupil places for which the academy will be funded will be based on the number of places for which the special school is funded currently. Likewise, the types of special educational needs the special academy will provide for will be based on the types of needs provided for currently by the special school.

4.7 Any future proposed change to their characteristics would have to be considered by the Education Funding Agency (EFA), with the final decision resting with the Secretary of State. Any special provision which is an academy wishing to change its designation must involve the Council in the consultation process that it leads.

Sixth Form

4.8 Mulberry School has a very well established girls' sixth form and a strong tradition of progression to higher education and employment with training. The school has an inclusive curriculum for level 1, 2 and 3 student groups at 16-19 and with the planned University Technical College (UTC); this provision will become even stronger. Mulberry School has worked with a number of other schools in the borough in helping them develop their sixth forms. The school also takes a full part in borough events – such as conferences and professional development sessions – and is an active member of the head of sixths forum.

Exclusions

4.9 The DfE statutory Guidance on Exclusion is equally applicable to Academies and Free Schools. Whilst Academies are not required to invite the LA Exclusions Officer to Governors' Pupil Discipline Committee hearings, parents can request the LA Exclusions Officer to attend the hearing. Schools often seek advice on the use of exclusions. Especially as much greater emphasis is now placed on avoiding indirect (or direct) discrimination against vulnerable groups of pupils. There can also be additional financial implications for the school, on top of any funding that would normally follow an excluded pupil.

4.10 All Tower Hamlets Secondary schools (together with the other partners) are part of the Behaviour and Attendance Partnership and have agreed on ten common principles that guide governing bodies in developing and reviewing the behaviour policies for their own schools. This is a statement of shared principles and promotes partnership working. Furthermore, the Tower Hamlets Secondary Schools Behaviour and Attendance Partnership involves secondary schools working collaboratively to address issues surrounding behaviour management, persistent truancy and alternative provision during exclusion. The Partnership operates a Fair Access Protocol (FAP) which seeks to ensure that all schools admit a fair share of pupils who have either been permanently excluded or are at risk of permanent exclusion through the process of a managed move transfer. Schools seeking to arrange a managed

move transfer for pupils at risk of exclusion do so in accordance with the locally agreed FAP arrangements.

Trading

4.11 The Council will continue to offer a range of support services to academies and free schools on a traded basis. Academies are currently charged an additional 10% for services as there are additional administrative costs to the Council. It is proposed that any existing SLAs are honoured at current rates until the end of the academic year.

School Forum

4.12 Under the School Forum Regulations 2012, the Council was required to secure representation from academies in proportion to the number of pupils. In July 2012, The LBTH School Forum agreed to increase the membership of the Schools Forum with one academy representative to comply with those Regulations.

Governance

4.13 The Governing Body of an academy must currently have two parent governors although the White Paper, "*Educational Excellence Everywhere",* proposes that academy trusts will no longer be required to reserve places for elected parents on GBs.

Insurance

4.14 Schools must ensure that adequate insurance cover has been arranged prior to conversion, to take effect from midnight at the date of conversion. The DfE has produced a guidance note on the issues arising from this and the way in which costs are reimbursed.

Landlord responsibilities

4.15 Whilst there is a lease of the buildings and land for 125 years, the Council retains the responsibility for landlord functions under all academy leases. In general terms this is about ensuring the academy has adequate insurance, due regard to health and safety of staff and pupils, maintains the buildings in fit and proper state etc.

Policies

4.16 Academies are required to have the following policies and other documents in place, by law.

Statutory policies required by education legislation:

- Charging and remissions policy
- School behaviour policy
- Sex education policy

- Special educational needs policy.

Statutory policies required by other legislation, which particularly impact on schools:

- Data protection
- Health and safety
- Accessibility Plan
- Central record of recruitment and vetting checks
- Complaints procedure statement
- Freedom of information
- Home-school agreement document
- Minutes of, and papers considered at, meetings of the governing body and its committee
- Premises management documents
- Equality information and objectives (public sector equality duty) statement for publication
- School information published on a website
- Register of pupils' admission to school
- Register of pupils' attendance
- Staff discipline, conduct and grievance (procedures for addressing).

Documents referenced in statutory guidance:

- Child protection policy and procedures
- Early Years Foundation Stage
- Statement of procedures for dealing with allegations of abuse against staff
- Supporting pupils with medical conditions.

5 COMMENTS OF THE CHIEF FINANCE OFFICER

5.1 The school as an academy will receive funding from the Education Funding Agency on the basis of School Funding Reform, with the vast majority of their funding based on the same formula as for maintained schools. The only differences being for those services for which funding has been de-delegated for maintained schools, with the agreement of the School Forum. The academies will also receive Education Services Grant equating to the amount per pupil that the Authority receives for pupils in maintained schools. Each academy school will also receive grant funding to meet the additional VAT that they incur and to meet their insurance costs. A grant of up to £25,000 for each school is also available to the council to assist with the cost of conversion; this will be used to cover the costs incurred by the Council in supporting the conversions.

5.2 In order to protect the Council, the appropriate financial arrangements have been made for assets and ensuring financial liability transfers with those assets, as per the Commercial Transfer Agreement. There are particular issues regarding the transfer of Mulberry School For Girls because of the School's PFI contract, but the regulations are clear that the academy would

continue to be part of the contract and would continue to make contributions on the same basis as maintained schools.

6 LEGAL COMMENTS

6.1 The Academies Act 2010 ('**the 2010 Act**') introduced a fast track procedure for maintained schools wishing to transfer to academy status. The Act provides a procedure for the transfer of assets, land and buildings to the newly established academy. Section 5B(1) of the 2010 Act provides that where an Academy order has effect in respect of a school, the governing body of the school and the local authority must take all reasonable steps to facilitate the conversion of the school into an Academy. Section 5B(2) of the 2010 Act provides that where the Secretary of State notifies the governing body or local authority that the Secretary of State is minded to enter into Academy arrangements with a specified person then they are under a duty to take all reasonable steps to facilitate the making of Academy arrangements with that person. This therefore imposes a statutory duty on the Council.

6.2 Ian Mikardo school is a special school and on conversion to academy status, a special school will become a 'special academy'. Certain characteristics of the special school that existed prior to conversion will remain the same once it becomes a special academy. For example, the funding agreement sets out that the academy is established to make special education provision for pupils with special educational needs ('SEN') and that it will make this provision in certain categories. These categories will be the same categories of SEN designated to the school prior to conversion. This also means that the number of pupil places for which the academy will be funded is based on the number of places for which the special school is currently funded.

6.3 The conversion process for special schools is very similar to the process for mainstream schools. However, the Department for Education ('DfE') has prepared a suite of model documents which are specific to special schools. There is a specific application form and pages 10 to 13 of that form sets out Supporting Notes for the purposes of completing the form. Paragraph 4 of those notes specifically states: "Schools wishing to convert to academy status must convert "as is". This means that they will not be able to alter their main characteristics during the course of the conversion process. Please note that we will corroborate this information with the local authority. If there is a discrepancy between the views of the school and the local authority, your project lead will seek to understand the reasons for this and will work with both parties to agree a position before the application can be considered further."

6.4 The 2010 Act requires Academies to follow the same statutory framework for SEN as local authority schools. Schools will receive funding for children with statements of SENs / Education Health Care Plans ('ECHP') in the same way, whether they are Academies or local authority schools. If children have statements/ EHCPs with an enhanced package of support, both types of school will get additional funding directly from the local authority, again, in the same way. Where children have special needs, but do not have a statement/ EHCP,

once again, Academies are required to have regard to the Code of Practice for SEN in exactly the same way as local authority schools. This means that in both types of school, children will be supported according to the level of need and involvement of external agencies.

6.5 Where the school land is local authority public land (as is the case here) then the DfE's expectation is that all land and facilities used wholly or mainly for the purpose of the converting school will transfer and be made available to the academy in accordance with the mechanisms set out in the guidance titled "Land Transfer Advice 2013". In that regard, the Council is to lease the land to the academy trust on a 125 year lease for a peppercorn rent. Under the Education Acts, local authorities require the consent of the Secretary of State to dispose of any interest in land. This includes where a school converts to academy status. Consent would normally involve application to the Secretary of State through the Education Funding Agency, but in the case of conversions, this need for consent is taken forward as part of agreeing the conversion, and the Department of Education ('DfE') does not require a distinct application.

6.6 The requirement for a 125 year lease is not contained in statute, but is the expectation of the DfE and the DfE provides model leases on its website and which can be used. There are also model land clauses preventing the academy trust from disposing of its leasehold interest in the public land and which will need to be included in the relevant academy's Funding Agreement.

6.7 The DfE expects local authorities and schools to take timely steps to ensure that such transfers are completed in time for conversion. However, in circumstances where the parties concerned cannot reach agreement and/ or in the DfE's view there are unacceptable delays to the process then the Secretary of State can exercise powers under Schedule 1 of the 2010 Act to either make a scheme compulsorily transferring school land, or a scheme or direction transferring any existing interest, rights, or liabilities.

6.8 The Direction issued by the Minister on 17th December 2014 requires the Council, until 31st March 2017, to "….. *obtain the prior written agreement of the Commissioners* ***before*** [emphasis added] *entering into any commitment to dispose of, or otherwise transfer to third parties, any real property other than existing single dwellings for the purposes of residential occupation.*" Therefore, as this report involves the disposal of land by way of a 125 year lease, written consent will be required before any commitment to dispose takes place.

6.9 As to the transfer of assets (other than land), contracts and employees, this is done by way of a "commercial transfer agreement" and is based on the model transfer agreement as published by the DfE.

6.10 As set out in the report, it is considered that the Transfer of Undertakings (Protection of Employees) ("TUPE") Regulations 2006 apply to this academy transfer and to the staff of the existing two primary schools.

6.11 The model transfer agreement deals with the transfer of things necessary for the operation of the Academy, namely:

- Transfer of Assets
- Assignments/novation of contracts
- Employee/TUPE issues

6.12 Typical terms of the model transfer agreement also cover issues such as:-
- Transfer and apportionment of assets
- Transfer, novation/apportionment and termination of contracts which are either school specific or council wide contracts
- transfer of employees in accordance with TUPE regulations e.g. staffing information and warranties, apportionments, information and consultation, indemnities and warranties, pensions
- transfer of records e.g. documents on personnel, pupils

6.13 In preparing this documentation account is taken of any contracts that need to be novated or assigned to the Academy e.g. for existing equipment. Where the school is receiving services under Service Level Agreements from the Council and wishes to continue these arrangements, the Service level Agreements are converted into formal contracts.

6.14 As part of the work on this Academy conversion process officers have liaised closely with DfE to ensure the PFI liabilities are passed to the new Academy Trust and although the Council remains primarily liable under the PFI agreements there is provision for the financial liability to be discharged by the new Academy Trust.

6.15 The Council is required when exercising its functions to comply with the duty set out in section 149 of the Equality Act 2010, namely to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity between those who share a protected characteristic and those who do not, and foster good relations between those who share a protected characteristic and those who do not. There are no direct equality implications arising from the proposed transactions as they are statutorily required to be made but relevant considerations have been made in the One Tower Hamlets Section of the report.

7 ONE TOWER HAMLETS CONSIDERATIONS

7.1 Both schools work collaboratively to enable all children to experience the best possible educational opportunities, outcomes and life chances. Mulberry School is at the heart of the developing Tower Hamlets Education partnership. Ian Mikardo School provides outreach services to the Borough's schools to support the management of pupils with challenging behaviour.

8 BEST VALUE (BV) IMPLICATIONS

8.1 None Identified.

9 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

9.1 None identified.

10 CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 None identified.

11 SAFEGUARDING IMPLICATIONS

11.1 New statutory guidance for schools and colleges will come into effect from September 2016. This updated guidance lays greater emphasis on schools and colleges and their staff being part of a wider safeguarding system for children, as described in "Working Together to Safeguard Children" (March 2015) and the need to fulfil responsibilities in relation to this. On conversion, the LA will continue to work collaboratively with both schools, to safeguard and promote the welfare of all children in the borough.

Linked Report

None.

Appendices:

None.

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

None.

Officer contact details for documents:

Kate Bingham
Service Head: Children's and Adults' Resources
Ext: 4811

This page is intentionally left blank

Cabinet 4 October 2016	TOWER HAMLETS
Report of: Zena Cooke – Corporate Director Resources	**Classification:** Unrestricted
Contracts Forward Plan – Quarter Three (FY2016-2017)	

Lead Member	David Edgar, Cabinet Member for Resources
Originating Officer(s)	Zamil Ahmed – Head of Procurement
Wards affected	All wards
Community Plan Theme	One Tower Hamlets
Key Decision	Yes

1. EXECUTIVE SUMMARY

1.1. The Council's Procurement Procedures require a quarterly report to be submitted to Cabinet, laying down a forward plan of supply and service contracts over £250,000 in value, or capital works contracts over £5 million. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides the information in period quarter three of the Financial Year.

1.2. Only contracts which have not previously been reported are included in this report.

2. DECISION REQUIRED:

The Mayor in Cabinet is recommended to:-

2.1. Consider the contract summary at Appendix 1, and identify those contracts about which specific reports – relating to contract award – should be brought before Cabinet prior to contract award by the appropriate Corporate Director for the service area and

2.2. Confirm which of the remaining contracts set out in Appendix 1 can proceed to contract award after tender.

2.3. Authorise the Service Head - Legal Services to execute all necessary contract documents in respect of the awards of contracts referred to at recommendation 2 above.

2.4. Review the forecast forward plan schedule detailed in Appendix 2 and identify any contracts about which further detail is required in advance of the scheduled quarterly forward plan reporting cycle.

3. REASONS FOR THE DECISIONS

3.1. The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £250,000, and any contract for capital works with an estimated value exceeding £5,000,000, shall be approved by the Cabinet in accordance with the Procurement Procedures". This report fulfils these requirements for contracts to be let during and after the 3rd quarter of the Financial Year.

4. ALTERNATIVE OPTIONS

4.1. Bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity; therefore no alternative proposals are being made.

5. BACKGROUND

5.1. This report provides the forward plan for the 3rd quarter of the Financial Year in Appendix 1, and gives Cabinet Members the opportunity to select contracts about which they would wish to receive further information, through subsequent specific reports.

6. FORWARD PLAN OF CONTRACTS

6.1. Appendix 1 details the new contracts which are planned during the 3rd quarter of the Financial Year. This plan lists all of the new contracts which have been registered with the Procurement Service, and which are scheduled for action during the reporting period.

6.2. Contracts which have previously been reported are not included in this report. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.

6.3. Cabinet is asked to review the forward plan of contracts, confirm its agreement to the proposed programme and identify any individual contracts about which separate reports – relating either to contracting strategy or to contract award – will be required before proceeding.

6.4. Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the Council's Tollgate process which provides an independent assessment of all high value contracts, and ensures that contracting proposals adequately and proportionately address both social considerations and financial ones (such as savings targets). The work of the Competition Board and Corporate Procurement Service ensures a joined-up approach to procurement.

6.5. The Tollgate process is a procurement project assurance methodology, which is designed to assist in achieving successful outcomes from the Council's high value contracting activities (over £250,000 for revenue

contracts, and £5,000,000 for capital works contracts which have not gone through the Asset Management Board approval system). All Tollgate reviews are reported to Competition Board, and when appropriate contract owners are interviewed by the Board; contracts require approval of the Board before proceeding.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

7.1. This report describes the quarterly procurement report of the forward plan for the 3rd quarter of the Financial Year and beyond, to be presented to Cabinet for revenue contracts over £250,000 in value and capital contracts over £5 million.

7.2. Approximately £43.9M of goods, services and works will be procured from external suppliers. Procured services comprise around 40% of the Council's annual expenditure and control of procurement processes is thus crucial to delivering value for money for local residents as well as managing the risk. Consideration of the plan by Cabinet operates as an internal control and also provides the opportunity for the Mayor to comment on specific procurements at an early stage.

8. LEGAL COMMENTS

8.1. The Council has adopted financial procedures for the proper administration of its financial affairs pursuant to section 151 of the Local Government Act 1972. These generally require Cabinet approval for expenditure over £250,000 for revenue contracts and £5m for capital works contracts.

8.2. Cabinet has approved procurement procedures, which are designed to help the Council discharge its duty as a best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 2015. The procurement procedures contain the arrangements specified in the report under which Cabinet is presented with forward plans of proposed contracts that exceed specified thresholds. The arrangements are consistent with the proper administration of the Council's financial affairs.

8.3. Pursuant to the Council's duty under the Public Services (Social Values) Act 2012, as part of the tender process and where appropriate, bidders will be evaluated on the community benefits they offer to enhance the economic social or environmental well-being of the borough. This is in accordance with the Council's Procurement Policy Imperatives adopted at Cabinet on 9th January 2013. The exact nature of those benefits will vary with each contract and will be reported at the contract award stage. All contracts delivered in London and which use staff who are ordinarily resident in London will require contractors to pay those staff the London Living Wage. Where workers are based outside London an assessment will be carried out to determine if the same requirement is appropriate.

8.4. When considering its approach to contracting, 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). Officers are expected to continuously consider, at every stage, the way in which procurements

conducted and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment as part of the procurement strategy, which is then considered as part of the tollgate process.

9. BEST VALUE (BV) IMPLICATIONS

9.1. The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. The Council procures annually some £350m of supplies and services with a current supplier base of approximately 3,500 suppliers. The governance arrangements undertaking such buying decisions are set out in the Council's Procurement Procedures, which form part of the Financial Regulations.

9.2. Contracts listed in Appendix One are all subject to the Council's Tollgate process which involves a detailed assessment by Competition Planning Forum and Competition Board of the procurement strategy to ensure compliance with existing policies, procedures and best value duties prior to publication of the contract notice.

10. ONE TOWER HAMLETS CONSIDERATIONS

10.1. Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed. The work of the Competition Board and the Procurement & Corporate Programme Service ensures a joined-up approach to procurement.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

11.1. Contracts are required to address sustainability issues in their planning, letting and management. Again, this is assured through the Tollgate process, and supported through the Procurement & Corporate Programmes' Corporate Social Responsibility work stream.

12. RISK MANAGEMENT IMPLICATIONS

12.1. Risk management is addressed in each individual contracting project, and assessed through the tollgate process.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

13.1. There are no specific crime and disorder reduction implications.

14. EFFICIENCY STATEMENT

14.1. Contract owners are required to demonstrate how they will achieve cashable savings and other efficiencies through individual contracting proposals. These are then monitored throughout implementation.

15. APPENDICES

Appendix 1 – new contracts planned: Q3 of the Financial Year and beyond.
Appendix 2 – Cabinet Contract Forward Plan Forecast 2016-19

Appendix one – new contracts planned: Q3 of the Financial Year 16-17

Contract Ref & Title	**CLC5135 - Removal of nuisance vehicles and pound provision**		
Procurement Category:	Corporate Services	Funding:	Parking Budget
Invitation to Tender ☒ Contract Signature ☐	January 2017	Contract Duration and Extensions:	3 + 2 + 2 year
Value P/A:	£460,000	Value Total:	£1.5m - £2.8m
Reviewed by Competition Board ☒	19/09/2016	☒London Living Wage ☐New Procurement ☐Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract and Contracting Strategy

The project is to tender a new contract for the removal of nuisance vehicles as the current contract is in its final year. The contract for the removal of nuisance vehicles will allow the council to fulfil its obligations of removing vehicles parked in contravention of parking regulations and all vehicles that are considered abandoned and dangerous. This new contract will be limited to removal vehicle services and will not impact on other types of enforcement including the issuing of PCNs. This project if successfully implemented and awarded may lead to improved recovery and deterrence.

This will be carried out in accordance with the EU Open or Restricted procedure route.

The removal and disposal of nuisance vehicles supports the Council's strategy for maintaining a cleaner, safer environment for residents and visitors and assists in supporting the cross-cutting social, economic and environmental change necessary to improve the lives of local people by protecting against vehicle exhausts fumes and noise. The service is a tool for enhancing our deterrence strategy, improving safety and reducing parking stress that minimises the impact of vehicle fumes and noise by deterring drivers from making unnecessary journeys and effectively rationing the use of scarce parking spaces.

Contract Ref & Title	**AHS5111 Generic Floating Support**		
Procurement Category:	Care and Commissioning	Funding:	General Funds
Invitation to Tender ☒ Contract Signature ☐	03/10/2016	Contract Duration and Extensions:	3 + 1 + 1 year
Value P/A:	£496,677	Value Total:	£2,483,385
Reviewed by Competition Board ☒	19/09/2016	☒London Living Wage ☐New Procurement ☐Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract and Contracting Strategy

This contract supports the delivery of the borough's homelessness prevention agenda and the effective and efficient delivery of the Hostel's Commissioning Plan. The contract aim is to provide support to residents in their own homes to reduce the risk of becoming homeless; mitigate the risk of the abandonment of tenancies and to promote peoples' independence. The service also provides support to rough sleepers placed in temporary accommodation.

The contract outcomes framework incorporates the following areas:

• Engagement – ensuring that support plans, risk management plans and health needs' audits are completed in good time and service users are engaging with support

• Health and wellbeing – ensuring that service users are engaged with medical services and treatment plans, including for mental health, substance misuse and sexual health

• Employment, training and education – ensuring that service users are engaged with or working towards some form of employment, training or education.

• Financial resilience – ensuring that service users are able to successfully manage their money, including their rent, debt, and benefits
• Move-on from the service– ensuring that service users are able to continue living independently/successfully sustain the tenancies upon the completion of the support plan.

The support provider will work in partnership with a range of statutory and voluntary services in the borough to develop and lead on implementation of the SMART outcomes based support plan that delivers preventative interventions focusing on reducing and managing the risk of:

• Eviction from existing tenancies, Mental health relapse, Substance misuse relapse
• Breakdown of support networks e.g. family, advocacy, health
• Offending and entry into the criminal justice system, street homelessness

In addition to the outreach sessions, the service will also provide brokerage/signposting/referral services to other specialised agencies, information and advice, drop in sessions 5 days per week, peer support network, customer on call number 24/7. This service is pivotal in providing flexible preventative services that enable individuals to remain in their own homes and communities. It will support up to 212 people at one time from homelessness and specifically assist those who have been rough sleeping whilst they are placed in temporary accommodation and support their transition on to independent living in the community.

The preferred procurement approach is to undertake an open tender. Representatives from HOST, SORT, Adults Services will be invited to be members of the tender panel, reviewing the specification and evaluating submissions to ensure that the most economically advantageous tender is selected for future delivery of the service. The tender will offer a 3 plus 1 plus 1 contract to give both stability to service and facilitate changes and focusing on meeting future as well as current need. The tender will be aligned to all the DAAT, specialised mental health floating support, rough sleepers and hostels' accommodation pathway services.

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities and volunteer opportunities.

Contract Ref & Title	**CS5124 Young people's substance misuse and sexual health service**		
Procurement Category:	Care and Commissioning	Funding:	Via Public Health
Invitation to Tender ☒ Contract Signature ☐	TBC	Contract Duration and Extensions:	1 + 1+ 1 year
Value P/A:	£841,000(integrated sexual health and YPSM Service) £240,000 (YPSM)	Value Total:	£2,523,000(integrated Tier 1 & 2 sexual health and Tier 3 YPSM) £720,000 (YPSM)
Reviewed by Competition Board ☒	12/09/2016	☒London Living Wage ☐New Procurement ☐Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract and Contracting Strategy

To continue to provide a Specialist Substance Misuse Treatment Service to reduce harm to those young people under the age of 19 at risk, where drug and alcohol misuse is associated with addiction, significant impairment to social functioning and/or physical or mental health problems with an integrated young people's sexual health service delivering tier 1 and 2 services as part of an integrated wellbeing offer to young people.

The current contract ends on the 31st March 2017 for Young People's Substance Misuse and 14th October 2017 for sexual health services. It is our intention to commission an integrated service with a contract period of 1 year + 1 year + 1 year. The commissioning and delivery of the specialist drug and alcohol interventions will take place within the wider Children and Young People's agenda and Public Health England Guidelines

and sexual health services within the London and East London Sexual Health Transformation programme. The service will also support the delivery of the Tower Hamlets Substance Misuse Strategy 2016-2019 and the National Sexual Health Strategy (March 2013). The aim is that overall needs are met rather than addressing substance misuse in isolation and the aim is to ensure integrated working with child and adolescent mental health services and other related services.

In order to align contracts to enable the commissioning of the integrated service we are proposing to extend the young people's substance misuse contract for a period of 6 months and are therefore seeking approval to extend if required and to tender the integrated service. The service will aim to provide local employment and volunteering opportunities as it will be based locally.

Contract Ref & Title	**CLC 5149 - Framework Agreement for Landscape & Play Installation Works**		
Procurement Category:	Construction and FM	Funding:	S106 / CIL funding and external funding sources.
Invitation to Tender ☒ Contract Signature ☐	12/12/2016	Contract Duration and Extensions:	4 years
Value P/A:	Up to £4m	Value Total:	Up to £16m
Reviewed by Competition Board ☒	12/09/2016	☒London Living Wage ☒New Procurement ☐Collaboration ☐ Re-procurement of existing Contract	

Scope of Contract and Contracting Strategy

The Framework Agreement will generally provide for works packages of varying value up to approximately £250,000 each and comprises some or all of the following:

- Demolition and clearance works, supply & installation of play equipment
- Soft landscaping – turfing , planting , shrubs , trees; Hard landscaping
- Groundworks – remodelling to create mounds,
- Furniture – seat , bins , bollards
- Metalworks – supply & install new gates & railings
- New footpaths / resurfacing of existing, signage
- Boundary work – walls
- Water features, ponds
- Sports facilities – pitch markings, tennis courts
- Drainage
- Multi–use games area [MUGA]
- Artwork installation

The Framework will be broken down into 3 Lots: Lot 1. Hard Landscaping, Lot 2. Soft Landscaping and Lot 3. Playground Installations The procurement will be carried out in accordance with the EU Restricted Procedure. Three suppliers will be appointed on each lot. This Framework Agreement will support the best value procurement of landscape improvement works within the Borough's parks, open spaces and other municipal land assets through a selection of suitably qualified and experienced providers.

The Council has an active programme of improvement works designed to deliver key elements of the Mayor and Council's priority outcomes. The Council's fund for capital improvements to parks etc., is variable and draws on funds from a number of different sources including Capital Programme, S106, CIL, Public Health funding and various external and grant awarding agencies.

There is currently in excess of £5m identified for improvement projects which will be delivered over the next two years. It is a reasonable expectation that further funds of a similar scale will become available over the four year term of the Framework and not unreasonable to anticipate that capital funding might exceed current levels given the anticipated levels of regeneration and development across the borough. The Framework will

be available to other Tower Hamlets departments and THH. For this reason the annual estimated value of the Framework has been set at £4m, but this figure is indicative only and does not commit the council to any specific level of spend.

The contract will aim to create local employment and training opportunities and to support local business through the supplier chain, so bidders will be invited to demonstrate how they will support this aspiration. There are objectives in relation to the use of sustainable materials and products, and this will be set out in the terms of the Framework and adequately assessed as part of the evaluation process.

Contract Ref & Title	**CLC5150 - Framework Agreement for Landscape Related Consultancy Services**		
Procurement Category:	Construction and FM	Funding:	S106 / CIL funding and external funding sources.
Invitation to Tender ☒ Contract Signature ☐	12/12/2016	Contract Duration and Extensions:	4 years
Value P/A:	Up to £400k	Value Total:	Up to £1.6m
Reviewed by Competition Board ☒	12/09/2016	☒London Living Wage ☒New Procurement ☐Collaboration ☐ Re-procurement of existing Contract	

Scope of Contract

Landscape Design, Administrative & Post Contract Services

- Project Administration including correspondence, certification
- Project Plan preparation (including Timetable and Resource allocation); Risk Assessment and Risk Management Plan preparation
- Site surveys showing features, access points and character areas and other features.
- Ground investigation services including soil sampling and testing, void and subsidence analysis
- Site history, ownership, covenants etc.; research and reporting
- Sketch Designs for landscape features, play facilities and buildings to RIBA Stage C.
- Itemised schedule of proposed capital work and costs; revenue activities and costs.
- Construction project management and Contract Administration including correspondence, certification
- CDM Duties for the RIBA work stage reached (planning supervisor) and work stage reached (designer).
- Design development for park furniture.

Master planning Services

- Master Plan preparation showing proposed capital works and including restorations and new features.
- Business Plan preparation for commercial facilities such as cafes or community buildings.
- Landscape and Visual Impact Assessment Services
- Production of Hi-Definition photography showing the character and condition of sites and features.

Landscape Management Plan Services

- 10 year Management and Maintenance Plan preparation to HLF Award standard.
- 3 year Management and Maintenance Plan preparation to Green Flag Award standard.
- Preparation and submission of HLF and other funder application documents.
- Audience Development Plan Preparation
- Training Plan; Access Plan and Conservation Management Plan preparation.

Stakeholder Engagement Service

- Consultation, event planning, facilitation, recording, analysis and reporting to Client
- Production of temporary interpretation material for consultation

Other Services

- Research, identification, evaluation and procurement of specialist suppliers, artists, conservation etc.

The procurement will be carried out in accordance with the EU Restricted Procedure. Three suppliers will be appointed on each lot. This Framework Agreement will support the best value procurement of landscape improvement works within the Borough's parks, open spaces and other municipal land assets through a selection of suitably qualified and experienced providers.

The Council has an active programme of improvement works designed to deliver key elements of the Mayor's and Council's priority outcomes. The Council's fund for capital improvements to parks etc. is variable and draws on funds from a number of different sources including Capital Programme, S106, CIL, Public Health funding and various external and grant awarding agencies.

There is currently in excess of £5m identified for improvement projects which will be delivered over the next two years. It is a reasonable expectation that further funds of a similar scale will become available over the four year term of the Framework and not unreasonable to anticipate that capital funding might exceed current levels given the anticipated levels of regeneration and development across the borough. The Framework will be available to other Tower Hamlets departments and THH. For this reason the annual estimated value of the Framework has been set at £4m, but this figure is indicative only and does not commit the council to any specific level of spend.

The contract will aim to create local employment and training opportunities and to support local business through the supplier chain; bidders will be invited to demonstrate how they will support this aspiration.

Contract Ref & Title	**DR5148 – Structural checking (higher value) services**		
Procurement Category:	Construction and FM	Funding:	Revenue
Invitation to Tender ☒ Contract Signature ☐	09/01/2017	Contract Duration and Extensions:	3 + 2 year
Value P/A:	£95,000	Value Total:	£475,000
Reviewed by Competition Board ☐	12/09/2016	☒London Living Wage ☐New Procurement ☐Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract and Contracting Strategy

This contract is for the checking of structural design calculations and details submitted by development applicants in compliance with the requirements of Part A, B, K and Regulation 7 of the Building Regulations 2010 (as amended).

The Council has a Statutory duty under section 91 of the Building Act 1984 to ensure that all new large developments can be justified by calculations. Failure to undertake the structural checks is a breach of the Regulations and the erection of an unsafe structure. The Council does not have adequate in-house capacity to undertake this service.

The appointed Consultant will ensure that the plans, structural design calculations and details submitted are checked in sufficient detail to confirm proposals if executed in accordance with those plans, calculations and details will be in accordance with the relevant requirements of Parts A, B and K and Regulation 7 of the Building Regulations 2010 (as amended and subsequent amendments).

This will be carried out in accordance with the EU Open Procedure.

Community benefits commensurate with the nature and size of the contract will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work

placements, volunteer opportunities etc.

Contract Ref & Title	**CS5152 Supply of Frozen & Grocery goods (PAL collaboration)**		
Procurement Category:	Corporate Services	Funding:	Revenue
Invitation to Tender ☐ Contract Signature ☒	October 2016	Contract Duration and Extensions:	4 years
Value P/A:	£3,494,000	Value Total:	£13,976,000
Reviewed by Competition Board ☒	12/09/2016	☒London Living Wage ☐New Procurement ☐Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract and Contracting Strategy

The London Borough of Havering (Lead Body) is acting on behalf of a number of public sector organisations, participating bodies in PAL (Procurement Across London) formerly known as LCSG, in undertaking a mini competition via the YPO Food Deal 704: for the Supply of Frozen and Grocery goods

Joint mini-competition with other boroughs to put in place a call off contract. The Council will participate as a member of the PAL Contract Group and benefit from the efficiencies this generates during the life of the contract and the continued benefits that have been realised in recent years by being part of this group.

On this occasion PAL have sought expressions of interest from all their members with a view to merging the two existing contracts for provision of Grocery and Frozen goods into one and Contract Services believes that this will assist in making some savings during the contract period and have expressed their interest in being part of the merged contract.

As the contract is a collaborative agreement with other authorities, it would be difficult to implement the Council's standard community benefits requirements. However, it is our intention to influence where possible the inclusion of some of the elements of the Local employment and community benefits schedule, especially the inclusion on the framework of local suppliers.

Contract Ref & Title	**AHS5042 Mental Health Carer Support**		
Procurement Category:	Adult Social Care	Fundingi	Adult Services
Invitation to Tender ☒ Contract Signature ☐	October 2016	Contract Duration and Extensions:	2 + 1 year
Value P/A:	£138,000	Value Total:	£414,000
Reviewed by Competition Board ☐	12/09/2016	☒London Living Wage ☐New Procurement ☒Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract

National policy for health and social care has consistently advocated support for carers, both through statute (the Care Act 2014) and a series of Carers Strategies, most recently the second national action plan (2014-16), which re-iterated the desire outcomes:

- Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role.
- Carers will be able to have a life of their own alongside their caring role.
- Carers will be supported so that they are not forced into financial hardship by their caring role.
- Carers will be supported to stay mentally and physically well and treated with dignity.

- Children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive and to enjoy positive childhoods.

Carers of people with severe mental illness face specific challenges, including recognition, involvement in care where information is not shared, and issues arising from either co-morbidity (if both physical and mental illness are involved) or, if not, the stresses involved in a role which is not primarily about the physical tasks of caring

The council therefore wishes to commission dedicated support for carers of adults with severe mental health problems. The council is currently refreshing its JSNA and carers plan. The latter documents show that in Tower Hamlets 19,356 people identified themselves as unpaid carers in the 2011 census, including a larger proportion of young adults, proportionately more men, more unpaid women carers who also provide significantly more hours of care (compared to London and England), with the highest proportion and the highest levels of care in the Bangladeshi population. Although these characteristics apply to the whole caring population (as it is not possible to disaggregate those caring for an adult with mental health problems), they indicate a high level of need for carer support within the borough.

The local joint mental health strategy (2014-2019), the national mental health strategy and the Mental Health Five year Forward View (2016) all give high priority to the needs of carers (family and friends)

It is proposed to use an open tender process to select the provider which offers the best economic value. The provider will be expected to work in partnership with local organisations providing support to carers and to people with mental health problems. Community benefits commensurate with the nature and size of the contract will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements, volunteer opportunities etc.

Contract Ref & Title	**AHS5041 Mental Health Family Support**		
Procurement Category:	Adult Service/Children's Services	Funding:	Adult 64% (£70,720 pa) and Children's 36% (£39,780 pa) budgets
Invitation to Tender ☒ Contract Signature ☐	October 2016	Contract Duration and Extensions:	2 + 1 year
Value P/A:	£110,500	Value Total:	£331,500
Reviewed by Competition Board ☐	12/09/2016	☒London Living Wage ☐New Procurement ☒Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract

The Council wishes to provide effective support to parents with a serious mental illness to manage their parenting role, help families stay together, and reduce the risk of poor mental health outcomes for children.

Nationally, the joint Ofsted/CQC report *What about the children* (2013) identified limitations in joint working between children's social care and adult mental health services. Earlier research estimated that 25% of inpatients may be parents.

National best practice endorses a whole family approach, as does the Tower Hamlets Joint Mental Health Strategy. Barnardo's state that providing consistent support for the whole family improves long-term outcomes for children and parents and alleviates the distress of mental illness. Research shows that interventions should work holistically with parents and coordinate with other agencies, taking account of parents' priorities and perceptions.

This is the council's only contract specifically for parents with a serious mental health problem (amongst whom women form a higher proportion than men). It provides regular visits from family support workers (for eight months or more) to more than 20 families, and supervision of the hospital visiting room at Tower

Hamlets Centre for Mental Health (the inpatient unit at Mile End).

The Mental Health Foundation states that 'If a child is going to visit their parent in an inpatient unit, it is important that whoever takes them can explain beforehand what to expect - what the building looks like, how their parent may look and behave, and the effects of medication'. The service liaises with wards, parents and families, and has capacity to supervise some visits.

It is proposed to use an open tender process to select the provider that offers the best economic value. The Council will seek a flexible and innovative approach to meeting the needs of families where a parent has a mental health problem eligible for secondary mental health services, in order to achieve the best outcomes and the best use of resources.

Community benefits commensurate with the nature and size of the contract will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements, volunteer opportunities etc.

Contract Ref & Title	**AHS5154 Adult Autism Diagnostic and Intervention Service - East London Foundation Trust**		
Procurement Category:	Care and Commissioning	Funding:	Better Care Fund
Invitation to Tender ☒ Contract Signature ☐	October 2016	Contract Duration and Extensions:	3 + 1+1 year
Value P/A:	£333,000	Value Total:	£1,000,000
Reviewed by Competition Board ☐	12/09/2016	☒London Living Wage ☐New Procurement ☐Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract and Contracting Strategy

The aim of the East London Foundation Trust (Adults Autism) is to deliver a high quality diagnostic and intervention service for high functioning adults (aged 18 years and over) with suspected Autism Spectrum Disorder (ASD) in Tower Hamlets. The service will also sub contract local voluntary sector provider(s) to provide a range of support options for people diagnosed with ASD, and facilitate appropriate referral and signposting to other services where needed. It is intended the service will be recognised as delivering to national best practice and linked into the work of the National Autistic Society to deliver innovative outcome monitoring and research activity. The key aims are:

- To deliver a diagnostic service for adults (18+) who may have ASD (including Asperger's Syndrome) for whom no care pathway currently exists
- To deliver a timely diagnosis to those who may present with ASD behavioural conditions and symptoms
- To deliver a locally managed service that incorporates the best clinical practice with regard to adults with ASD
- To provide clear pathways to post diagnosis support for adults with ASD
- To provide a community focused model that promotes greater opportunity for support within the community for people with ASD
- To provide effective transitional pathways to assist young people's (with ASD) transfer from children's to adult services
- To provide a model of care that actively supports principles of non-discriminatory practice and service delivery and avoids unnecessary and disruptive transitions across a range of providers.
- To ensure recognition of the role of those with caring and parental responsibilities and (with permission of the person with ASD) to ensure their participation in discussions and decisions whenever possible.

Key components of the service, which were agreed by Cabinet (5th June 2013) and ensures the borough meets its legal obligations as set out in the National Autism Strategy (2010) are:

- Delivery of a core diagnostic team to provide assessment of adults with suspected ASD in Tower Hamlets
- Post diagnostic intervention to assist those diagnosed to build social relationships and live independently (i.e. Cognitive Behavioural Therapies).
- Service user support and guidance to access local employment and training opportunities.

The scope of this contract will be reviewed in light of the 2017-20 Autism Strategy currently being developed.

It is proposed to use an open tender process to select the provider that offers the best economic value. The contract duration will be three years plus one plus one. This contract duration has been chosen to ensure continuity of service for service users with the flexibility to re-procure if necessary.

The service will also sub contract local voluntary sector provider(s) to provide a range of support options for people diagnosed with ASD, and facilitate appropriate referral and signposting to other services where needed. Community benefits commensurate with the nature and size of the contract will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements, volunteer opportunities etc.

Contract Ref & Title	**CLC5136 Casualty & Property Insurance**		
Procurement Category:	Corporate Services	Funding:	General Fund
Invitation to Tender ☒ Contract Signature ☐	10/08/2016	Contract Duration and Extensions:	3+1+1 year
Value P/A:	£594,000	Value Total:	£2,376,000 (3 +1 +1)
Reviewed by Competition Board ☒	12/09/2016	☐London Living Wage ☐New Procurement ☐Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract and Contracting Strategy

Whilst the Council accepts an element of risk with regards to insurance and maintains an insurance fund to cover such eventualities, it also procures 'catastrophe' cover through the external insurance market. This is the case for property and liability cover.

Property, Terrorism and Liability covers were procured 2 years ago via the ILC tender and the requirement for such remains. Soft market testing was undertaken with brokers/insurers in order to secure feedback on the ILC approach, and to understand the blocking points. As a result, changes will be made to the tender documentation in order to allow all markets to respond whilst maintaining covers to the required level.
The consortium will carry out a price comparison exercise after the winning bidder has been selected to check whether any savings have been achieved, and this will be reported at the tollgate process. Significant savings are not envisaged due to an increase in Insurance Premium Tax.

The Council is a member of the ILC (Insurance London Consortium), a group purchasing consortium. The ILC was formed in 2008 and consists of 9 London Boroughs. One of ILC's responsibilities is to undertake tenders on behalf of the Consortium. All ILC members are participating in the Property and Liability tenders. The ILC will be conducting an open tender for provider/s to provide insurance to the participating consortium members.

A 5 year term will be sought for all covers; however these will be secured as 3+1+1 contracts in order to allow flexibility for the Council in the event of unforeseen market changes. Due to the nature and subject of the contract no direct community benefit can be achieved through this contract.

Contract Ref & Title	**CS5102 Employers Agent Services – London Dock Secondary School**		
Procurement Category:	Construction & FM	Funding:	Capital

Invitation to Tender ☒ Contract Signature ☐	25/07/2016	Contract Duration and Extensions:	No fixed period, dependent on project timescales
Value P/A:	n/a	Value Total:	£277k
Reviewed by Competition Board ☐	Enter date	☐London Living Wage ☐New Procurement ☐Collaboration ☐ Re-procurement of existing Contract	

Scope of Contract and Contracting Strategy

This procurement is for the provision of employer's agent and associated services for the London Dock Secondary School project. It is intended to appoint a single practice to undertake these services.

This contract was not previously included within the Contracts report as it was originally estimated to be below the £250k threshold. The ELS Construction Related Professional Services framework, procured by London Borough of Barking and Dagenham, will be used for this procurement. Appointment will be made using a mini-competition in accordance with the framework requirements. Legal services have confirmed that this framework may be used.

Contract Ref & Title	**CS & AHS 5162 Passenger Transport Services (Interim contract)**		
Procurement Category:	Corp Services	Funding:	General Fund (Adults/Children's)
Invitation to Tender ☒ Contract Signature ☐	14/11/2016	Contract Duration and Extensions:	6 Months
Value P/A:	N/a	Value Total:	£625,000 for 6 months
Reviewed by Competition Board ☐	19/09/2016	☒London Living Wage ☐New Procurement ☐Collaboration ☒ Re-procurement of existing Contract	

Scope of Contract

To provide passenger transport services taking vulnerable adults and children to and from day centres and schools respectively.

The current provision CLC4078 (Provision of Special Needs and Other Passenger Transport 2012) expires in January 2017. This Interim contract is being established to maintain this essential service pending the start of the new Framework in June 2017, a contract which is currently being tendered.

Calling off the existing Council Framework, contract to start 7th January 2017.

The contract provides essential assisted transport services for vulnerable children and adults to and from their schools and day centres on a regular basis.

Appendix 2

London Borough of Tower Hamlets

Cabinet Procurement Forward Plan 2016-17

Quarter	FY	Direct	Existing Contract Number	Contract Title	Contract Exp. date	Total Value (extract: Bravo Contracts register)
Q4	16/17	CLC	CLC4418	Film Concessions Contract	01/04/2017	£600,000
Q4	16/17	AHS	ESCW(PH)4480	Enhanced Sexual Health Promotion and HIV Prevention High Risk Groups	01/07/2017	£508,700
Q4	16/17	AHS	ESCW4465	Health Trainers Lot	31/07/2017	£825,000
Q4	16/17	AHS	ESCW(PH)4464	Specialist Smoking Cessation	31/07/2017	£680,400
Q4	16/17	AHS	ESCW(PH)4550	BME Smoking Cessation Service	31/07/2017	£639,420
Q4	16/17	AHS	ESCW(PH)4463	Integrated Sexual Health	30/09/2017	£5,977,800
Q4	16/17	RE	CLC4096	Collection and Banking of Cash From Pay and Display Machines	30/11/2017	£910,000
Q4	16/17	AHS	ESCW(PH)4711	School Health Service	31/12/2017	£4,742,757
Q4	16/17	CS	ESCW(PH)4710	Child & Family Weight Mgt Service	31/12/2017	£1,292,049
Q4	16/17	CLC	CLC4382	Prison Exit Service	30/06/2017	£590,000
Q4	16/17	CS	ESCW(CSF)4776	People with complex medical needs	31/05/2017	£1,558,734
Q4	16/17	CS	ESCW4885	Sue Starkey House and Shipton House	19/10/2017	£1,492,473
Q4	16/17	CLC	CLC4788	Shared Care - GP substance misuse LES	01/03/2018	£1,380,000
Q4	16/17	CLC	CLC4786	Shared Care - Pharmacy substance misuse LES	01/03/2018	£780,000
Q4	16/17	AHS	ESCW(AHWB)4877	Aspen Court Care Home (contract extension)	01/06/2018	£3,085,000
Q1	17/18	THH	H4475	Capital Programme/CCTV door entry	30/10/2019	£10,000,000

This page is intentionally left blank

Cabinet 4 October 2016	TOWER HAMLETS
Report of: Zena Cooke (Corporate Director of Resources)	**Classification:** Unrestricted
Medium Term Financial Strategy 2017 – 2020	

Lead Member	**Councillor Edgar, Cabinet Member for Resources**
Originating Officer(s)	Neville Murton (Service Head Finance and Procurement)
Wards affected	All
Key Decision?	No
Community Plan Theme	One Tower Hamlets

Executive Summary

On 24th February 2016 the Council agreed a balanced budget for 2016-17 and a Medium Term Financial Strategy (MTFS) covering the period 2016-2020. The MTFS identified a funding gap of just under £58m over the period 2017–2020 after a proposed use of General Fund reserves amounting to £4.4m. The estimated saving requirement amounted to £30m; £18m and £10m respectively for 2017-18 to 2019-20.

On 6th September 2016, Cabinet received an updating report; setting out the intention to adopt a new strategic approach to financial planning, predicated on the government's guaranteed four year funding settlement and utilising an outcomes based approach. That report highlighted that in October, a further report would be provided which would review and update the key underpinning assumptions in the MTFS including the future outlook for the council's finances and therefore the requirement for transformational savings to deliver against a revised budget gap. It also signalled the intention to set out information necessary to commence the budget scrutiny process and undertake public consultation on the budget.

This report fulfills that intention - detailing the revisions now considered appropriate to the key financial assumptions that underpin the Council's budget position for 2017-18 through to 2019-20. It confirms the funding gap of £58m, although highlights that it is possible to reduce the proposed use of the General Fund Reserve, initially set at £4.4m, to a lower figure of £1.1m.

It also proposes a number of approaches designed to minimize the impact of funding changes on the long term stability of the Council's finances and in particular suggests strategic approaches to the use of the New Homes Bonus, the Improved

Better Care Fund and any Collection Fund surpluses which minimises risk and improves the Council's strategic approach to its finances – both revenue and capital.

It also sets out and seeks approval for a broad set of proposals that the Council intends to pursue to deliver balanced budgets over the forthcoming three year period. The report proposes the start of the formal budget consultation process with residents, businesses and other key stakeholders and sets out a timeframe for completing the remaining items that will lead to the conclusion of the budget setting process and culminate in the setting of the Council Tax for 2017-18.

Taken in their entirety this approach supports the development of the Council's Efficiency Plan, including its approach to budget scrutiny and consultation.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the changes to the draft budget position for 2017-8;
2. Note the early indications of the financial position 2018-19 onwards, subject to the Autumn Statement and Local Government Finance Settlement;
3. Note that the financial position is subject to volatility and that developments in Government policy and their implications on MTFS planning assumptions will be monitored closely and reported back at regular intervals;
4. Agree to accept the Government's 4 year funding Settlement Offer and delegate authority to the Director of Resources to submit a request for a Four Year guarantee for Tower Hamlets together with an Efficiency Plan;
5. Agree the consultation approach set out in section 3.20 and appendix 5;
6. Agree to commence formal budget consultation with residents, businesses and other key stakeholders and to receive feedback on the consultation at Cabinet in December.

1. REASONS FOR THE DECISIONS

1.1. The Council is under a duty to set a balanced and sustainable budget and maintain adequate reserves such that it can deliver its statutory responsibilities and priorities. The Council must also undertake meaningful budget consultation with key stakeholders.

1.2. The government's four year guaranteed financial settlement provides the Council with the opportunity to take a more strategic approach to its budget setting arrangements; building on the existing medium term financial planning approach that the Council has adopted for a number of years.

1.3. A Medium Term Financial Strategy (MTFS) covering the entirety of the resources available to the Council is considered to be the best way that resource prioritisation and allocation decisions can be considered and agreed in a way that provides a stable and considered approach to service delivery and takes into account relevant risks and uncertainty.

1.4. Through the adoption of an outcome based approach over the 3 year planning period the Council is afforded the opportunity to develop proposals which are more transformational in nature and allow sufficient time for needs led, outcome based service redesign.

2. ALTERNATIVE OPTIONS

2.1. Whilst the Council has identified a number of proposals for consideration aimed at delivering its MTFS there is no alternative other than to set a legal and balanced budget and agree its Council Tax before the statutory deadline.

2.2. The Council could continue with the current approach of agreeing proposals on an annual basis but this does not support a strategic approach which allows for proposals to be managed and implemented over a longer period of time leading to evidenced based policy decisions and better overall outcomes.

3. DETAILS OF REPORT

3.1. Introduction and Background

3.1.1. The medium term financial planning process is an essential part of the Council's resource allocation and strategic service planning framework. The Medium Term Financial Strategy (MTFS) integrates strategic and financial planning over a three year period. It translates the Strategic Plan priorities into a financial framework that enables the Mayor and officers to ensure policy initiatives can be delivered within available resources.

3.1.2. In February 2016 the Council agreed a balanced budget for 2016-17 and an MTFS covering the period 2016-2020. For 2017 to 2020 this highlighted a funding gap of some £58m with estimated funding shortfalls of £30m in 2017-18, £18m in 2018-19 and £10m in 2019-20. The latest position which takes into account a small number of changes

after the February Council decision is restated in Appendix 1. This reflects the following minor changes:

- The balance on the General Fund reserve has been restated to take account of the final 2015-16 outturn position;
- The full year impact of the 0 – 5 year old element of the Public Health grant which has increased both Core Grants and Service expenditure by £3.7m; and
- An additional £0.5m from S31 grants associated with the Business Rate Retention Scheme which has reduced the overall call on the General Fund reserve.

3.1.3. The MTFS was based on a number of key assumptions covering the following areas:

(i) Levels of total government grant over the MTFS period including Revenue Support Grant (RSG) as well as core and other service grants such as the New Homes Bonus (NHB) Better Care Fund (BCF) and Education Support Grant (ESG);
(ii) Estimated changes to the Council's local resource base i.e. Council Tax and Business Rates;
(iii) Estimated service demographic growth and inflationary pressures over the MTFS period;
(iv) The achievement of savings already approved including £27m in 2015-16 and further savings of £17m to be achieved in 2016-17.

3.1.4. Each of these assumptions and projections has been re-evaluated in the light of a number of significant events that have evolved since the MTFS was set in February 2016. The key issues impacting on those assumptions can be summarised as:

- The Council's 2015-16 outturn position and latest budget monitoring information for the current (2016-17) financial year – indicating the extent to which approved saving proposals have already or are expected to have been delivered and therefore the robustness of the Council's base financial position.
- The general economic outlook for the country following a sustained period of recession and the associated austerity measures giving rise to inflationary impacts and service demand pressures on the Council.
- The impact of the decision to leave the European Union.
- The change of Prime Minister and Cabinet Members following the EU Referendum and developments on a number of government policy direction announcements:
    - Schools
    - Welfare reform
    - Business rate reform
    - Housing

3.1.5. At the time of the Local Government Finance Settlement in December 2015, the government confirmed a number of previous announcements that signalled an intention to fundamentally change the way that Local Authorities would be funded in the future; proposing some immediate actions that included the following:

- A conditional offer to all authorities of a four year financial settlement for 2016-2020 based on the exemplifications set out in the 2016-2017 Local Government Finance Settlement; and
- An intention to work with stakeholders to develop a funding system, based on the extension of the existing Business Rate Retention Scheme such that authorities retained 100% of Business Rates.

3.1.6. Whilst these proposals offer an opportunity to adopt a more strategic financial and service planning approach it also introduces a number of additional risks that also need to be fully considered.

3.1.7. This report therefore seeks to bring together an updated position based on an analysis of all relevant factors with the intention of:

(i) Reassessing the Council's MTFS position, covering both funding and expenditure elements, and thereby determining a revised analysis of estimated funding shortfalls over the MTFS period;

(ii) Setting out a range of proposals which would seek to address the identified funding shortfalls;

(iii) Agreeing the basis for scrutiny and budget consultation;

(iv) Establishing the basis for the Council's Efficiency Plan to inform a decision on whether to accept the offer of a four year settlement.

3.1.8. All of these factors are considered further below.

3.2. The Council's Strategic Approach

3.2.1. As previously set out the drivers for the Council's financial strategy are:

- To set a balanced budget over the life of the MTFS whilst protecting residents from funding reductions as far as possible;
- To fund priorities agreed within the Strategic Plan, ensuring that service and financial planning deliver these priorities;
- To deliver a programme of planned reviews and savings initiatives designed to maximise efficiency and minimise the impact on services for residents;
- To maintain and strengthen the Council's financial position so that it has sufficient reserves to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents;
- To ensure the use of reserves policy prioritises investment in service transformation and efficiencies that deliver a reduced cost base;

- To ensure the Council maximises the impact of its spending to deliver priority outcomes.

3.2.2. The offer of a four year guaranteed funding settlement could provide an opportunity to strengthen the Council's strategic approach.

3.3. The Four Year Settlement.

3.3.1. In the 2016-17 provisional local government finance settlement (SR2015), the government stated that it would offer any council that wishes to take it up, a four-year funding settlement which would cover the period from 2016 to 2020. At the time of the final settlement in January 2016, it was confirmed that the deadline for requesting acceptance of the offer was 14th October 2016.

3.3.2. The Secretary of State for Communities and Local Government issued a letter and annex on 10th March 2016, which helped to clarify the following issues:

(i) The deadline for applying for the offer is 5pm on Friday 14 October 2016;

(ii) It is expected to be the only time over the course of the current Parliament that a multi-year settlement will be offered;

(iii) The offer covers the figures provided in the final local government finance settlement published on 9th February for Revenue Support Grant (RSG); Transitional Grant; and Rural Services Delivery Grant – Members should note that Tower Hamlets does not receive either Transitional or Rural Services Delivery Grants and so in practice the guarantee is limited to RSG;

(iv) In addition, protection will be provided that ensures tariffs and top ups for the period of 2017-18 to 2019-20 will not be altered for reasons related to any changes in the relative needs of local authorities. This was the original intention when the Business Rate Retention Scheme was first established – that once determined top-up and tariff payments would remain based on the original comparison between the baseline funding level and need until the next reset point (2020) subject only to annual uplifts for changes in the level of RPI.

3.3.3. The guarantee will not however, give protection from:

(i) The extra responsibilities and functions that might need to be accepted by local government as part of the move to 100% business rates retention;

(ii) Future transfers of functions to or between local authorities, or the impact of mergers; and

(iii) Any other unforeseen events.

3.3.4. Efficiency plans do not need to be their own stand-alone document. They can be combined with the MTFS or linked to an efficiency strategy developed for the use of capital receipts flexibility. Within the efficiency strategy, the Council will be expected to show how a four-year

settlement will bring about opportunities for further savings. Where appropriate, the plans should be worked up in conjunction with public sector partners and linked to devolution plans.

3.3.5. It remains unclear whether a Council that has asked for and been given a four-year settlement can subsequently withdraw from the arrangement; in particular, as a result of a change of local political control or what 'unforeseen events' might be, including whether the need for further public sector funding reductions in excess of those announced at the settlement following SR2015 would be categorised as 'unforeseen'.

3.3.6. However, if there were sufficient adverse factors that required the government to 're-open' the guarantee, this must affect all councils and so it is reasonable to conclude that a council that had accepted the offer would not be in a worse position than one that had not.

3.3.7. On balance therefore officers consider that it is preferable to apply for a four year settlement despite the remaining uncertainties, as this is entirely consistent with the timeframe that the Outcomes Based Budgeting approach has been working to within the Council. This would largely only provide a guarantee for RSG the quantum of which is considered below using the figures confirmed as part of the Final Local Government Finance Settlement.

3.3.8. Members are asked to endorse this approach and give delegated authority to the Director of Resources to submit a request for a Four Year guarantee for Tower Hamlets together with an Efficiency Plan based on the strategic issues and proposals set out in this report.

3.4. Core Spending Power

3.4.1. The Government has begun using Core Spending Power (CSP) as a measure to gauge the overall change in resources available to Councils and has published this data for the period covered by the current Spending Review i.e. up to 2020. For Tower Hamlets the CSP calculation indicates a 3.7% reduction in cash resources available (£10.5m). However, CSP makes certain assumptions which are summarised below:

3.4.1.1. CSP assumes that Council Tax will be increased by the 2% ASC precept in every year to 2019/20. This is consistent with the position agreed for 2016-17 and modelled in the latest Medium Term Financial Strategy projections for 2017-18 to 2019-20. The value of the ASC precept in 2016-17 was £1.4m although this will vary annually according to any changes in the tax base.

3.4.1.2. CSP assumes that Council Tax will be increased by an inflationary element (based on an annual CPI rate of 1.75%) in every year until 2019-20. Whilst Tower Hamlets approved a 1.9% general increase in 2016-17 no such on-going assumption has been made in the MTFS for 2017-18 onwards. A 1.75% increase in the Council Tax would yield an estimated £1.3m

3.4.1.3. The historic average growth in the Council Tax base seen between 2013-14 to 2015-16 will be maintained. However, the government has never published the data that underpins this assumption; although an interpolation of the CSP data suggest that they have used a figure of 3.7% to 3.8% per annum. The current MTFS includes an assumed 3% per annum uplift for 2017-18 onwards. Based on the 2016-17 budgeted level of Council tax a 3% increase generates an additional £2.3m

3.4.2. The Core Spending Power calculation for Tower Hamlets is shown at Appendix 3.

3.4.3. Only to the extent that the above assumptions hold true will the CSP figure be a reliable indication of the Council's overall change in resources relative to other councils.

3.5. Revenue Support Grant (RSG)

3.5.1. Revenue Support Grant is currently the primary mechanism for providing direct central government grant support to Local Authorities. In general terms it assesses a council's need to spend through Relative Needs Formulae (RNF) and compares that with a council's ability to raise funding locally.

3.5.2. However, there are now a number of issues with its ability to achieve this successfully. In particular the RNF have remained largely unchanged for a number of years and central government policies aimed at limiting increases in Council Tax through a Council Tax freeze grant has introduced further distortions into the system. In addition, the extent to which RSG has provided the mechanism for the government to transact its austerity measures for Local Government means that RSG is estimated to have largely disappeared by 2020.

3.5.3. Notwithstanding the fact that the Government is proposing a four year funding guarantee, this substantively applies to the relatively small and diminishing amount of Revenue Support Grant (RSG) that the Council receives. The table below sets out the position shown in the Council's MTFS for its receipt of RSG and this reflects the basis of the government's four year funding guarantee as announced in the final 2016-17 Local Government Finance settlement.

3.5.4. On the basis that the Council will accept the guaranteed settlement the amount of RSG is not expected to change other than in 'exceptional circumstances' which reflects the Government's position as summarised in paragraph 3.3.3 above.

Year	Projected RSG £m
2016-17	68.665
2017-18	53.958
2018-19	43.795
2019-20	33.281

3.5.5. In 2019-20 RSG in Tower Hamlets is estimated to account for c£33m; at which point it will account for just over 10% of the Council's total funding requirement. From 2020 onwards, it will be subsumed into the new 100% Business Rate Retention Scheme. In essence the Government has proposed that the loss of the RSG will be more than offset by increases through the local retention of Business rates.

3.6. Business Rates

3.6.1. London Boroughs retain 30% of their Business Rate yield with the government retaining 50% and the Greater London Authority (GLA) retaining the remaining 20%. In the 2016 budget it was announced that from April 2017, and as a pilot scheme for the new Business Rate Retention Scheme, the GLA share of retained Business Rates in London will rise to 30% with a corresponding fall in the amount retained by Central Government (from 50% to 40%); there will be a corresponding reduction of TfL capital grant to the GLA which will reflect their increase in retained resources.

3.6.2. Under the existing arrangements, Resource Equalisation (the process of matching a council's assessed need for resources against its ability to raise those resources locally) is achieved through a combination of RSG (see earlier section) and the Business Rate top-up and tariff system. Tower Hamlets is currently a top-up authority - receiving c £4m per annum on top of its retained business rates quantum.

3.6.3. The government's Business Rate Retention Scheme (BRRS) has been in operation since 2013-14. In the most recent Spending Review the intention to move towards Local Authorities retaining '100%' of Business Rates was confirmed and in Budget 2016 some further details began to emerge. It is important to understand that the implications, alongside the elimination of RSG, of a fully retained Business Rates system in London might comprise:

- London Boroughs retaining say 60%-70% of Business Rates;
- The GLA retaining the residual element up to the full 100%;
- Resource Equalisation being achieved through a variant of the top-up and tariff system;
- Additional responsibilities being shared between GLA and the London Boroughs to recognise relative funding levels and transfers.

3.6.4. More generally, given that the move to a 100% retention of Business Rates will see Local Government retaining an estimated additional £12.5Bn of resources there will be a significant transfer of existing grants and other responsibilities to local authorities in recognition of the additional resources. This is in the same way that the London pilot sees a transfer of some TfL capital grant to the GLA to compensate for their increased retention of Business rates from April next year (para. 3.6.1)

3.6.5. . During 2016 there have already been a number of consultations relating to Business rates processes:

(i) A consultation on changes to the ***Appeals Process*** – A new three stage appeals system that allows ratepayers to Check, Challenge and Appeal their property valuations online is to be implemented from 1st April 2017. This is designed to resolve appeals more quickly and efficiently. The exact impact on income levels is not known and a further consultation has been issued with a closing date of 11th October 2016 which will aim to clarify the role of local authorities in the process. A smoother appeals process should provide greater certainty over our income levels and reduce the need to make large provisions for appeals. However, an assessment cannot be made of the extent to which this is possible until the outcomes of the most recent consultation are published; this might be expected towards the beginning of 2017.

(ii) ***Business Rates Revaluation*** – The next business rates revaluation will come into effect on 1st April 2017 and will be based on rental values as at 1st April 2015. It has been seven years since business rates were last assessed, increasing the difficulty in predicting individual bills.

The draft valuation list was expected to be released in late September or early October which will be the first opportunity for assessing the potential impact from this revaluation process.

During the Budget 2016 announcement the government made a commitment to review approaches to business rates revaluations. On 24th March 2016 the DCLG published a discussion paper which asked for consideration of three approaches to more frequent revaluations 1) the current system 2) A system based upon self-assessment 3) A formula based system. Consultation closed on the 8th July 2016, however, the outcome is yet to be published and no indicative date has been given.

(iii) In July 2016 the government published an initial consultation on the proposed changes necessary to allow for the implementation of a ***100% Business Rate Retention Scheme*** by the end of the Parliament. Responses to this consultation must be made by 26th September 2016.

3.6.6. In April 2017 when the revaluation takes place there will be a compensatory adjustment to the Uniform Business Rate (UBR) in order to demonstrate to businesses that the overall tax take from businesses remains neutral. Simply put if the revaluation indicates that Rateable Values have doubled the UBR will need to halve in order to maintain the overall balance. However, whilst this may hold true overall it will impact both individual businesses and in turn individual councils. The following issues need to be considered and factored in:

(i) The period between 2010 (the last valuation date) and 2015 was typified by slow economic growth in GDP within which there are likely to be sector specific issues;

(ii) London as a whole saw higher economic growth than the rest of the country;

(iii) Within London, Tower Hamlet's economic performance is likely to be stronger than many other parts of London, although given the importance of Canary Wharf to the Council's business rate performance there is also an adverse risk associated with the decision to leave the EU;

(iv) The revaluation process will, subject to the outcome of the recent consultations on approaches to appeals, introduce additional impetus for appeals. As the risk from successful appeals are shared in proportion to the retained element of Business Rates the proposed move from 2020 to the 100% retention scheme will increase the level of risk borne by the Council.

(v) It is also understood that consideration is being given to using the top-up and tariff arrangement to neutralise any impact from the revaluation. It will be important that this approach also reflects the impact of any transitional protection offered to businesses.

3.6.7. Taking all of these issues together but particularly the uncertainty around the new valuation list relating to business rate values from April 2017, it is suggested that a cautious approach to assumed Business Rate growth should be taken pending detailed analysis of the expected impact of the revaluation. This includes continuing to make prudent provision for a significant number of appeals and creating an appropriate reserve to cover the risk associated with the significant proposed changes to the Business Rate Retention Scheme over forthcoming years.

3.6.8. The Government has also announced its intention from 2020 to change the inflationary measure used to uplift the UBR multiplier from RPI to CPI which will have an impact on the expected yield from Business Rates at the point where it becomes fully retained by councils. Analysis of the relative movement in the two main measures of inflation (RPI and CPI) suggests that there appears to be a reasonable correlation between the trends in the two measures with CPI generally tending to be around 1% lower than RPI.

3.6.9. The MTFS includes the following figures for levels of Retained Business Rates. In light of the large number of uncertainties within this area, it is proposed that Business rates income projections remain at the levels contained within the MTFS.

Year	Original £m
2016-17	120.910
2017-18	126.750
2018-19	131.731
2019-20	137.172

3.7. Council Tax

3.7.1. Council Tax levels in Tower Hamlets were frozen in the period from 2009/10 to 2015/16 inclusive. However, the government grant used as an incentive to induce Council's to freeze their Council Tax has now been fully mainstreamed into RSG and, as a result, it has been and will continue to be subject to the reductions in RSG described above.

3.7.2. As a consequence once RSG fully disappears any benefit from the 'freeze grant' will also have disappeared. In reality this means that there will have been a significant impact on the Council's 'tax base' for collecting future Council Tax, equating to the cumulative loss of increases to the level of Council Tax over a 6 year period.

3.7.3. The government has also for many years maintained the power to limit what it considers to be excessive Council Tax rises. However, in 2016-17 it allowed authorities to introduce an Adult Social Care (ASC) precept of up to 2%, provided that it was fully allocated against ASC budgets. Currently any proposed increase, in addition to the ASC Precept, which is at or above 2% is subject to a binding referendum. So in practice for Tower Hamlets any increase at or above 4% would be covered by the need for a referendum.

3.7.4. Although the regulations governing the level at which a referendum would be necessary are set each year, it is reasonable to assume that future levels will be set according to the acknowledged pressures facing Adult Social Care services and an inflationary element consistent with the government's inflationary target (currently 2%).

3.7.5. In 2016-17 the Council resolved to implement a Council tax rise at 3.99% covering both the ASC precept and an inflationary element. For future years the MTFS currently assumes only the ASC element and this will need to be taken into account as part of the budget consultation feedback. There are two important issues to consider when consulting on potential Council Tax rises under the current funding regime:

- The government's Core Spending Power (CSP) calculation set out above and in Appendix 3, assumes that an inflationary increase in the Council Tax will be made each year to 2019/20 – even taking this into account the Tower Hamlets CSP indicates a 3.7% reduction in cash resources over the period (higher in real terms);
- Because of the way the government restricts Council Tax increases, any foregone increase in the council tax base cannot be subsequently recovered and the loss is therefore on-going.

3.7.6. Currently the Council Tax level is one of the lowest in London (6th out of 33). Appendix 4 sets out this relative position which allows an assessment to be made of how likely a change in the ranking is, dependent on decisions on changes to the Council tax rate taken by those councils with rates closest to the Tower Hamlets rate.

3.7.7. A 4% increase in Council tax equates to around £0.71p per week in 2017-18.

3.7.8. When the MTFS was agreed in February 2016 it assumed that the council tax base for 2016-17 would be 83,493 Band D equivalent properties; it also assumed subsequent increases in the tax base of 3% per annum.

3.7.9. Net increases in Band D equivalent properties within the first 6 months of this year are already higher than anticipated and it is therefore considered appropriate to rebase the 2017-18 Council tax base on a higher assumption. Although, in light of the risks to the housing market following the decision to leave the European Union (Brexit) it is suggested that the future working assumptions are reduced marginally to allow for an annual 2.5% increase (from 3%). The impact of raising the Council tax base for 2017-18 over the course of the MTFS period provides for additional Council Tax income of some £3.3m.

3.7.10. It is proposed that this additional sum is used to offset the assumed use of the General Fund Reserve across the MTFS period from £4.4m to £1.1m

3.8. The Collection Fund

3.8.1. For both Council Tax and Business Rates a Collection Fund operates to account for in-year activity i.e. the actual amounts collected taking into account changes in the tax base which happen during the year as new properties are added, taxpayers move, appeals are settled etc. however, the amount that is brought into an individual year's budget comprises three distinct elements:

3.8.2. The estimated yield from the precept for the forthcoming financial year (FY) i.e. 2017-18 based on the January 2017 CTB/ NNDR form (which once set does not vary);

3.8.3. The estimated surplus or deficit (based on the January position) from the current (2016-17) FY; and

3.8.4. The final surplus or deficit from the previous (2015-16) financial year, following closure of that year's accounts (bringing into account differences between the January estimate and the final outturn position).

3.8.5. An assessment of this factor will be made after completion of the relevant January 2017 CTB and NNDR forms and a decision made on that basis as part of finalising the 2017-18 budget proposals for Council in February 2017.

3.8.6. To the extent that there is an estimated surplus on the Collection Fund in 2016-17, both from Council Tax and NNDR, this could be brought into account for 2017-18. However, Full Council agreed a review of the Council Tax Reduction Scheme in 2016; if as seems likely that there is a Collection Fund surplus as a result of Council Tax growth it would seem to be an appropriate way to mitigate the impact of any changes to the CTRS, if agreed and implemented from April 2017, through a local

welfare support scheme, which could provide a support mechanism for those adversely affected by any changes.

3.8.7. Similarly growth in the NNDR tax base could be ring-fenced and targeted at measures which support and benefit businesses.

3.9. Sensitivities

3.9.1. The potential for changes to the above sources of funding and the possible impact of such changes is set out in the table below. All of the sensitivities are based on the data for 2016-17.

Sensitivity of Primary Funding Sources

	Impact of 1% change in forecast	**Comments**
Revenue Support Grant (RSG)	n/a	RSG is covered by the Government's four year guarantee. If the Council requests and is given the guarantee changes to RSG are only likely to be as a result of a significant change to the Government's macro-economic forecasts and therefore outside of a normal sensitivity approach.
Council Tax – tax base/ tax rate/ collection rate changes	£800k	The timing of variances in both Council Tax and Business Rates are also of significance because of the operation of the Collection Fund. Substantially variances are only reflected in the Council's revenue account in the two years following the variance occurring. Further details are given in Section 3.8 – Collection Fund.
Business Rates – tax base/ tax rate/ collection rate changes	£1.2m	
Grants overall	£600k	The effect against individual grants is significantly variable and so this should be treated with caution.

3.9.2. It is important to note that, for Business Rates in particular, as additional resources are retained the sensitivity impact correspondingly increases; so for example if the retained element changes from the current 30% to 60% the impact above would double to c£2.4m for each 1% change in the baseline.

3.10. Other Grants

3.10.1. In addition to the above sources of funding the Council receives a number of significant grants; some of which the government has already indicated as part of the Spending Review and the 2016-17 settlement how these might change over time. The table below sets out the other grants the Council receives.

Core Grants	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
New Homes Bonus	21,617	12,330	3,923	3,182
Education Services Grant	3,799	2,772	1,746	720
Public Health Grant	36,883	36,143	35,393	34,663
Improved Better Care fund	0	820	3,856	6,389
TOTAL NON-RINGFENCED	**62,299**	**52,065**	**44,918**	**44,954**

3.10.2. The Public Health Grant allocations set out in the Spending Review announcement indicated further reductions averaging real terms savings of 3.9% each year throughout the period to 2020-2021.

3.10.3. According to further details from Public Health England, the savings will be phased in at 2.5% in 2017-18, 2.6% in each of the two following years, and flat cash in 2020-21. There remains some uncertainty about the methodology that will be used to apply these reductions to individual councils' allocations since there has also been a consultation on potential future changes to the distribution methodology. However, an assessment of the estimated impact of these reductions has been made and reflected in the current MTFS; there are currently no indications that those assumptions are likely to be significantly different.

3.10.4. The Spending Review set out the overall envelope for New Homes Bonus (NHB) payments over the period to 2019-20 as being £1.485 billion for 2016-17, reducing to £900 million by 2019-20. There was also a separate consultation on reforms to NHB that were announced at the Spending Review; that consultation sought views on the options for change to two aspects of the Bonus: reducing overall costs by moving from 6 years to 4 of payments and reform of the Bonus in order to better reflect councils' performance on housing growth. The consultation closed on 10 March 2016 and the outcomes from that consultation, which will enable a more accurate estimation of future New Homes Bonus receipts, are still awaited.

3.10.5. Notwithstanding this, the core spending power figures (Appendix 3) published at the time of the Provisional Settlement included estimated NHB allocations in each of the years to 2019-20. A cautious view stated here that as this is time limited funding and links directly to supporting housing and infrastructure, this funding will be moved into the capital strategy to support the delivery of strategic priorities that require capital investment.

3.10.6. Overall Education Services Grant (ESG) has been cut as a first step towards achieving the savings of £600 million announced in the Spending Review. Although initially the Government's policy intention

was the transfer of all schools to academy status, leading to the eventual disappearance of ESG and most, but not all, of the associated duties; the Government's position has changed to one where this would not become mandatory. However, it is likely that there will be further academy conversions in Tower Hamlets and so the estimated trajectory for ESG has been maintained until better information becomes available.

3.10.7. An additional £1.5 billion of funding for authorities to spend on adult social care by 2019-20 is to be given to authorities through an improved Better Care Fund (IBCF) commencing from 2017-18. In part this new grant has been created through a top slice reduction to the existing New Homes Bonus.

3.10.8. The Government proposes to allocate this funding through a separate grant to local government using a methodology which benefits those councils who gain less from the additional council tax flexibility for social care. Receipt of the IBCF is shown over the course of the period to 2019-20 in the Core Spending Power calculation (Appendix 3) currently only 50% of the IBCF is included in the Council's MTFS which reflected a cautious approach taken in February when it was considered that some of this resource would be allocated to the NHS. This is not considered to be the case now and so the amounts in the table below can be added to the restated MTFS. It should be noted that the MTFS also now assumes that the additional IBCF will need to be used to fund new and additional activities and therefore the expenditure requirement within adult social care has been revised to reflect that assumption.

Year	Additional IBCF £m
2017-18	0.820
2018-19	3.856
2019-20	6.389

3.10.9. Whilst it is now understood that the IBCF will be fully allocated to the Council, it is understood that there will still be a requirement to agree shared plans for the spending of this allocation with the Clinical Commissioning Group (CCG) as is currently the case for the core BCF. It is unclear at this stage whether there will continue to be a requirement to pool this money as part of the core BCF

3.10.10. The New Homes Bonus (NHB) incentivises councils to increase the number of homes within the borough either through encouraging new build or bringing empty properties back into use. For each unit of growth

the Government provides additional grant funding, currently, for a period of 6 years. Tower Hamlets is the highest recipient of this funding source in the country receiving c £25m in 2016-17; it is also therefore at greatest risk from any adverse changes.

3.10.11. The consultation on 'sharpening the incentive' of New Homes Bonus ran from December 2015 to March 2016. In summary the proposals contained in that consultation would reduce the incentive payment from 6 years to 4, withhold payment to authorities that did not have a local plan, and not make payments for homes that would be built regardless of NHB (natural growth). These changes will have the impact of reducing future levels of NHB income. The outcome of the consultation is yet to be announced and there is currently no indication of when the impact from this potentially significant risk will be known. Currently a cautious view has been taken in the MTFS and until the government's intention in this area is known it is not proposed to make changes to the level currently assumed in the MTFS.

3.10.12. The MTFS already assumes a prudent approach to reducing the reliance on this source of funding in support of the revenue account. From 2018 onwards only £3m is assumed within the Council's revenue projections. To the extent that NHB in excess of the amounts in the revenue account are actually due it is now proposed that these are earmarked for investment in support of Priority Outcome 2 (2.2 Better Quality Homes for All). These investments are capital in nature and so the report to Cabinet in January will propose that the additional NHB is placed into a Capital Financing Reserve and the use of this reserve to deliver housing and infrastructure improvements will be a key strand within the developing Capital Strategy.

3.11. Growth and Inflation

3.11.1. Within the MTFS officers made various assumptions concerning the impact of demographic growth pressures and inflation on the budgets for all of the financial years covered by the MTFS. Within Adults and Children's Services, estimated pressures resulting from general population changes were included in the February MTFS and the underpinning assumptions behind those estimates are currently being reviewed to evaluate the extent to which they remain accurate and are likely to result in changed service demands.

3.11.2. In addition the need for growth to reflect regulatory changes such as the Apprenticeship Levy was also made which is a 0.5% tax on an employer's paybill and is estimated to cost the Council £0.8m.

3.11.3. Inflation relating to pay and price increases together with contract inflation has also been included at estimated levels based on the assumption that public sector pay will remain capped at no more than 1% and that general inflation will remain low. Contract inflation where it has been incorporated into the Council's contractual provisions has also been reflected.

3.11.4. To the extent that the assumptions already made in the MTFS change, this will either release resources and reduce the funding gap, or indicate an increased need for budgeted expenditure and thus increase the funding gap. At this stage there is nothing to indicate a fundamental need to amend the estimated provisions in these areas, although it will be kept under review and a final proposal will be made at the time that the budget is set.

3.12. Other Issues

3.12.1. Every three years the Pension Fund Actuary (Hymans) assesses the extent to which the deficit on the Fund has changed; the deficit will vary dependent on a number of factors including changes to the fund's membership and their associated age and service profile and the fund's investment performance.

3.12.2. The next triennial valuation is currently taking place based on April 2016 data and any revisions to the Council's contribution rate or deficit contribution will take effect from April 2017 and impact on the next three years (i.e. 2017 to 2020). The actuary will have initial results shortly which will be the subject of review and discussion with officers and the Pensions Committee in the period to December at which point any changes to the existing contributions rates will be known.

3.12.3. At this stage it is too soon to assess whether the provision made in the budget for increased contributions will be sufficient as final contribution rates will not be known until December at the earliest.

3.13. Saving Proposals

3.13.1. The Cabinet has embarked on a process to identify those areas where savings and efficiency proposals are consistent with its strategic priorities. As part of its Strategic Plan the Council has identified its three strategic priorities as:

(i) Creating opportunity by supporting aspiration and tackling poverty;

(ii) Creating and maintaining a vibrant, successful place;

(iii) A transformed council, making best use of resources and with an outward looking culture.

3.13.2. Within each of the strategic priorities a number of focussed outcome areas are set out which have formed the basis for evaluating the Council's performance and outcome achievements. The Cabinet and the Corporate Management Team have worked alongside each other to consider cost, performance and outcome data where available, to identify a number of opportunities for further investigation.

3.13.3. Benchmarking and other comparative data has been used to compare the Council's efficiency and performance with other similar authorities across the whole of the Council's budget and this has been used to focus an examination of expenditure across the Council based on the following key approaches:

(i) A focus on the outcome priorities, regardless of how the Council is structured, such that complementary services are considered in the round where they deliver against the same priority outcome.

(ii) Individual Directorates are not given nominal saving targets to achieve with the intention of avoiding a disjointed approach to saving proposals and again seeking to reinforce the synergies that can exist between services delivering against the same priority outcome areas.

(iii) Where the linkages against the Council's priority outcomes are not clearly evidenced there must be a strong indication that it fulfils a statutory function or another compelling case in order to justify its continued delivery.

(iv) Service provision for statutory functions should be considered equally against cost, efficiency and performance data to ensure that value for money is being achieved in the provision of all Council services.

(v) Where efficiency indicators suggest that other Local Authorities are delivering similar or better service outcomes for less, Directors have been challenged to initially identify and achieve cost reductions to align with the average cost of comparator authorities.

(vi) Approaches which align service delivery to 'best in class' performance should also be considered as a part of a longer term aspiration of the Council.

(vii) Acknowledge that in times of constrained or reducing resources a move towards centralised service provision is an accepted strategic approach unless there is evidence to the contrary.

(viii) Long term service transformation across the whole of the medium term financial planning period provides the opportunity to identify best practice and develop services that will reflect the fact that by the end of the planning period the Council will be spending significantly less on its services that it does now.

(ix) The Council's reserves will be reviewed and prioritised so that they can be used to effect service transformation and mitigate the risks associated with widespread service change and funding reductions.

(x) Front line services are prioritised against support services.

3.13.4. A number of ‘key lines of enquiry’ have been identified .and these have been initially reviewed by the Cabinet to consider whether they meet the above broad approaches. Service leads have started to develop the Business Cases necessary to establish:

- The validation of the extent to which they contribute to the overall savings target;
- The extent to which they align to the strategic approaches set out above;
- The performance metrics that can be set alongside the priority outcomes having implemented change;
- The extent to which investment or other support will be required to enable delivery;
- The timeframe for implementation taking into account the need for individual consultation with stakeholders where an external service change is proposed;
- The timeframe for implementation taking into account the need for staff and union consultation where an internal service change is proposed; and
- The risks associated with the proposals together with normal risk management procedures such as mitigating action and financial provision.

3.13.5. Within each of the strategic outcome areas the following approaches are becoming evident:

(i) **Strategic Priority 1 (People Services)** – In services for older people service transformation aimed at a shift towards self-help, self-care and prevention in line with the Care Act plus increased options for flexible extra care housing to reduce the need for people to move into residential homes. In services for people with learning disabilities, promoting independence and independent living and reducing the need for people to live in residential placements outside of Tower Hamlets. Consolidation and targeting of Public Health services. In services for Young People service transformation of the Integrated Youth and Community offer, better targeting of resources for those with Special Educational Needs and Disabilities.

(ii) **Strategic Priority 2 (Place Services)** – For environmental services better management in the demands for recycling, street cleansing and refuse disposal. Improvements to the efficiency of customer access,

including a review of the council's "local presence", contact centre provision and ways to support customer self-service through channel shift.

(iii) **Enabling Priority (A Transformed Council)** – Service efficiency reviews across all support and business administration services; considering the use of ICT to transform services and facilitate self-service solutions. Structural review across the Council covering senior management posts and giving strategic direction including reviews of spans of controls and layers of management across all services.

3.14. Strategic Support

3.14.1. In order to support the Council in the identification, review and implementation of a substantial number of proposals, Cabinet agreed to the procurement of a strategic partner. The invitation to tender set out the Council's intention to undertake a range of transformational projects and sought organisations that could provide the high level strategic support necessary to assist the Council to deliver these successfully.

3.14.2. The tender evaluation process has now concluded and subject to the required standstill period and formal agreement of contractual terms it is hoped that the successful organisation will commence working alongside the Council's Corporate Programme Management Office very shortly. Cabinet will be given a verbal update at the meeting.

3.15. Reserves

3.15.1. The Council retains a number of earmarked reserves which are intended to be used in support of identified purposes. In the light of the significant change required from the Medium Term Financial Strategy the Director of Resources has identified a number of actions to be taken in relation to the Council's reserves:

(i) A review of the level of and purpose for which earmarked reserves are being held with a view to releasing resources to be targeted towards the following areas:

a. A Transformation Reserve which will enable the procurement of support to deliver the strategic changes necessary to re-shape the Council in the light of the MTFS funding reductions.

b. An ICT Reserve to deliver the investment in ICT Infrastructure necessary to support the transformational changes.

c. A Capital Financing Reserve to support the developed Capital Strategy and enable investment in infrastructure (other than ICT)

d. A Strategic Investment Reserve to underpin the Investment Strategy which will provide for resources to be targeted at activities which deliver growth in the borough.

(ii) The development and agreement to a Reserves Policy that reflects the Council's approach to the Corporate prioritisation of reserves including the need to consider them only for one-off investment purposes.

3.15.2. In addition to Earmarked Reserves the Council maintains a General Fund (GF) reserve which is intended to provide cover against unforeseen risks. The level of General Fund reserves has risen due to the better than expected performance in the Council's 2015-16 outturn and as a consequence the Director of Resources has asked for the level of GF Reserve to be considered and agreed by Cabinet in the light of a reassessment of the Council's risks.

3.16. The Capital Strategy

3.16.1. In the same way that the Council is reviewing its revenue budget against its priority outcomes, there is also a need to consider its capital resources.

3.16.2. The Capital Strategy will need to encompass the external environment for infrastructure investment such as those set by the Mayor of London for housing growth in London. However, the Council has access to significant resources from S106 and CIL together with reserves that can be used to underpin an ambitious growth and investment strategy. The Council can also undertake prudential borrowing where the costs of such borrowing are affordable either from existing revenue resources or from resources generated from the capital investment itself.

3.16.3. A capital strategy would prioritise expenditure against the same priority outcomes within the Strategic Plan recognising the on-going benefits that would accrue from investment in assets which would accrue to the Council's revenue position as well as the need to invest in operational assets from which the Council will deliver services and maintain its infrastructure.

3.16.4. It is envisaged that the strategic partner will be able to assist in reflecting the Council's needs and aspirations against its resources such that a Capital Strategy can be considered and approved by the Cabinet in 2016 and used to inform its capital programme over a 10 -20 year planning horizon.

3.17. The Housing Revenue Account (HRA) and Rent Setting

3.17.1. The Cabinet received an updated HRA 30 year Business Plan in July 2016 which set out the major issues facing the strategic delivery of housing services within the borough over the long term.

3.17.2. The July report set out that there remain major uncertainties around the impact of government policy on housing services and these will be kept under review as the Council progresses its budget setting processes.

3.18. The Dedicated Schools Budget Strategy.

3.18.1. Officers will be developing a proposed strategy for the Dedicated Schools Budget (DSB) alongside the Schools Forum and in the light of the proposed government reforms to school funding including its proposals for a national funding formula including for high needs and early years and its academisation programme.

3.18.2. It is anticipated that the government's proposals will result in significant funding reductions but the level of reduction is not yet known. Further

details will be available in December once pupil numbers for the current academic year are confirmed and government proposals for schools become clearer.

3.19. 2020 Onwards

3.19.1. As the primary system of funding for councils moves from the existing largely central government grant support model (RSG, Top Up, Core Grants) to the 100% Business Rate Retention Scheme, there are a number of implications for council funding that are currently unknown or part of the latest Business Rate Retention Scheme consultation:

(i) The relative sharing of Business Rates in London between councils and the Greater London Authority;

(ii) How Resource Equalisation will be achieved between councils and whether this will be restricted to be managed within London or part of the wider council community;

(iii) What additional responsibilities would be transferred to London councils (or wider) given that the quantum of Business Rates significantly exceeds RSG. A potential list of functions or funding responsibilities that might transfer is set out in the Government's consultation as:

a. Revenue Support Grant
b. Rural Services Delivery Grant (n/a for Tower Hamlets)
c. Greater London Authority Transport Grant
d. Public Health Grant
e. Improved Better Care Fund
f. Independent Living Fund
g. Early Years Grant
h. Youth Justice Grant
i. Local Council Tax Admin. Subsidy and Housing Benefit Pensioner Admin. Subsidy grant
j. Attendance Allowance

3.19.2. At this point in time there is insufficient information to exemplify what the impact on the overall quantum might be from the factors set out above.

3.20. Budget Consultation and Scrutiny

3.20.1. The Council must undertake statutory budget consultation with Business Rate payers in the borough and it is also good practice to consult with Council Tax payers and a broad range of other stakeholders. In addition meaningful consultation must take place with service users before any changes to service provision are implemented.

Furthermore the Council's budget framework sets out the need for the Scrutiny Committee to be fully involved in the setting of the Council's budget.

3.20.2. This report will be presented to Scrutiny to keep them informed of the progress against confirming the funding gap and towards developing proposals aimed at bridging the funding gap over the MTFS planning period to 2020.

3.20.3. In that way Scrutiny are able to review and comment on the principles set out in this report and the progress being taken towards an outcomes based approach including specifically the broad range of measures being developed at this early stage as described in section 3.13. This is in advance of their detailed scrutiny of proposals once they have reached the point where Cabinet will be asked to consider their final budget proposals.

3.20.4. The scrutiny and consultation processes will recognise that developing proposals over a three year period means that business cases will be fully developed for proposals in the early years but that others will only develop fully later on. The on-going role of Scrutiny in scrutinising developed business cases and undertaking targeted reviews in a number of key areas identified by them is key to maintaining the rigour of budget scrutiny of the Medium Term Financial Strategy (MTFS). It will also include, consideration of the Capital and Investment Strategies.

3.20.5. This report will initiate public consultation on the broad areas of the developing themes and other key considerations such as any changes to the level of the Council tax.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1. All financial issues have been fully considered within this report and there are no additional points to make.

5. LEGAL COMMENTS

5.1. The report proposes consideration of a revised medium term financial plan. This is a matter that informs the budget process and may be viewed as a related function. It is, in any event, consistent with sound financial management and the Council's obligation under section 151 of the Local Government Act 1972 for the Council to adopt and monitor a medium term financial plan.

5.2. The report provides information about risks associated with the medium term financial plan and the budget. This is, again, consistent with the Council's obligation under section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is also consistent with the Council's obligation under the Accounts and Audit Regulations 2015 to have a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes

arrangements for the management of risk. The maintenance and consideration of information about risk, such as is provided in the report, is part of the way in which the Council fulfils this duty.

5.3. The Council is a best value authority within the meaning of section 1 of the Local Government Act 1999. As such the Council is required under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (the best value duty). The setting of a medium term financial plan is one of the ways in which the Council can achieve best value.

5.4. The Council is required to consult for the purposes of deciding how to fulfil its best value duty. It must consult with representatives of council tax payer, business rates payers, persons likely to use services and persons appearing to have an interest in any area within which the Council carries out functions. As the adoption of a medium term financial plan is one of the Council's existing arrangements, it is arguable that consultation is not required prior to its amendment. However, best value consultation will likely be required at the time of preparing the 2017-2018 budget.

5.5. When considering the medium term financial plan, any savings proposals and the strategic plan, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). A proportionate leave of equality analysis is required to inform the consideration required by the public sector equality duty. The report provides the borough equality analysis and sets out how equality impacts are addressed in relation to savings proposals. To the extent that savings proposals involve service changes which impact on individuals, consultation may be required to understand the impacts on those people.

5.6. Any consultation carried out for the purposes of either the best value duty or the public sector equality duty will need to comply with the following requirements: (1) it should be at a time when proposals are still at a formative stage; (2) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response; (3) adequate time must be given for consideration and response; and (4) the product of consultation must be conscientiously taken into account. The duty to act fairly applies and this may require a greater deal of specificity when consulting people who are economically disadvantaged. It may require inviting and considering views about possible alternatives.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1. The development of a rolling three year Medium Term Financial Strategy will support the more effective delivery of One Tower Hamlets priorities.

7. BEST VALUE (BV) IMPLICATIONS

7.1. The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. It is important that, in considering the budget, it is critical to demonstrate that resources are allocated in accordance with priorities and that full value is achieved.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1. The sustainable action for a greener environment implications of individual proposals in the budget will be set out in the papers relating to those proposals.

9. RISK MANAGEMENT IMPLICATIONS

9.1. Managing financial risk is of critical importance to the Council and maintaining financial health is essential for sustaining and improving service performance. Setting a balanced and realistic budget is a key element in this process. Specific budget risks will be reported to Cabinet as the budget process develops.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1. The crime and disorder implications of individual proposals in the budget will be set out in the papers relating to those proposals.

11. SAFEGUARDING IMPLICATIONS

11.1. The safeguarding implications of individual proposals in the budget will be set out in the papers relating to those proposals.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- Appendix 1- MTFS as presented to Council February 2016 (incl. updated grants and GF Reserve)
- Appendix 2 - MTFS Restated following Funding Assumptions Review
- Appendix 3 - Core Spending Power of Local Government
- Appendix 4 - 2016-17 Council Tax levels (ranked) - London

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

- None.

Officer contact details for documents:
N/A

MTFS as presented to Council February 2016 (incl. updated grants and GF Reserve)

Summary Draft Medium Term Financial Plan 2016-2020					
		2016-17	2017-18	2018-19	2019-20
		£'000	£'000	£'000	£'000
Net Service Costs		350,346	361,985	350,586	359,537
Growth					
Approved		27,563	(16,899)	3,451	3,400
New			0	0	0
Savings					
Approved		(4,000)	0	0	0
New		(17,423)	0	0	0
Inflation		5,500	5,500	5,500	5,500
Total Funding Requirement		**361,985**	**350,586**	**359,537**	**368,437**
Government Funding		(73,094)	(58,474)	(48,444)	(38,079)
Retained Business Rates		(120,910)	(126,750)	(131,731)	(137,172)
Council Tax		(76,884)	(80,775)	(84,862)	(89,156)
Collection Fund Surplus					
Council Tax		(1,278)	0	0	0
Retained Business Rates		(2,597)	0	0	0
Core Grants		(62,299)	(52,065)	(44,917)	(44,953)
Earmarked Reserves (Directorates)		(2,080)	(370)	(370)	0
Total Funding		**(339,141)**	**(318,434)**	**(310,325)**	**(309,361)**
Budget Gap (excl use of Reserves)		22,845	32,152	49,213	59,077
Unallocated Contingencies		0	0	0	0
Budgeted Contributions to Reserves		0	0	0	0
General Fund Reserves		(22,845)	(2,152)	(1,213)	(1,077)
Unfunded Gap		0	30,000	48,000	58,000
Savings to be delivered in each year		0	(30,000)	(18,000)	(10,000)
	31/03/2016	**31/03/2017**	**31/03/2018**	**31/03/2019**	**31/03/2019**
Balance on General Fund Reserves (£000s)	72,100	49,256	47,103	45,890	44,814

Appendix 2

MTFS Restated following Funding Assumptions Review

Summary Draft Medium Term Financial Plan 2016-2020					
		2016-17	2017-18	2018-19	2019-20
		£'000	£'000	£'000	£'000
Net Service Costs		350,346	361,985	351,407	363,393
Growth					
Approved		27,563	(16,899)	3,451	3,400
New			820	3,036	2,533
Savings					
Approved		(4,000)	0	0	0
New		(17,423)	0	0	0
Inflation		5,500	5,500	5,500	5,500
Total Funding Requirement		**361,985**	**351,407**	**363,393**	**374,826**
Government Funding		(73,094)	(58,474)	(48,444)	(38,079)
Retained Business Rates		(120,910)	(126,750)	(131,731)	(137,172)
Council Tax		(76,884)	(82,232)	(85,974)	(89,886)
Collection Fund Surplus					
Council Tax		(1,278)	0	0	0
Retained Business Rates		(2,597)	0	0	0
Core Grants		(62,299)	(52,885)	(48,773)	(51,342)
Earmarked Reserves (Directorates)		(2,080)	(370)	(370)	0
Total Funding		**(339,141)**	**(320,711)**	**(315,292)**	**(316,479)**
Budget Gap (excl use of Reserves)		22,845	30,695	48,101	58,347
Unallocated Contingencies		0	0	0	0
Budgeted Contributions to Reserves		0	0	0	0
General Fund Reserves		(22,845)	(695)	(101)	(347)
Unfunded Gap		0	30,000	48,000	58,000
Savings to be delivered in each year		0	(30,000)	(18,000)	(10,000)
	31/03/2016	**31/03/2017**	**31/03/2018**	**31/03/2019**	**31/03/2019**
Balance on General Fund Reserves (£000s)	72,100	49,256	48,561	48,460	48,113

Core Spending Power of Local Government;					
	2015-16 (adjusted)	2016-17	2017-18	2018-19	2019-20
		£ millions	£ millions	£ millions	£ millions
Modified Settlement Funding Assessment	187.9	170.7	158.0	150.9	143.8
Council Tax of which;	69.8	75.7	82.5	90.0	98.3
Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)	*69.8*	*74.2*	*79.4*	*84.9*	*90.9*
additional revenue from 2% referendum principle for social care	*-*	*1.5*	*3.2*	*5.1*	*7.4*
additional revenue from £5 referendum principle for lower quartile districts Band D Council Tax level	*-*	*-*	*-*	*-*	*-*
Improved Better Care Fund	*-*	*-*	*1.6*	*7.7*	*12.8*
New Homes Bonus and returned funding	25.2	*28.9*	*29.0*	*18.2*	*17.5*
Rural Services Delivery Grant	*-*	*-*	*-*	*-*	*-*
Core Spending Power	**282.9**	**275.3**	**271.2**	**266.9**	**272.4**
Change over the Spending Review period (£ millions)					-10.5
Change over the Spending Review period (% change)					-3.7%

Appendix 4

2016-17 Council Tax levels (ranked) - London

Rank	Inner/ Outer	Authority	2016/17 Council Tax	% Variance from next Auth.
1	Outer	Kingston-upon-Thames	1,407.24	7.17%
2	Outer	Richmond-upon-Thames	1,306.39	1.74%
3	Outer	Harrow	1,283.61	1.24%
4	Outer	Havering	1,267.64	3.91%
5	Outer	Croydon	1,218.13	0.66%
6	Outer	Sutton	1,210.03	0.17%
7	Outer	Haringey	1,208.01	0.81%
8	Outer	Waltham Forest	1,198.18	0.15%
9	Outer	Bexley	1,196.43	4.37%
10	Outer	Enfield	1,144.17	0.43%
11	Outer	Redbridge	1,139.22	1.59%
12	Outer	Barnet	1,121.07	0.73%
13	Outer	Hillingdon	1,112.93	0.58%
14	Outer	Merton	1,106.45	0.34%
15	Inner	Lewisham	1,102.66	0.13%
16	Outer	Brent	1,101.24	1.60%
17	Inner	Camden	1,083.66	0.36%
18	Outer	Hounslow	1,079.77	0.16%
19	Outer	Barking & Dagenham	1,078.03	0.63%
20	Outer	Bromley	1,071.27	1.06%
21	Outer	Ealing	1,059.93	3.75%
22	Inner	Greenwich	1,020.18	0.00%
23	Inner	Islington	1,020.15	0.17%
24	Inner	Hackney	1,018.42	3.64%
25	Inner	Lambeth	981.35	1.71%
26	Outer	Newham	964.54	3.54%
27	Inner	Southwark	930.38	1.02%
28	Inner	Tower Hamlets	920.85	6.90%
29	Inner	City of London	857.31	8.72%
30	Inner	Kensington & Chelsea	782.58	7.00%
31	Inner	Hammersmith & Fulham	727.81	44.50%
32	Inner	Wandsworth	403.91	2.68%
33	Inner	Westminster	393.07	

This page is intentionally left blank

Cabinet 4 October 2016	TOWER HAMLETS
Report of: Zena Cooke – Corporate Director of Resources	**Classification:** Unrestricted
Corporate Budget Monitoring Report Period 4 (July) 2016-17	

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 report details the projected outturn position of the Council at the end of Period 4 (July) 2016-17. The report includes details of:-

- General Fund Revenue and Housing Revenue Account;
- General Fund and HRA Capital Programme
- Key Balance Sheet information at end of June 2016

The Council's Medium Term Financial Strategy (MTFS) covering the period to 2019-20 was approved in February 2016. Government and grant funding is forecast to continue to fall, reflecting the on-going government austerity measures. The current projections suggest that the unfunded budget gap will be approximately £60m for the period to the end of 2019-20.

In the light of this it is important that strong financial management is maintained including remaining within the approved budget envelope, and developing and implementing approved saving proposals in accordance with the relevant timescales in order to avoid unplanned budget overspends occurring.

2015-16 Outturn Position

The 2015-16 outturn position showed an underspend of £12.1m which meant that, rather than the projected £7.8m drawdown from General Fund balances a contribution of £0.6m could be made. Usable Earmarked Reserves were also increased by £3.6m.

This puts the Council in a strong position to deliver against its MTFS target, however there are still risks inherent in some services for example Children's Services overspent by £4.7m

before the application of reserves and, across the Council, further service savings of £17m are approved for delivery in 2016-17 - £11.1m of which are in Children's and Adult Services.

Revenue Budget Position 2016/17

The Council's 2016-17 revenue budget was also agreed in February 2016 and set at £297.6m. This assumed a net service cost of £361.9m against which the authority can expect to receive £338.6m via Central Government funding, Council tax, retained Business rates and core grants.

The resulting funding gap of £23.4m is proposed to be funded from the General Fund Balance and is in large part intended to support expenditure or provision for expenditure on the new Civic Centre.

At the end of Period 4 (July 2016), the Council's projected outturn position against the following components is:

- A minor General Fund revenue underspend of £0.4m set out in Table1.
- A Housing Revenue Account surplus of £11.2m.
- A projected variance against the originally approved Capital Programme being below the budgeted amount by £82m.

Proposed service management action is set out within the detailed explanations in this report.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Council's revenue and capital financial forecast outturn position as detailed in Sections 3 to 7.
2. Note the Balance Sheet information in section 8.

1. REASONS FOR THE DECISIONS

1.1. The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to members, senior officers and other interested parties on the financial performance of the council. It sets out the key variances being reported by budget holders and the management action being implemented to address the identified issues.

1.2. Set alongside relevant performance information it also informs decision making to ensure that members' priorities are delivered within the agreed budget provision.

1.3. It is important that issues are addressed to remain within the approved budget provision or where they cannot be contained by individual service management action, alternative proposals are developed and solutions

proposed which address the financial impact; Members have a key role in approving such actions as they represent changes to the budget originally set and approved by them.

2. ALTERNATIVE OPTIONS

2.1 The Council could choose to monitor its budgetary performance against an alternative timeframe but it is considered that the reporting schedule provides the appropriate balance to allow strategic oversight of the budget by members and manage the Council's exposure to financial risk. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Management Team including approval of management action.

2.2 To the extent that there are options for managing the issues identified these are highlighted in the report in order to ensure that members have a full picture of the issues and possible solutions as part of their decision making.

3. DETAILS OF REPORT

3.1. General Fund Revenue

3.1.1. At the end of July 2016 service projections show a net General Fund revenue underspend of £0.4m. This position is based on budget managers' projections at the end of July and could be considered conservative given the outturn position achieved in 2015-16. However, achieving the 2016-17 savings of c£17m are a key component of successfully managing the budget and there are indications in most service areas of potential slippage against those proposals. It is important that managers continue to work rigorously to deliver these savings and also to manage any in-year pressures being seen.

3.1.2. There are however particular pressures and concerns within both Adults and Children's Services social care provision as a result of the non-delivery of savings approved in previous years as well as current pressures around the provision of social care packages. In addition there remain pressures against the ring-fenced Public Health Grant which has seen reductions by central government with further reductions confirmed for future years..

3.1.3. The use of General Fund Balances of £23.4m includes a contribution of £20m towards the refurbishment of the new Civic Centre in Whitechapel, together with the balance of £3.4m being provided for general support to the budget.

3.2. Housing Revenue Account (HRA)

3.2.1. The provisional HRA outturn is expected to show a £11.2m surplus. This sum is ring-fenced and will be added to the existing HRA Reserve of £32.1m as it cannot be used for other purposes. Full details can be found in section 5 of this report.

3.3. Capital Programme

3.3.1. The original capital Programme for 2016-17 has already been reduced by £28m from that approved in February 2016 and a further variance is now predicted - with expenditure a further £54m lower than the revised budget. Directorates have also only spent 3% of their capital budgets for the year (£6.7m against budgets of £200.3m) whilst this level of expenditure is consistent with the profile for previous years' this has resulted in the further underspending against the originally approved programme. Further information is provided in section 6.

4. FINANCE OVERVIEW

4.1. Table 1 below summarises the forecast revenue outturn position for the General Fund for 2016/17.

Table 1

Summary	Revised Budget	Actual	Forecast	Variance
	£'000	£'000	£'000	£'000
Law, Probity & Governance	9,367	1,468	9,367	**0**
Communities, Localities & Culture	72,664	11,908	72,909	**245**
Development and Renewal	14,900	4,181	15,200	**300**
Adults Services	124,790	36,328	128,290	**3,500**
Children's' Services	90,914	170,037	97,814	**6,900**
Resources	7,152	38,642	7,152	**0**
Corporate Costs incl. Capital Financing	-22,180	-1,664	(33,509)	**(11,329)**
Directorate Total	**297,607**	**260,900**	**297,223**	**(384)**
Use of General Fund	-23,410	0	-23,410	**0**
Total	**274,197**	**260,900**	**273,813**	**(384)**

4.2. The Council is facing a number of significant challenges, and the strategic use of reserves is an important component of supporting the successful delivery of a balanced Medium Term Financial Strategy (MTFS).

4.3. As previously reported, the Director of Resources has undertaken a review of existing reserves with the Lead Member for Resources and, taking into account the purpose for which they were originally created, there is scope for rationalising a number of these reserves and ensuring that they are targeted at supporting the Council's strategic priorities i.e. providing the investment and support necessary to deliver the MTFS savings.

4.4. In order to support the MTFS the Director of Resources has already proposed the consolidation of a number of corporately held reserves previously created to facilitate saving programmes and change and these have been brought together into a single transformation reserve.

5. Directorate Summary position

Law, Probity and Governance (Nil variance)

5.1. As at Month 4 the directorate is forecasting a balanced budget position. However, there are a number of potential risks that the service considers could change that position, these are being closely monitored and include:

- £153k income is due from the Cabinet Office in relation to reimbursement for previous elections' expenditure. The income has not been received yet and officers are following up with the Cabinet Office.
- The Communications service is being reviewed following changes to the East End Life publication there is a significant risk of budget pressure within the service for 2016-17 due to the expected loss of income. This is being reviewed and monitored and management action to address the budget pressure is being identified.

Communities, Localities and Culture (£245k overspend)

5.2. The CLC base budget has been reduced by £5.8m to reflect the transfer of the Youth Service to the Children's Service with effect from April 2016. Therefore the revised budget for CLC in 2016-17 is £72.664m.

5.3. The directorate is currently identifying a number of risks, totalling £2.4m, in delivering its 2016-17 MTFS savings proposals. This is due to the slippage in lead times for implementing some of the savings proposals. The directorate is seeking at this time to put in place actions that will result in most or all of the budget pressures being mitigated during the course of this financial year.

5.4. The absence of Senior Management in Safer Communities particularly has resulted in elements of the savings programme slipping. This affects the following agreed savings - expected income generation from the CCTV network (£400k) and the alternative service delivery for the Animal Warden Service (£160k). The service considers however, that it is possible that this position can be substantially recovered through management action.

5.5. The Leisure contract is expected to result in savings of £1.24m. However, the achievement of the savings opportunity is subject to the successful re-negotiation of the GLL contract which is currently in progress. Given changes in the directorate the management and delivery of this element of the savings programme needs to be re-allocated.

5.6. The remaining budget pressures relate to slippage against the lead in times for the commencement of the consultation process associated with staffing restructures.

5.7. The decision to provide the Mela Festival in-house following the termination of the Boishakhi Mela Community Trust (BMCT) is estimated to cost in the region of £286k. Up to £170k was approved from reserves and the remaining cost has been met from sponsorship funding, income and £25k from the Arts and Events budget.

5.8. In 2015-16 the parking account delivered a surplus which was added to the existing Parking Account Reserve. In the current financial year it is estimated that there will be a £0.5m surplus which will be used to fund highways reactive maintenance expenditure. This will provide some assistance with mitigating the slippage and overspends identified above.

Children's Services (£6.9m overspend)

5.9. The directorate is currently reporting a £6.9m overspend position at the end of Period 4. Currently there is a 2016/17 directorate savings target of £5.7m; those elements which relate to Social Care are considered to be partly at risk given current year pressures in that area. However, there also remains a further £0.9m relating to undelivered savings against 2015-16 proposals against which there are significant concerns.

5.10. There are also increasing levels of demand for Special Education Needs (SEN) services in the Borough. There has been a significant increase in the numbers of children and young people assessed as having special educational needs in the Borough. Changes in the demographic make-up of the Borough are also leading to impacts in both the size and nature of the demand. This additional demand is having a significant impact on budgets, with an estimated £1.2m overspend for 2016-17.

5.11. An independent review has been commissioned of the SEN service with the objective of providing a costed set of recommendations by end of September 2016 to identify the underlying demand and proposed solutions.

5.12. Within Children's Social Care (CSC) the current forecast overspend stands at £4.9m. The main driving forces for this overspend are the pressures around Looked after Children numbers (in particular complex needs cases) and the resultant need to maintain full staffing levels. This has required the use of more expensive agency staff and has led to an inability to meet the vacancy factor within the service area budgets.

5.13. The service re-design group, led by the CSC Service Head, has been undertaking a wholesale review of the CSC service area, looking at ways to maintain effective service provisions alongside actions for bringing the current budget variances back into line.

5.14. The Contract Services trading account continues to have the same pressures that were seen in 2015-16, which resulted in an overall £1.3m overspend. Current profiles suggest that 2016-17 will be no different, with a similar level of overspend being projected. Strategies are needed which will equalise the disparity between increasing expenditure and static income streams. A Service review has started, with the findings expected shortly. However this is unlikely to be in time to materially affect the 2016-17 figures.

5.15. The Youth Service has recently transferred to the Children's Service. Following a significant underspend in 2015-16 the service has moved to deliver an interim service offer pending the development of a sustainable service offer for the future. The interim service offer and the on-going service redesign are expected to contribute to the overall

Council's savings programme and it is expected that there will be a smaller underspend (c£200k) in 2016-17 than that seen in 2015-16.

Adults' Services (£3.5m overspend)

5.16. The directorate is currently reporting a £3.5m overspend position at the end of Period 4. The Public Health Service has identified a net overspend of £2.3m which reflects the the gap between savings agreed and the full effect of the central government grant reduction. The remaining Public Health reserve is now fully utilised. The service is working on a further recovery plan..

Adult Social Care is forecasting a £1.2m net overspend. There has been a net increase of 53 service users to date as well as undelivered savings from previous years which are contributing to this overall position.

5.17. New budget and activity reports have recently been put in place and this should help to validate the forward projections of spend in line with savings targets. The service is also considering how additional savings can be made to mitigate the current predicted overspend.

Development and Regeneration (300k overspend)

5.18. The directorate is currently reporting a broadly balanced position at the end of Period 4 with pressures expected to be offset by additional planning income. The following risks have, however been identified with the Directorate.

5.19. Building Control Revenue - This income budget represents the fees that are generated by the General Fund element of the Building Control service. Following the decision for the UK to leave the European Union, there is a risk that the housing market may decline. If so, this could lead to a reduction in activity and therefore fee income.

5.20. Housing Regeneration - This service is financed through recharges to capital projects, in particular regeneration schemes. Although income is also recharged for work that is undertaken on behalf of partners - e.g. CPO and Rights of Light activities, going forward there could be pressures on this revenue budget if capital projects do not progress.

Resources (Balanced)

5.21. As at Month 4 this directorate is forecasting a balanced budget position. However, an overspend in excess of £200k is currently forecast within the Customer Access budget as a consequence of THH withdrawing services from SLA arrangements. This is expected to be managed within directorate resources on a temporary basis until the longer term implications are resolved as part of the wider review of the customer access strategy across the Council.

Corporate Costs & Capital Financing (Budget provision of £11.3m available)

5.22. Corporate cost budgets comprise provisions for unforeseen events (contingencies) and Council wide budgets for growth and inflation approved at the time of the MTFS and totalling some £5.5m. A number of service based pressures may form legitimate calls against the growth budget at which time the appropriate budget transfer will be made to reduce the service overspend position. However, currently these are being held and reflected centrally.

5.23. Currently the contingency budget (£3.1m) will be used to offset any service pressures highlighted above although the Director of Resources has made it clear that she expects services to have fully considered management action to contain pressures. Corporate provision specifically to manage the risk associated with the slippage against approved savings can also be applied where it is clear that unavoidable delays are being experienced.

5.24. Given the level of underspending against the capital Programme for both the general fund and the HRA it is estimated that the need for borrowing in 2016/17 is much lower than expected and this will lead to an underspend against the corporate capital financing budgets.

6. Housing Revenue Account (HRA)

6.1. The overall projected HRA underspend of £11.2m is due to two main variances; the first is that the 2016-17 HRA budget assumes that a levy of £8.4 million would be payable in relation to the Sale of Higher Value Void properties policy contained within the Housing and Planning Act 2016. At the moment it is not yet known when this levy will come into effect, what the size of the levy will be and whether the levy will be revenue or capital in nature. Therefore, it is now being assumed that there will be no cost against this budget in 2016-17.

6.2. In addition, the HRA budget assumes a Revenue Contribution to Capital (RCCO) of £2m. A decision will be made at the end of the financial year about how best to finance the HRA capital programme, at which point it may be considered appropriate for the HRA to use other resources. Given that the current projected HRA capital expenditure is showing an £18m positive variance the forecast assumes that no RCCO will take place.

6.3. As well as these two main areas there are some small variances forecast, the principal ones being that non-dwelling rental income (from shops) is projected to be higher than budget, and it is currently forecast that there will be a small overspend on the repairs budget due to pressures arising, particularly in relation to communal repairs.

7. Capital

7.1. The capital budget for 2016-17 now totals £200.3m, decreased from the £228.0m reported to Cabinet in February 2016 as part of the budget-setting process. The decrease is mainly due to re-profiling into 2017-18 of housing schemes relating to new housing supply which are at the pre-construction stage.

7.2. Total capital expenditure to the end of Quarter 1 represented 3% of the revised capital programme budget for 2016-17 as follows (and 7% as at month 4):

	Annual Budget as at 30-Jun-16	Spent to 30-Jun-16	% Budget Spent (Q1)	Spent to 31-Jul-16	% Budget Spent (Month 4)
	£m	£m	%	£m	%
TOTALS BY DIRECTORATE:					
Adults'	15.301	0.023	0%	0.025	0%
Children's	21.723	1.545	7%	3.866	18%
Communities, Localities and Culture	16.401	0.366	2%	0.640	4%
Development and Renewal	7.163	0.164	2%	0.239	3%
Housing Revenue Account (HRA)	105.551	4.632	4%	9.961	9%
Corporate	34.205	0.000	0%	0.000	0%
GRAND TOTAL	**200.344**	**6.730**	**3%**	**14.731**	**7%**

7.3. This compares with 3% at Quarter 1 last year (6% at month 4). 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.

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

	Annual Budget as at 30-Jun-16	Projection 31-Mar-17	Forecast Variance
	£m	£m	£m
TOTALS BY DIRECTORATE:			
Adults'	15.301	15.301	0.000
Children's	21.723	21.706	-0.017
Communities, Localities and Culture	16.401	14.414	-1.987
Development and Renewal	7.163	2.647	-4.516
Housing Revenue Account (HRA)	105.551	87.633	-17.918
Corporate	34.205	4.205	-30.000
GRAND TOTAL	**200.344**	**145.906**	**-54.438**

7.5. A variance of £54.438m is currently being projected. The main reasons for the variance are as follows:

- **Corporate Budget Provision for Infrastructure Delivery (£30.0m)**
  Details of this scheme are still being developed. Cabinet sessions have been scheduled to agree allocations in the year. It is anticipated any amounts unspent in the current year will be rolled forward to be delivered in later years.

- **New Housing Supply – budget provision (£13.9m)**
  This budget relates to provision set aside within the capital programme for future new-build schemes.

- **New Housing Supply – schemes on site (£1.2m)**
  This budget relates to new-build schemes that are currently on site (Watts Grove and the Extensions programme) or where work has finished and accounts are being finalised (Bradwell Street). It is forecast that the Extensions programme will underspend against the budget due to fewer extensions being completed than originally planned.

- **Blackwall Reach (£2.1m)**
  The remaining spend on this scheme relates to the purchase of leasehold interests, and it is forecast that due to delays in acquiring all necessary properties, this scheme will slip into future years.

- **Community Buildings Support Fund (£1.5m)**
  A report asking the Commissioners to note plans for reallocating the funding set aside for the Community Faith Buildings Support Scheme was agreed in April 2016. A further report will be presented to Cabinet in due course setting out the new proposals.

- **Building Schools for the Future (£1.3m)**
  The BSF programme is substantially finished. Final accounts are still being concluded and once this is resolved, a proposal will be brought forward to utilise any remaining resources.

- **Transport Section 106-funded Schemes (£1.3m)**
  Slippages are expected to occur due to the extension of work plans and objections raised following the consultation process.

- **D&R Indicative Section 106 Schemes (£1.0m)**
  This budget area relates to s106 funded schemes that are yet to be formally approved through the new s106 & CIL Infrastructure Delivery Board.

Capital Receipts

7.6. Capital receipts received in 2016-17 from the sale of Housing and General Fund assets as at 30th June 2016 are as follows:

	£m	£m
Dwellings Sold under Right To Buy (RTB)		
Receipts from RTB sales (80 properties)	11.106	
less poolable amount paid to DCLG	-0.439	
		10.667
Sale of other Housing Revenue Account (HRA) assets		
Preserved Right to Buy receipts	0.361	
11-31 Toynbee St and 67-69 Commercial St	8.000	
32-34 Hessel St	0.024	
		8.385
Sale of General Fund assets		
2 Jubilee St	4.050	
		4.050
Total		**23.102**

* Receipts shown gross before costs of sale are deducted

7.7. 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.

8. Balance Sheet Information

8.1. The following information relating to the Council's balance sheet assets and liabilities is intended to give Members further information relating to the overall position of the Council's finances.

Debtors (assets)

8.2. Debtors are individuals, organisations and companies that owe the Council for goods and services. In year debtors are usually lower as a number of debtors are raised at year end to recover income from other government bodies.

	31 March 2016	30 June 2016	
Debtors	**£m**	**£m**	
- Council Tax Debtors*	16.5	14.1	
- NNDR Debtors*	14.6	14.2	Some backdated bills raised in 2016-17
- Other Debtors	66.2	37.5	Year-end debtor invoices paid in early 2016-17
Total Debtors	**97.3**	**65.8**	

* only debt pre 31/03/16 shown

Creditors (liability)

8.3. Creditors are individuals, organisations and companies that the Council owes for goo and services.

	31 March 2016	30 June 2016	
	£m	**£m**	
Total Creditors	201.8	98.5	Most year-end accruals paid in early 2016-17

Reserves

8.4. Amounts set aside, which do not fall within the definition of a provision, to fund items of anticipated expenditure. These include general reserves or balances which every Council must maintain as a matter of prudence.

	31 March 2016	31 March 2017 (forecast)	
Usable Revenue Reserves	**£m**	**£m**	
- General Fund	72.1	48.7	
- Housing Revenue Account	32.1	43.3	Ring-fenced
- Schools	31.8	31.8	
- Earmarked Reserves	122.0	138.0	Includes £20m for New Civic Centre
- Capital Receipts unapplied	86.3	86.3	RTB receipts increased. Spend of receipts monitored to maximise usage and avoid penalty interest
- Capital Grants unapplied	56.2	56.2	
- Major Repairs Reserve (HRA)	9.2	9.2	
Total Reserves	**409.7**	**413.5**	

Business Rates

8.5. The first quarter of 2016-17 has seen the rateable value increase from the initial estimate of £842,978,868 to £867,838,237 at the end of June. As a result of this, Gross Rates receivable have also increased to £430,898,606 and is currently over £10m ahead of the forecasted end of year position. In terms of budgeted income, collection is on course to achieve target and is at 28.37% for the year as at 30th June 2016.

8.6. A review of Charitable Relief has seen a drop in the cost of awarding the relief of over £3m, but it is anticipated that this will increase again as full rate demands are sent out to those who have yet to complete the online application. It is however anticipated that the cost of charitable relief will reduce as a result of the review.

Council Tax

8.7. In 2016-17 the total budgeted yield from the Council Tax base is £99,928,720, of which the Council retains £76,885,062 (76.9%). This calculation is based on a tax base of 83,493 chargeable properties. As at 30th June, the tax base has risen to 83,779, so at this stage is ahead of the projected end of year position, although at

this time of year students exemptions are at their lowest point, and these will increase again in September.

8.8. The budgeted collection rate is slightly ahead of target at 25.9% for the quarter ending 30th June 2016. Further growth in chargeable properties will be closely monitored to ensure Council Tax income potential is maximised and that sustainable growth in the Council Tax base is reflected in the MTFS.

9. COMMENTS OF THE CHIEF FINANCE OFFICER

9.1. This report is primarily financial in nature and therefore financial comments are included throughout; there are no additional comments to make.

10. LEGAL COMMENTS

10.1. The report provides financial performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.

10.2. 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 financial and other performance information is an important way in which that obligation can be fulfilled.

10.3. 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.

11. ONE TOWER HAMLETS CONSIDERATIONS

11.1. The budget monitoring report assists in reviewing the financial performance 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

12.1. The Council's achievement of the principles of Best Value are assessed annually as part of the final audit of the Council's financial statements by the Council's external auditors KPMG.

13. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

13.1. There are no specific actions for a greener environment implications

14. RISK MANAGEMENT IMPLICATIONS

14.1. 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

15.1. There are no specific crime and disorder reduction implications.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices
None

Cabinet 4 October 2016	
Report of: Melanie Clay, Director of Law, Probity and Governance	**Classification:** Unrestricted
Quarter 1 2016/17 Strategic Performance Monitoring	

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

Executive Summary

The council uses a basket of performance measures to track delivery against priorities and this is supported by key strategic activities which are outlined in the Strategic Plan. This monitoring report details the council's performance at the Quarter 1 (April-June) Stage.

Recommendations:

Cabinet is recommended to:

1. Review progress in delivering the strategic measures at the quarter 1 stage (appendix 1) and final outturns and commentary for 2015/16 (appendix 2);

1. REASONS FOR THE DECISIONS

The council uses a basket of performance measures to track whether it is delivering on its priorities and this is supported by key strategic activities as outlined in the Strategic Plan. This monitoring report details the council's performance at the quarter 1 (to June 2016) stage.

Cabinet is asked to:

- Review progress in delivering the strategic measures at the quarter 1 stage (appendix 1) and final outturns and commentary for 2015/16 (appendix 2);

2. ALTERNATIVE OPTIONS

2.1 The Council reports its strategic performance. Significant variations, trends and corrective action are reported in the body and appendix 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 PERFORMANCE MEASURES

3.1 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.

3.2 **Appendix 1** illustrates the latest performance against our strategic measures. Performance against the current 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'. If performance has deteriorated compared to the same time last year, it is indicated as a downward arrow ↓; if there has been no change (or less than 5% change, or no statistically significant change for survey measures) it is neutral ⇔; and if performance has improved compared to the previous year, it is indicated as an upward arrow ↑.

2015/16 Final Outturn Reporting Update

3.3 Since the year end 2015/16 performance reporting was undertaken, final outturns for several outstanding performance measures is now available.

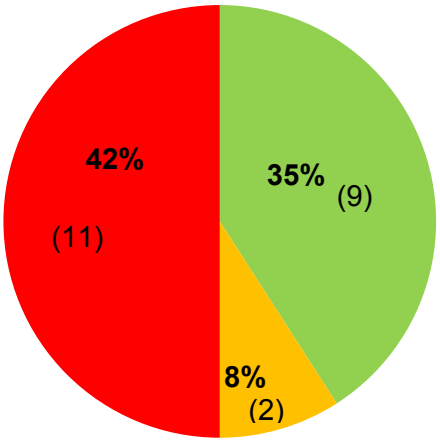
Outturn and commentary information is included in **Appendix 2** for these indicators.

3.4 There is one measure where the 2015/16 year-end outturn is still outstanding, the outturn will be reported at the quarter 2 stage:

- ***Percentage of overall council housing stock that is non-decent*** – *year end data is expected shortly after quality checks have been completed.*

Strategic Performance Measures – Quarter 1 (April-June 2016)

3.5 The number of strategic measures available for reporting fluctuates between periods due to the different reporting frequencies of the measures. Of the 71 measures in the strategic set, including subsets of measures, 26 are reportable this quarter. The chart below shows the breakdown of these indicators by RAG performance:



Green = meeting or exceeding target

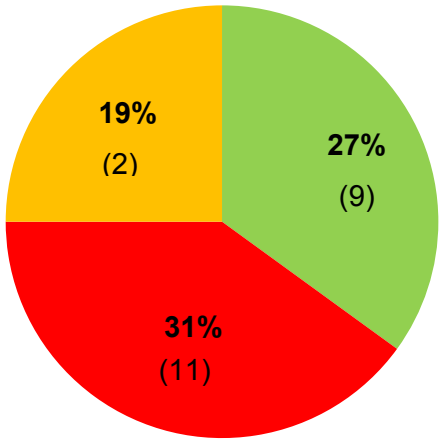
Amber = better than the minimum expectation but below the target

Red = below the minimum expectation

- For those measures where targets have not been set, performance against target cannot be reported; of the three measures in this category, one has maintained performance compared to this time last year, one has deteriorated and direction of travel cannot be assessed for one measure where there is no previous outturn information available.

- Overall 7 indicators (33%) show improved performance compared to last year (↑), 5 (24%) are stable (⇔), 9 (43%) have deteriorated (↓), and five new measures where direction of travel cannot be measured.

- Direction of travel – comparing current outturn to this time last year:



⇧ = better than this time last period
⇨ = performance same as this time last year
⇩ = performance deteriorated compared to this time last year

3.6 There are 4 strategic performance measures which report on a quarterly basis but Q1 data is currently not available due to a time lag in reporting; outturns for these measures will be included in the next reporting period:

- Number of Smoking Quitters;
- Proven re-offending by young people;
- Homelessness Prevention; and
- Percentage of household waste sent for reuse, recycling and composting.

3.8 The relatively high proportion of measures that are red and deteriorating is not untypical at the Q1 stage as there can be a phased start to delivery including for some cumulative measures such as those relating to job starts, business support and housing delivery.

Performance Summary

3.9 The following sections detail our performance under two key headings:

- High performance and areas of improvement
- High risk areas

High Performance and Areas of Improvement – Quarter 1

3.10 Measures that exceeded their target or have improved compared to quarter 1 last year include:

3.10.1 Creating opportunity by supporting aspiration and tackling poverty

- ***Overall employment rate – gap between borough and London average*** – the percentage point gap between the borough's employment rate and the

London average is 1.3 percentage points; the target has been exceeded and the gap has narrowed compared to this time last year

- ***Employment gap for women – the gap between borough and London average*** – the gap of 3.7 percentage points is lower than the target of 6.9 and 1.7 percentage points better the same period last year.
- ***NEETS*** – at 3.10 percent, the in-year target has been exceeded and there has been an improvement compared to this time last year
- ***Early Years Attainment*** – 66.8 percent of children in the cohort achieved 'a good level of development'; the minimum expectation has been exceeded and there has been a 5.2 percentage point improvement compared to last year
- ***Number of adoptions and special guardianship orders for looked after children*** - an outturn of 11 percent has been achieved; the in-year target of five has been exceeded. The number of children has increased by nine compared to the same period last year.
- ***Average time between a child entering care and moving in with its adoptive family*** – the number of days this quarter is 634; whilst the minimum expectation has not been met, there has been a significant reduction in the number of days taken (-128 days) compared to this time last year.
- ***Percentage of people aged over 65 who are receiving long-term support*** – the number per 10,000 population was 1,415, the target of 1,470 has been exceeded.

3.10.2 Creating and maintaining a vibrant, successful place

- ***Number of affordable units provided as wheelchair accessible / adaptable*** – the target of 10 percent of affordable homes (14 units) has been met.

3.10.3 A transformed council, making best use of resources with an outward facing culture

- ***Percentage of council tax collected (budgeted)*** and ***Percentage of non-domestic rates collected (budgeted)*** – both measures have exceeded their targets of 25 percent.

High Risk Areas

3.11 As part of the monitoring of our performance each quarter, analysis is undertaken to identify those measures at risk of not achieving their annual target. This includes measures that are below the minimum expectation and have deteriorated since the corresponding quarter for the previous year.

Creating opportunity by supporting aspiration and tackling poverty

3.11.1 ***Employment gap for BME residents – reducing the gap between borough rate and employment rate for BME residents*** – The employment rate of BME residents in the borough was 62.5 percent compared to the borough average of 65.5 percent equating to a gap of 3 percentage points. The target was missed and there was an increase in the gap of 0.2 percentage points compared to the same period last year.

While the employment rate for BME residents in the borough is also 1.9pps higher than this time last year. The London average rate increased 2.1pps. The revised Local Economic Assessment suggests that BME residents (particularly women) are still over represented in both unemployment and benefit claims statistics. There are a range of different barriers to work associated with BME clients including English, basic skills and access to networks. Long term and economically inactive BME residents will continue to be a focus for the Employment & Skills delivery service and will form part of the focus of the new integrated employment service. With a target of 1,000 residents into employment through Council activities, an 850 net increase of BME residents into work represents a closing of the gap by 0.15pps.

Creating and maintaining a vibrant, successful place

3.11.2 ***Number of affordable homes delivered (gross) –*** 142 affordable homes were delivered during Quarter 1, 133 homes short of the minimum expectation and 78 fewer than this time last year.

Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. 142 affordable homes have been delivered in Q1 against a minimum expectation of 277 and target of 344 units. However, it is anticipated that the end of year total will be within the target range. Our current prediction is for the completion of 1,340 affordable units in this financial year. Performance for quarter 1 was expected to be higher, as several schemes due for completion in quarter 4 of last year were reported as having slipped into quarter 1. However, there are a number of schemes which are substantially complete, perhaps even achieving technical completion for the purposes of GLA grant claims, but still not ready for occupation, which is the completion requirement for Council monitoring. These delays are expected to be resolved soon and should lead to a higher outturn for quarter 2. As is regularly reported, there can be no action plan to remedy quarterly underperformance, as the distribution of completions will never fall into an equal four quarter split and there is nothing that the Council can do to influence the actual date of handovers.

3.11.3 ***Number of affordable social housing completions for family housing*** – in Quarter 1, 44 units were delivered, the minimum expectation of 87 was missed and there were 49 fewer than this time last year. However, this does represent 42% of the rental delivery in Quarter 1, so is acceptably close to our 45% policy target.

3.11.4 ***Lets to overcrowded households*** – 173 overcrowded families have been rehoused in Q1 which is below the Q1 minimum expectation of 235. This is due to the number of total lets being low for the quarter at 393, but there were a number of outstanding offers to people on the housing register at the point of reporting, on which a decision to take or reject the let had not yet been taken. It is anticipated that the number of units becoming available to let will increase towards the end of the year due to handover of the new build units and if outstanding offers to those on the housing register result in lets it is likely we will see an increase in lets to overcrowded households. However, the fact that we operate a choice based lettings scheme and have no control over bidding preferences - who and how applicants bid - it is not possible to accurately predict lets outcome.

3.11.5 ***The number of households who considered themselves as homeless, who approached the local authority's housing advice services and for whom housing advice casework intervention resolved their situation*** – the final outturn for 2015/16 was 5.49 per 1,000 households prevented from becoming homeless; the minimum expectation of 5.94 was not met. A total of 636 households were prevented from becoming homeless ending in Q4, 36 (0.45 percentage points) households lower than in 2014/15.

The borough has grown by 2,610 households over the year and this has had an effect on the homelessness prevention rate. It is worth noting that 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 worsen. 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 to 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 levels. Where possible, we continue to negotiate with Housing Benefit to resolve arrears problems, and negotiate with landlords, to ensure tenants

can remain in their properties and thus prevent homelessness. This financial year, the measure will be reported as an actual number rather than a rate.

A transformed council, making best use of resources with an outward facing culture

3.11.6 ***Sickness Absence*** – the number of days lost due to sickness absence in the rolling year to June 2016 is 9.49. The minimum expectation of 9.25 days has been missed and compared to the same period last year there has been a deterioration of 1.17 days. Both short term and long term absence has risen over recent years. A programme has commenced to address the rise and manage sickness absence back to the previously lower rates. The approach will be to focus on:

- Clear policies
- Consistently applied return to work meetings
- Management confidence in medical referrals
- Focused attention on teams with higher absence rates
- A positive employee wellbeing environment

HR resources have been identified to implement the programme and progress will be closely monitored by the Corporate Management Team.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 This is a noting report and highlights progress with strategic measures during the first three months of 2016/17. The cost of these activities is funded through the Council's General Fund Revenue and Capital budgets, agreed by full Council on the 24th February 2016. 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 an Improved Local Environment Plan 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 Less Crime and ASB Plan theme, however there are no specific crime and disorder reduction implications.

11. SAFEGUARDING IMPLICATIONS

11.1 There are no specific safeguarding implications.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

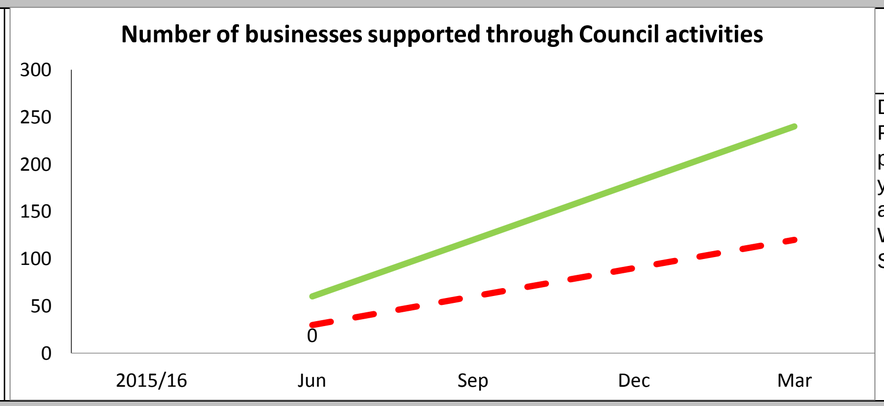
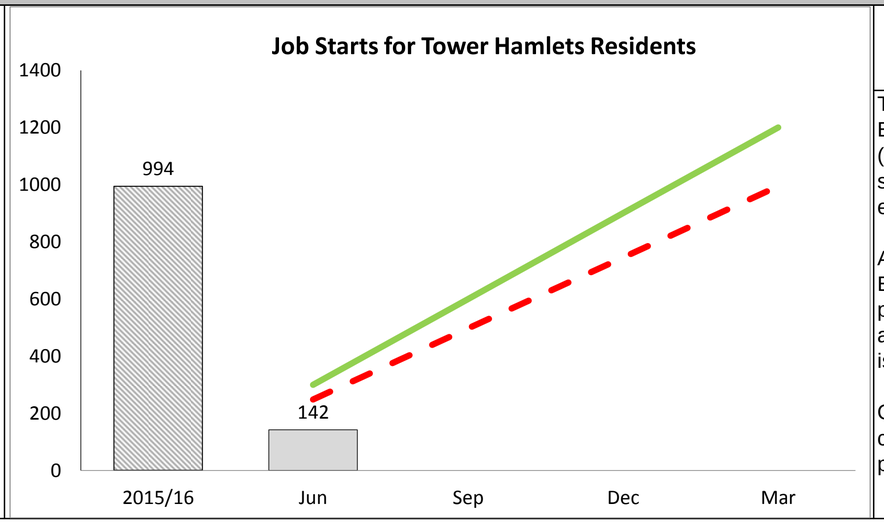
Appendices

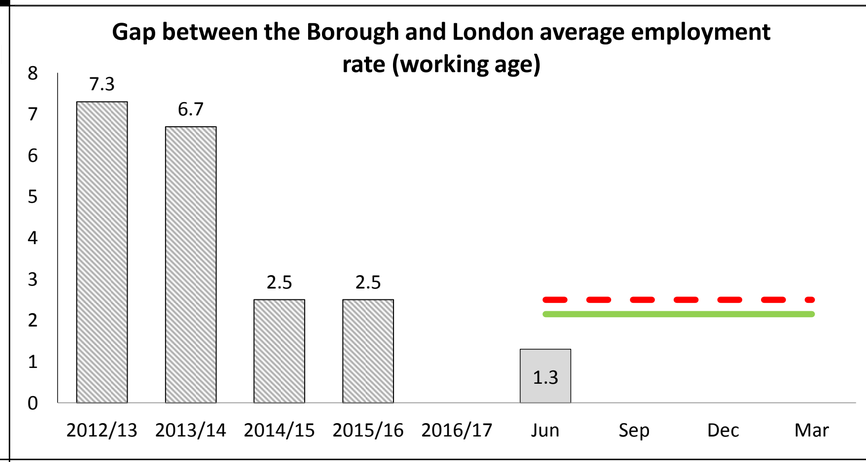
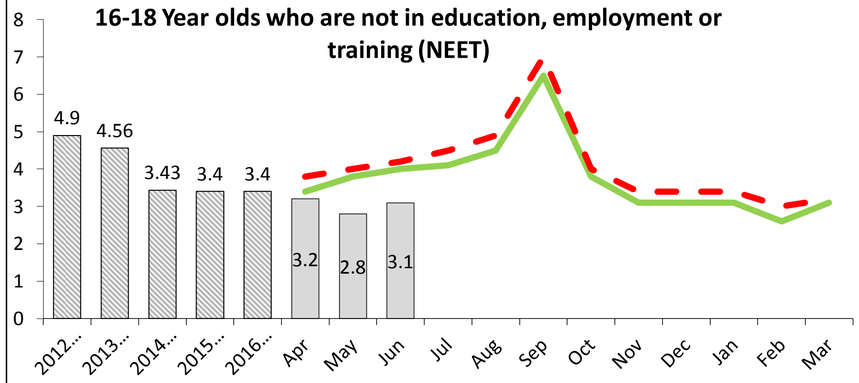
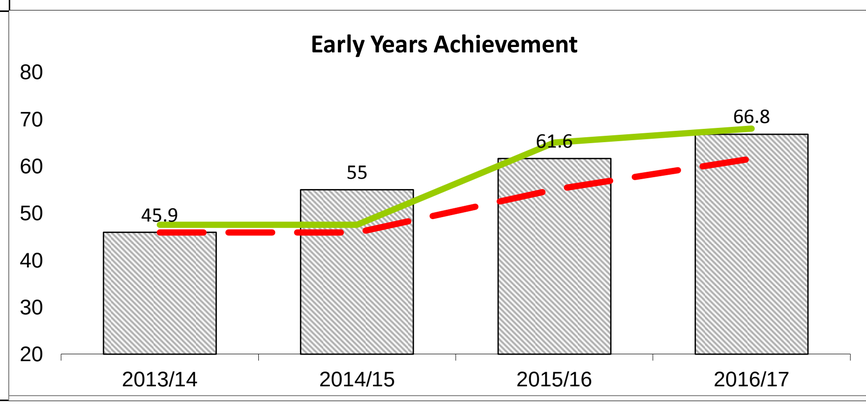
- Appendix 1 – strategic measures at the quarter 1 stage
- Appendix 2 – outstanding 2015/16 strategic measures

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

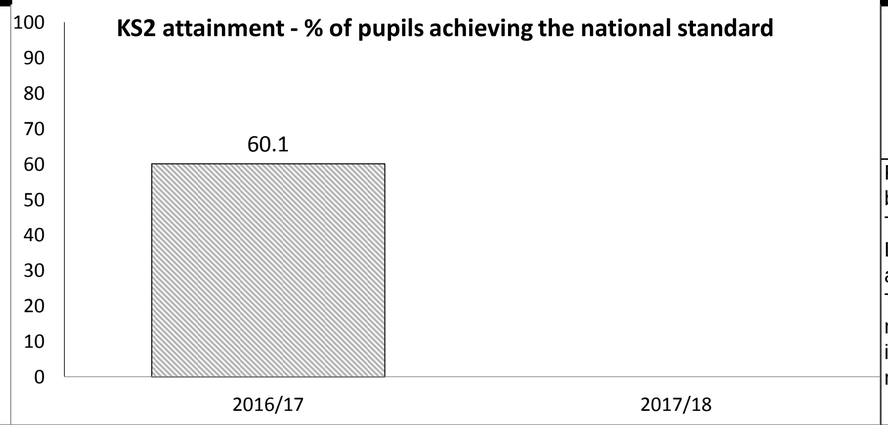
- NONE

Officer contact details for documents:
Kevin Kewin, Interim Service Head Corporate Strategy and Equality, ext. 4075

Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Creating opportunity by supporting aspiration and tackling poverty							
A dynamic local economy with high levels of growth benefiting us							
Number of businesses supported through Council activities Measured in: Number Good Performance: Higher		N/A	30	60	0	RED	N/A
	Due to the delayed start of the relevant projects, we have nil response for this indicator in this quarter. Procurement processes have caused some delay in delivery, but are now moving ahead successfully. The programme has been re-profiled accordingly and the NHB programme delivery has been extended for a year to March 2019. It is anticipated that once contract(s) have been awarded, the year end target will be achieved. New enterprise and business support activities through the high street fund are also in progress. Whitechapel will be a primary focus for the achievement of targets in the NHB projects relating to Growth Sectors, New Enterprise Support and Retail Marketing.						
A dynamic local economy with high levels of growth benefiting us							
Number of **residents supported into sustainable jobs** through the employment & skills programme Measured in: Number Good Performance: Higher		994	248	300	142	RED	N/A
	The Raising Aspirations delivery model and ESF programme was implemented January 2016. The Employment Service focus has therefore shifted to economically inactive and long-term unemployed (residents furthest from the Labour Market, potentially with multiple barriers to employment). In addition the service has experienced difficulties with recruitment of suitable staff into vacant posts. The service however expects to be up to full capacity by Q2. A series of targeted programmes are also being developed and profiled to take into account Integrated Employment Service (IES) development work with services and departments across the Council and key providers to maximise the engagement of women, disabled and BAME residents. The refocus takes account of targeting of identified benefit cap clients affected from Oct 2016. The Working Start Programme is also being rescheduled to align support for specific groups. Quarter 1 has been spent introducing and training staff from other services and departments across the council on systems and assessment tools developed for IES. It is expected that Q2 reports will show a positive trend upwards in job starts achieved, with a yearend outrun closer to target levels.						

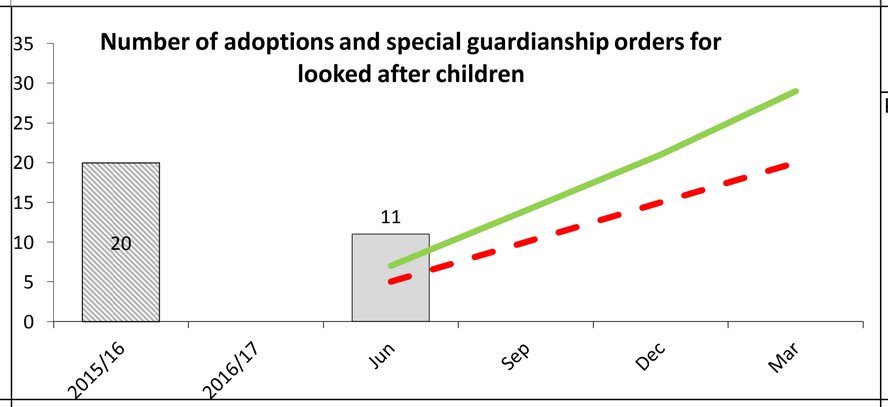
Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation □	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Overall **employment rate - gap** between the Borough and London average rate (working age) (ppts) Measured in: percentage points Good Performance: Gap - Lower		**2.50**	**2.50**	**2.15**	**1.30**	**GREEN**	↑
		Monthly Performance: Overall Employment rate: TH: 71.9 London average:73.2 Gap between TH & London average rate: 1.3ppts Target met. The Tower Hamlets employment rate has increased to 71.9% since last quarter's reporting, narrowing the gap with London further, to 1.3pps. The employment rate for the borough is also 2.4pps higher than this time last year, although the London average rate has only increased 1.4pps. The net increase in employment since this time last year is 8,900. When comparing TH performance against the East London Growth boroughs employment rates, TH has the 3rd highest employment rate and the second highest increase since the previous quarter. TH also has the highest employment rate increase of 3.1pps over the 6 month period.					
16 to 19 year olds who are not in education, employment or training **(NEET) (%)** Measured in: % Good Performance: Lower		**3.40**	**3.40**	**3.10**	**3.10**	**GREEN**	↑
		Target achieved. The number of young people who are NEET naturally fluctuates depending on the time of year and in-year targets have been set accordingly.					
Early Years Foundation Profile - achievement of a good level of development Measured in % Good performance: Higher		**61.60**	**61.6**	**68.0**	**66.8**	**AMBER**	↑
		Provisional annual outturn relating to assessments taken in Summer 2016. 66.8 percent of pupils achieved the 'good level of development' standard. This is another large improvement on the previous year, following successive years of improvement, and close to the target set. It is also higher than the provisional national average of 64.9 percent.					

Description	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Key Stage 2 Achievement: Percentage of children achieving the national standard (**all children**) Measured in: Percentage Good Performance: Higher	**N/A**	**Above national & London Ave**	**N/A**	**60.10**	**GREEN**	**N/A**



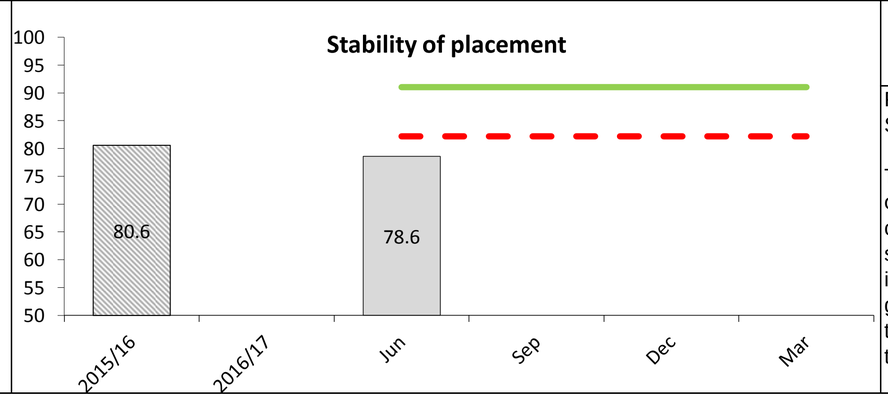
Provisional annual outturn relating to assessments taken in Summer 2016. Tower Hamlets is on target to be above the national average for Key Stage two attainment.
Tower Hamlets borough average was 60.1 percent compared to the national average of 52 percent and London average of 57 percent (for state funded schools). The borough is above the national and London average.
The national floor standards for schools remain unchanged at 65% (based on last year's performance measure) meaning that only one TH school is currently above the floor standard. However, the expectation is that the DFE will be adjusting the floor standards for this new measure in light of the change in methodology and the new national average.

Number of adoptions and special guardianship orders granted for looked after children Measured in: Number Good Performance: Higher	**20.00**	**5.00**	**7.00**	**11.00**	**GREEN**	↑



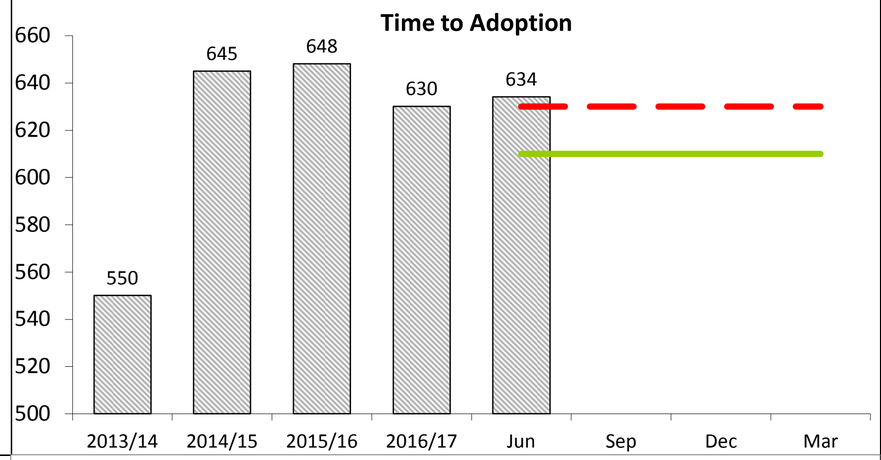
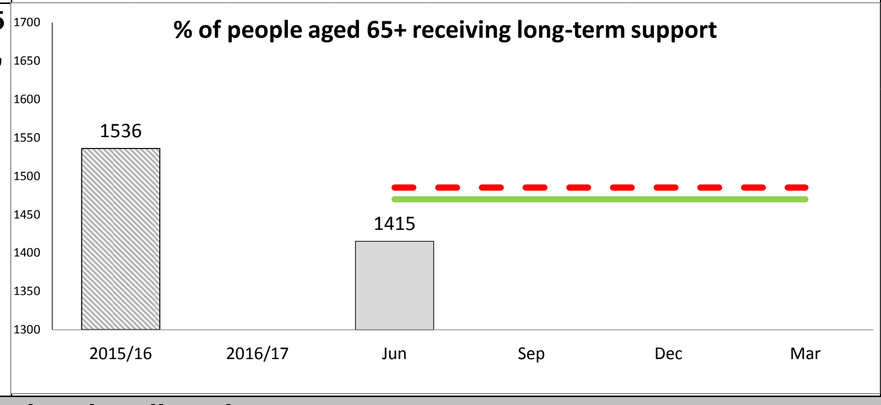
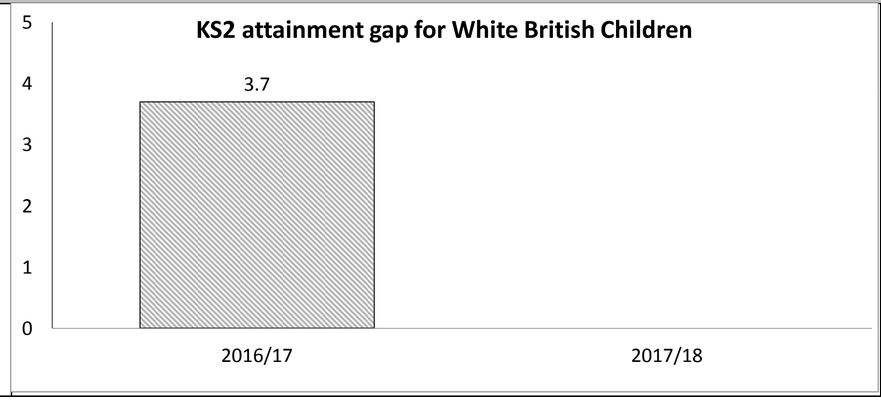
Positive first quarter performance towards an overall target of 29 adoptions or special guardianship orders.

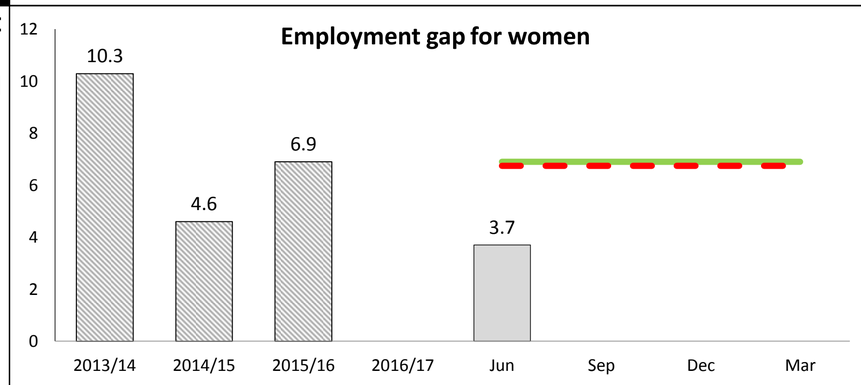
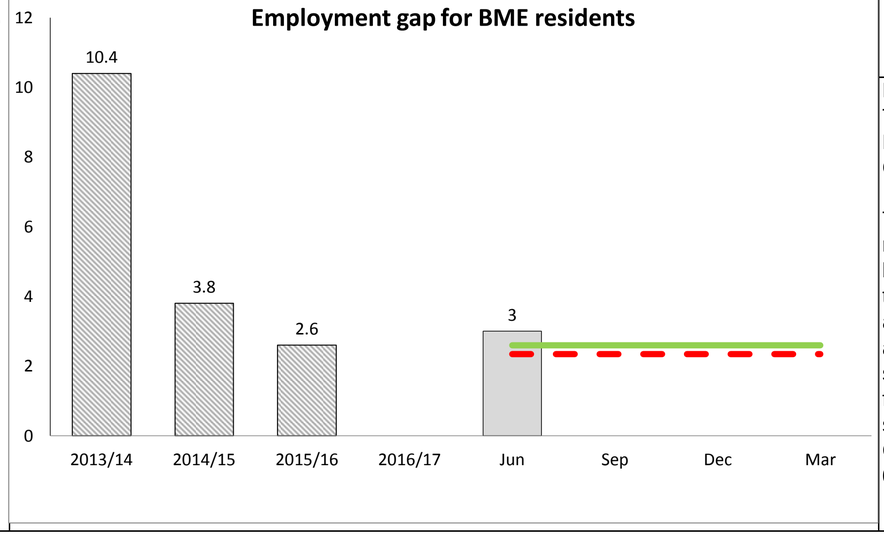
Percentage of looked after children in the same placement for two years or more Measured in: Percentage Good Performance: Higher	**80.6 (P)**	**82.20**	**91.00**	**78.60**	**RED**	↔

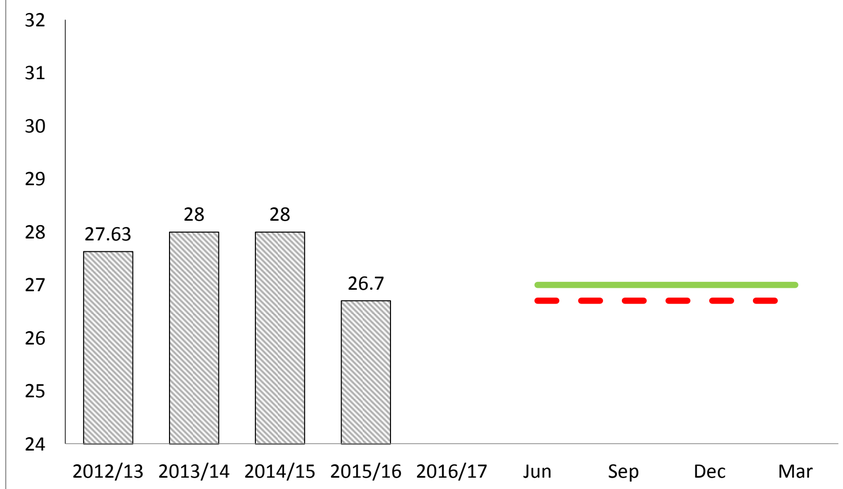
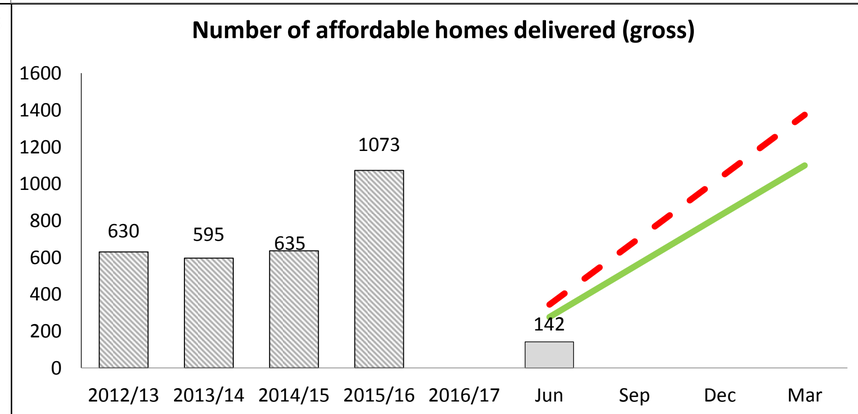


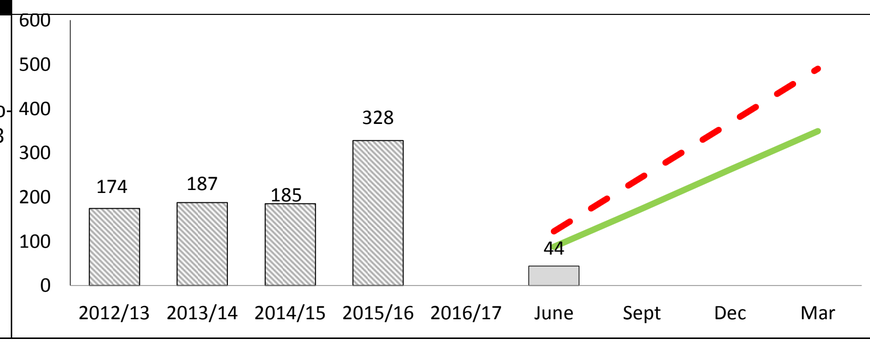
Performance for Q1 is off target and will be monitored through the Children's Service DMT and Children's Social Care management team performance monitoring on a monthly basis.

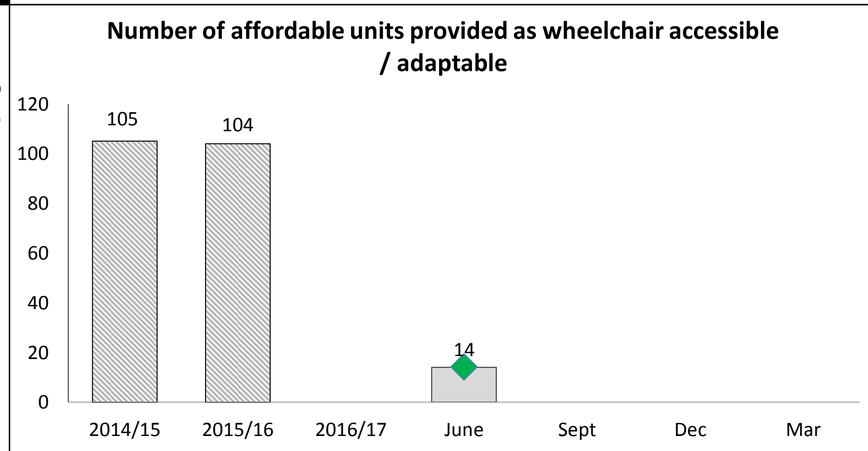
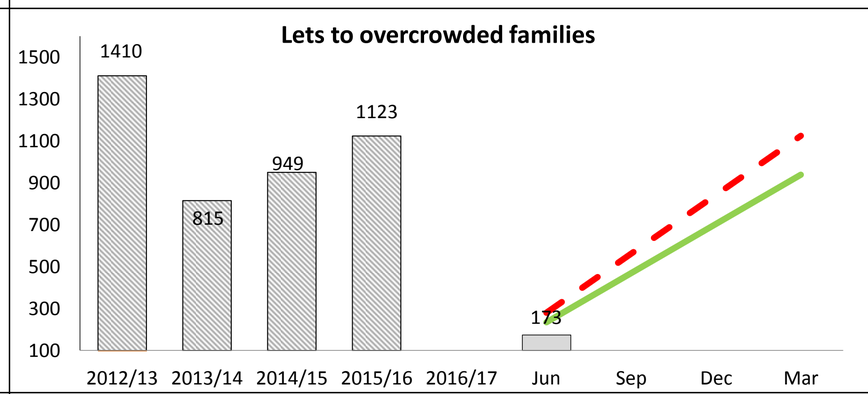
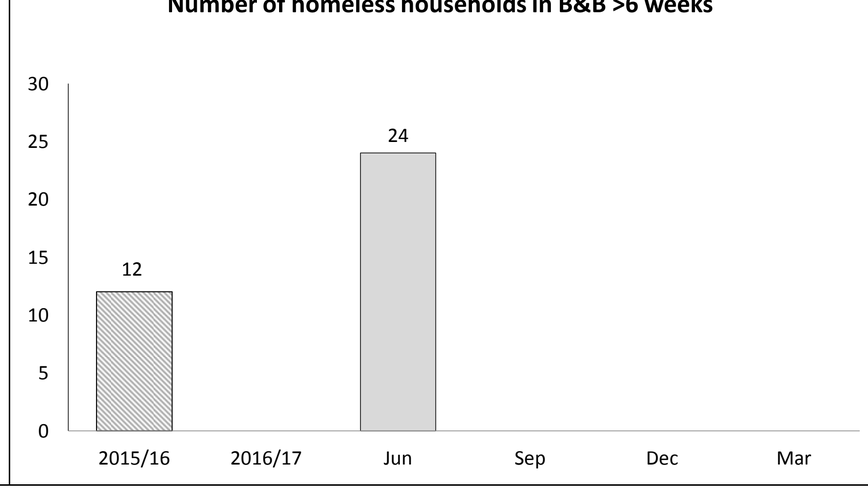
There have been a number of challenges in maintaining some placements this year, often because of a carer's inability to manage fairly extreme behaviour (fire setting, physical altercation, allegations against the carers). We have a better track record of stability with local in-house provision and have increased our support to these placements by using the new onsite CAMHs team and investing in the Mockingbird initiative. This initiative supports foster carers to work as a community to support each other including giving respite and peer support. In order to better track placement stability this year, a quality assurance tracking meeting (template to be completed quarterly) will be established for children who have moved twice to prevent them triggering the third placement.

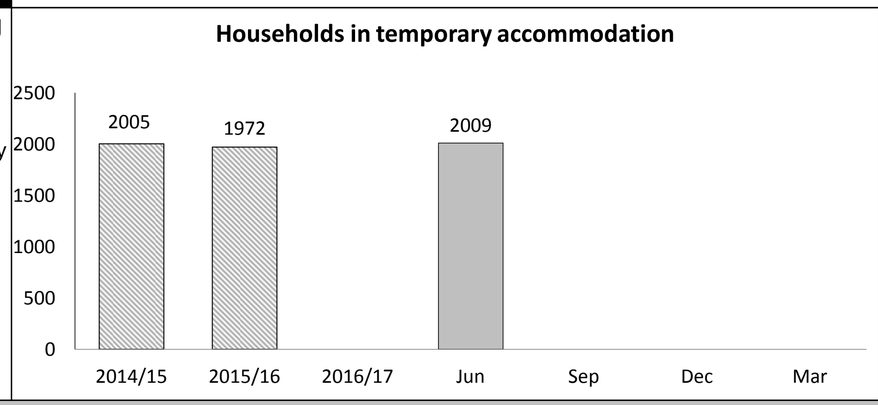
Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Average time between a child entering care and moving in with adoptive family **(Time to adoption)** Measured in: Days Good Performance: Lower		630	630	610	634	RED	↑
		In the 2016-2017 cohort, Quarter 1 figures, there have been 4 adoptions. Of these, 2 of the children, have a long gap between entering care and moving in with their adoptive family. This sibling group were abducted to Thailand by their parents, during which time they remained "looked after". After considerable efforts a family was identified who took these siblings and a third sibling, the responsibility of another LA. Support has been provided to this family prior to the adoption application being made by PAC (Post-Adoption Centre). There are currently 17 children on a care plan for adoption. It is anticipated that of the 17, 6 will be adopted in this year. In terms of the impact of the figures for 2016-17 these adoptions could improve our figures slightly. At this juncture it is impossible to quantify accurately. Currently the PAST (Permanency & Adoption Support Team) managers are looking to place children with adopters as quickly as possible from the date of the placement order. We are also working with adopters to consider the fostering to adopt option now available.					
Proportion of people over 65 receiving long term support, per 10,000 population Measured in: Percentage Good Performance: Lower		1536	1485	1470	1415	GREEN	N/A
		Based on rolling year data to end of June 2016. 2,502 actual service users aged 65+ received a long term service, which is a reduction from the 2015/16 period when 2,626 received the service. Revised Office for National Statistics mid-year population figures, showing a slight increase in the 65+ age group, has had some positive impact on the rate. We are on target to meet the target set for this measure.					
Reducing inequality and embracing diversity							
Key Stage 2 Achievement: Percentage of children achieving the national standard **(attainment gap for White British children)** Measured in: Percentage Good Performance: Higher		N/A	Not Set	Not Set	3.70	N/A	N/A
		This is a new measure. The gap between White British children's attainment at Key Stage Two and all other ethnic groups was 3.7 percentage points. 57.1 percent of White British children achieved the national standard, compared to 60.8 percent of non-White British children. Nationally 53.7 percent of White British children achieved the national standard, compared to 52.6 percent of non-White British children. Tower Hamlets white British pupils are performing better than white British pupils nationally (+3.4 percentage points).					

Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Employment gap for <u>women</u>: reducing the gap between the Borough employment rate and employment rate for women Measured in: percentage points Good Performance: Gap - Lower		6.9	6.9	6.8	3.7	GREEN	↑
	Monthly Performance, employment rate females: TH: 62.9% London Average Rate: 66.6% Gap between TH and the London average rate: 3.7ppts Target Met. The Tower Hamlets employment rate for women has increased to 62.9% since last quarter's reporting, narrowing the gap with London further, to 3.7pps. The employment rate for women in the borough is also 3.9pps higher than this time last year while the London average rate only increased 2.2pps. When comparing TH performance against the East London Growth Boroughs, TH has the 4th highest employment rates for women, but has the highest increase over the 3 month period of 3.4pps, Newham following with the 2nd highest increase of 1.4pps .						
Employment gap for <u>BME residents</u> reducing the gap between the Borough employment rate and employment rate for BME residents Measured in: percentage points Good Performance: Gap - Lower		2.60	2.60	2.35	3.00	RED	↓
	Monthly Performance, employment rate BME residents: TH: 62.5% London average rate: 65.5% Gap between TH and the London average rate: 3.0ppts The Tower Hamlets employment rate for BME residents has increased to 62.5% since last quarter's reporting, the gap with London remains and is 3.0pps. The employment rate for BME residents in the borough is 1.9pps higher than this time last year while the London average rate increased 2.1pps. Whilst the rate has improved, the revised Local Economic Assessment suggests that BME residents (particularly amongst Women) are still over represented in both unemployment and benefit claims statistics. There are a range of different barriers to work associated with BME clients including English language skills, basic skills and access to networks. Long term and economically inactive BME residents will continue to be a focus for the Employment & Skills delivery service and will form part of the focus of the new integrated service development. With a top bandwidth target of supporting 1,000 residents into employment through Council activities, an 850 net increase of BME residents into work would represent a closing of the gap by 0.15pp.						

Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Creating and maintaining a vibrant successful place							
An improved local environment							
Percentage of household waste sent for reuse, **recycling** and composting Measured in % Good performance: Higher		**26.70**	**28.00**	**29.00**	**26.70**	**RED**	↔
		The final outturn of 26.7 percent has been confirmed. The downward travel and plateauing rates are a current trend on a national scale, not just within TH or London. Despite the downward trend TH is still recognised as one of the best performing recyclers of dry recyclables in inner London. Tower Hamlets has the challenge of high density housing with 86% high rise properties with limited space for recycling receptacles. There is also low participation in the recycling of green waste due to the proportion of high rise housing within the borough. New legislation covering Materials Recovery Facility (MRF) operations and the quality of recyclable materials produced by MRFs, making operators more vigilant about the quality of the recyclable material they are receiving from local authorities, has impacted on performance. A campaign was launched back in November 2015 around recycling and the impact of contamination (Lets Sort It), the campaign focused on how to correctly recycle and improvements have been observed at the MRF with the acceptable tolerances. The council continues to work with local Registered Providers to look at recycling points and centres on estates as well as rebranding communications to give clear messages on what can and cannot be recycled. The Council will work with developers in the long term to incorporate innovative general waste and recycling waste management systems. Qtr. 1 figures will be submitted to the Waste Data Flow system in September and a provisional figure published; a final figure is anticipated at the end of October 2016.					
Number of **affordable homes** delivered (gross) Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher		**1073**	**275**	**343**	**142**	**RED**	↓
		Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. 142 affordable homes have been delivered in Q1 against our target of between 277 and 344 units. However, it is anticipated that the end of year total will be within the target range. Our current prediction is for the completion of 1,340 affordable units in this financial year. Performance for quarter 1 was expected to be higher, as several schemes due for completion in quarter 4 of last year were reported as having slipped into quarter 1. However, there are a number of schemes which are substantially complete, perhaps even achieving technical completion for the purposes of GLA grant claims, but still not ready for occupation, which is the completion requirement for LBTH monitoring. These delays are expected to be resolved soon and should lead to a higher outturn for quarter 2. As is regularly reported, there can be no action plan to remedy quarterly underperformance, as the distribution of completions will never fall into an equal four quarter split and there is nothing that the Council can do to influence the actual date of handovers.					
Number of affordable social rented housing completions for **family housing** (gross)	**Social rented housing completions for family housing (gross figures only)**	**328**	**87**	**122**	**44**	**RED**	↓

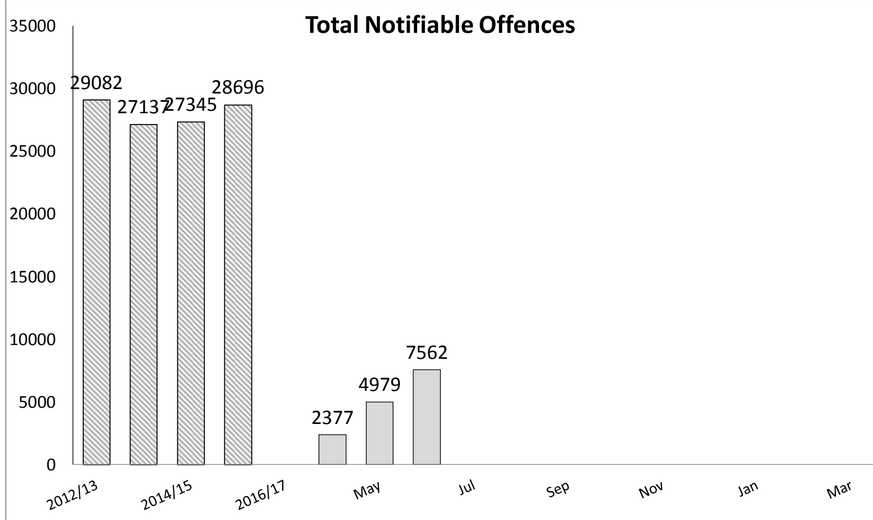
Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
family housing (gross) Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher							The number of family units for rent falls below our target, at 44 units delivered. However, this does represent 42% of the rental delivery in Quarter 1, so is acceptably close to our 45% policy target.

Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Number of affordable units provided as **wheelchair accessible** or adaptable (10% of affordable homes delivered) Measured in: Number Good Performance: Higher		**104**	**N/A**	**14.2 (10% of Affordable Homes)**	**14**	**GREEN**	↓
		The number of affordable housing units provided this quarter was 142. The number of wheelchair units completed in Quarter 1 is 14, which represents 10% of the delivery in the quarter. The target has been met. In quarter 1 last year (2015/16), 43 affordable homes were delivered which were wheelchair accessible.					
The number of overcrowded families rehoused, **lets to overcrowded households** Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher		**1123**	**235**	**281**	**173**	**RED**	↓
		173 overcrowded families have been rehoused in Q1, which is below the Q1 minimum expectation of 235. This is due to the number of total lets being low for the quarter at 393 but there were a number of outstanding offers to people on the housing register at the point of reporting, on which a decision to take or reject the let had not yet been taken . It is anticipated that the number of units becoming available to let will increase towards the end of the year due to handover of the new build units and, if outstanding offers to those on the housing register result in lets, it is likely we will see an increase in lets to overcrowded households. However, the fact that we operate a choice based lettings scheme and have no control over bidding preferences - who and how applicants bid - it is not possible to accurately predict lets outcomes.					
Number of homeless households in B&B >6 weeks Measured in: Number Good Performance: Lower		**12**	**N/A**	**N/A**	**12.00**	**N/A**	↑
		The number of families in B&B>6weeks is 24. This is an increase from 12 at the end of Q4 14/15, but an 85% reduction on the same quarter last year – down from 166. The increase this quarter has been due to the supply of self-contained accommodation not matching demand – with 272 properties being available for transfers in the previous quarter against 190 in the last quarter. This is in part due to delays in the delivery of pipeline non-secure tenancies and a reduction in the number of private sector voids being offered to the service for re-letting (down from an average of 48% in the previous quarter to 38% in April & May). The Council has a substantial pipeline of non-secure tenancies and is considering a number of options for developing its own Temporary Accommodation portfolio and utilising more social housing stock as TA. Proposals for a rent increase for private sector temporary accommodation are close to being finalised which it is anticipated will assist with developing new supply and retaining current properties. This indicator is subject to considerable fluctuation based on demand for the service caused by an increase in homelessness, and on the supply of self-contained accommodation. Supply has improved considerably, but demand continues to be significant. The aim is zero, which is challenging but reflects the statutory imperative not to have any families in B&B for longer than 6 weeks. It is, therefore, not possible to say when or if the target will be achieved.					

Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Number of **households living in temporary accommodation** Measured in: Number owed a statutory duty Good Performance: Lower		1972	Not Set	Not Set	2009	N/A	↔

There are a total of 2,130 families in temporary accommodation, of which 2,009 are owed a statutory homeless duty, the remainder being accommodated under the Council's discretionary powers. In terms of trends this represents an increase on the last quarter. For those households owed a statutory duty this is 28 fewer than the total accommodated in June 2015. Numbers accommodated on a discretionary basis have increased by 38 on June 2015.

Less crime and ASB

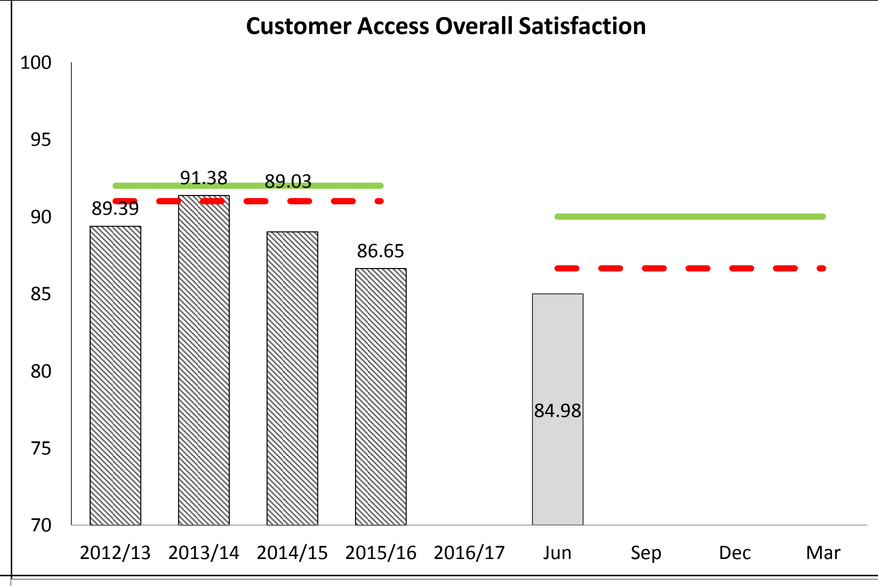
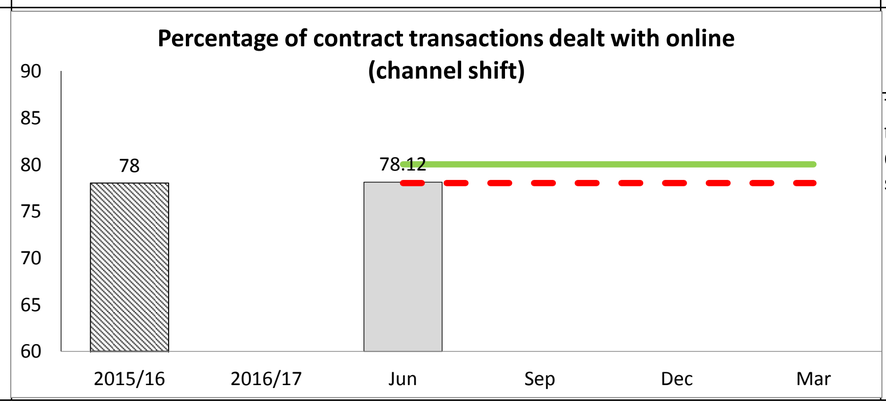
Total Notifiable Offences (number) Measured in: Number Good Performance: Lower		28,618	Not Set	Not Set	7,562	N/A	↓

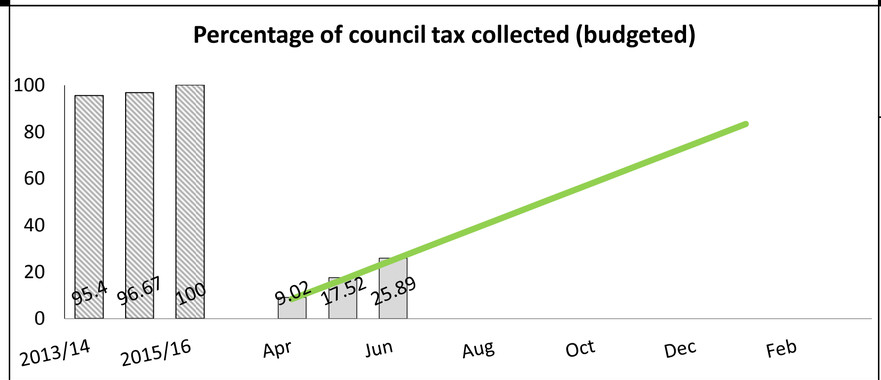
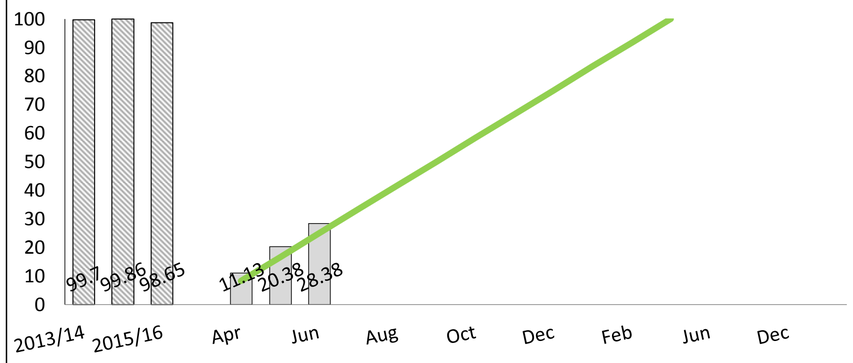
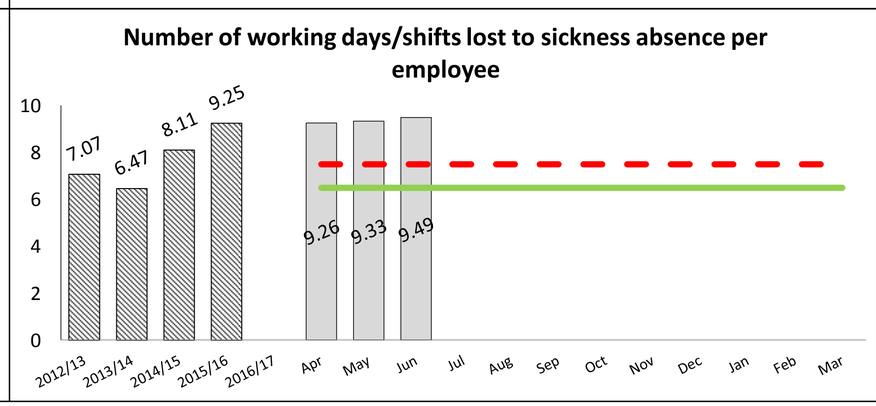
Latest available data is for June 2016 [Data taken from the met.police.uk website]. Data published identifies 7,562 total notifiable offences to June 2016/17 compared to 6,996 in the same period last year.

This TNO indicator now replaces the previous MOPAC 7 indicators as a measure against the new Priority Outcomes. This is a general marker for total crime in the borough.

Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has is funding an additional number of Police officers to address key crime and disorder priorities for the Council and residents.

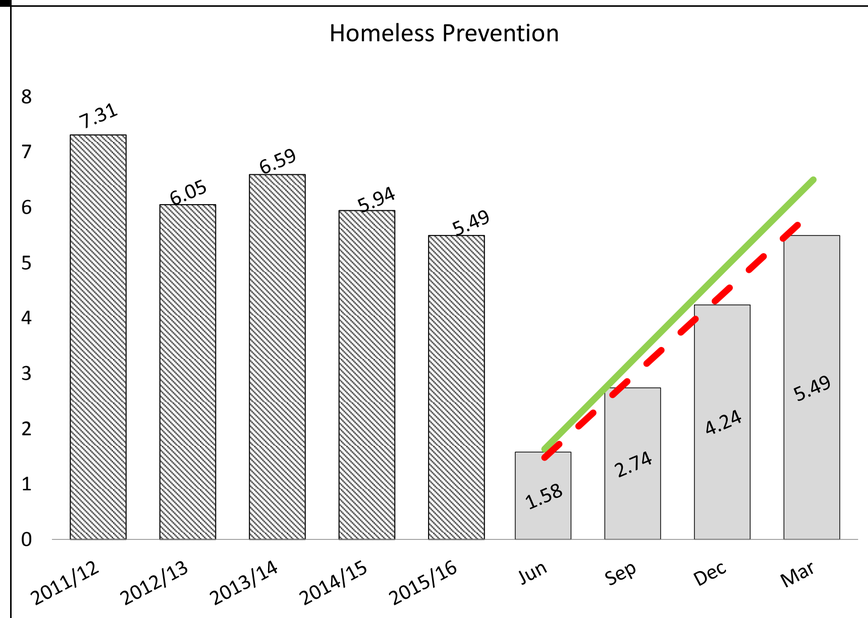
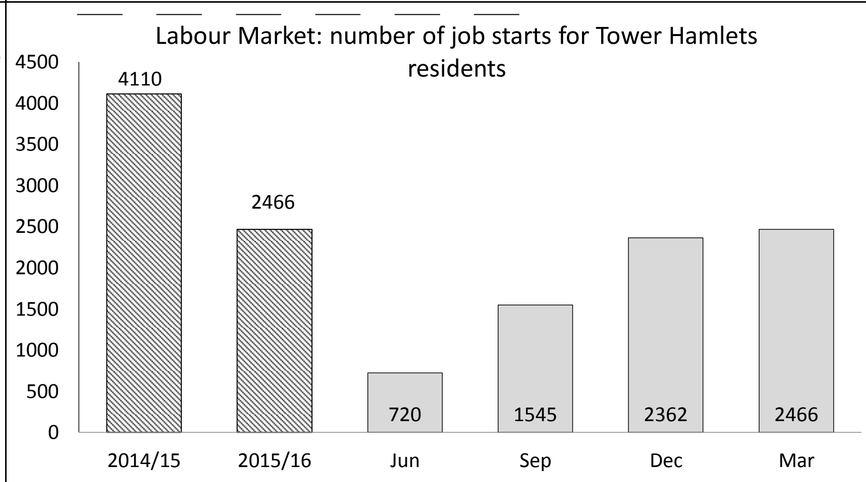
At present, the Council funds a team of 5 PCs and 1 Police Sergeant, known as the Partnership Task Force, to tackle key crime and ASB hotspots within the borough. These officers are tasked via the Partnership ASB Operations Group, along with other partnership resources to address the current and emerging community safety issues in the borough. It is hoped that this team will also contribute to the wider activity to reduce the fear of crime and increase public confidence.

Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
A transformed council, making best use of resources with an outward facing culture							
Customer Access Overall Satisfaction (telephone contact) Measured in: % Good Performance: Higher		**86.65**	**86.65**	**90.00**	**84.98**	**RED**	↔
		Monthly figures (April 86%/May 86%/June 83%) show the adverse impact in June of longer queue times for the Contact Centre as a result of staff shortages and peak demand periods. This dip in June has brought down the quarterly average figure. Customer satisfaction with the contact centre's advisers remains higher than the overall figure (customers rating advisers "interested & helpful" 91%, "polite" 95%). There is also variation in satisfaction with different services, varying from Pest Control at 91% to Housing Repairs at 84%, which suggests service delivery is also a factor in determining overall satisfaction. Every effort continues to be made to reduce wait times by maximising staff resources, including managing sickness absences. The change in contact centre opening hours to 9-5 from 3rd October will also increase staffing at peak times. We continue to work with back office services to improve delivery and reduce avoidable calls and thus reduce call volumes. Thirdly, we continue to monitor adviser performance to improve satisfaction with call handling. Overall satisfaction in July returned to 86% suggesting that Q2 will see an improvement in performance. The transfer of repairs call handling from the Contact Centre to Tower Hamlets Homes from October 1st will also reduce call volumes and queue times, which should encourage further improvement in Q3.						
Percentage of contact transactions dealt with online (channel shift) Measured in: Percentage Good Performance: Higher		**78.00**	**78.00**	**80.00**	**78.12**	**AMBER**	**N/A**
		This new indicator benchmarks performance at the start of the Council's digital and customer services transformation programmes. As increasing numbers of services are fully digitally enabled and as existing digital processes are improved, this indicator will enable tracking of progress and a measure of customers shifting to digital channels to access services.					

Description	Minimum / Target	Annual Actual (2015/16)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Percentage of Council Tax Collected (budgeted) Measured in: % Good Performance: Higher		100.00	Not Set	25.00	25.89	GREEN	↔
	Target exceeded.						
Percentage of Non-Domestic Rates Collected (budgeted) Measured in: % Good Performance: Higher		98.65	Not Set	25.00	28.38	GREEN	↓
	Target exceeded.						
Number of working days/shifts lost to **sickness absence** per employee Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower		9.25	9.25	7.00	9.49	RED	↓
	Both short term and long term absence has risen over recent years. A programme has commenced to address the rise and manage sickness absence back to the previously lower rates. The approach will be to focus on: • Clear policies • Consistently applied return to work meetings • Management confidence in medical referrals • Focused attention on teams with higher absence rates • A positive employee wellbeing environment HR resources have been identified to implement the programme and progress will be closely monitored by the Corporate Management Team.						

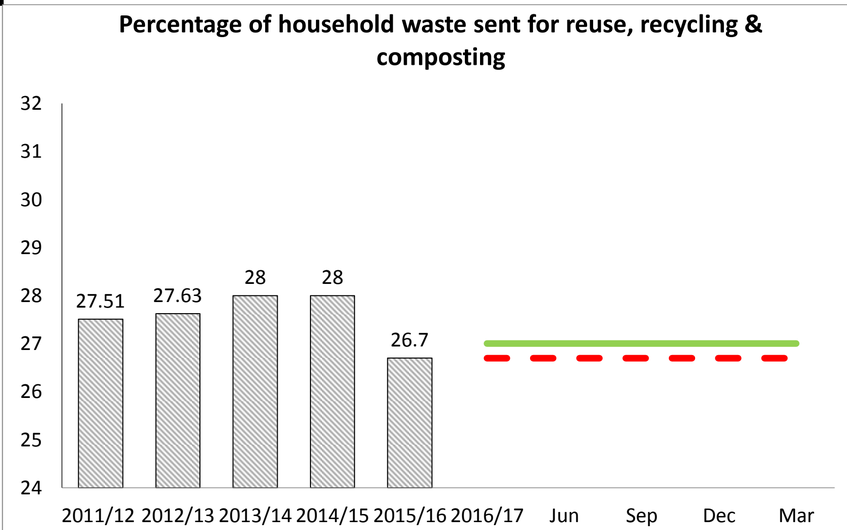
This page is intentionally left blank

OUSTANDING STRATEGIC MEASURES 2015/16

		Annual Actual (2014/15)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
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. Measured in: The number of cases assisted through successful casework intervention per 1,000 households Good Performance: Higher		**5.49**	**5.94**	**6.50**	**5.49**	**RED**	↓
2015/16 Annual Outturn: A total of 636 households were prevented from becoming homeless ending Q4, 36 households lower than the same period last year. Total numbers of preventions represent 5.49 per thousand households and is 0.45 percentage points lower than for the same period last year. The borough has grown by 2,610 households since this time last year and this has had an effect on the homelessness prevention rate. It is worth noting that 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 worsen. 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 to remain in their current accommodation. Nevertheless, proportionately, this is not sufficient to temper the increase in landlords evicting their benefit-dependent tenants so they can pitch their rents at higher levels. Where possible, we continue to negotiate with Housing Benefit to resolve arrears problems and negotiate with landlords to ensure tenants can remain in their properties and thus prevent homelessness. This financial year, the measure will be reported as an actual number rather than a rate.						
Labour Market: **number of job starts for Tower Hamlets residents** Measured in: % Good Performance: Higher		**4110**	**Not Set**	**Not Set**	**2466**	**N/A**	↓
PROVISIONAL OUTTURN 2,466 job starts have been achieved showing a positive increase, however JCP off flow statistics for Q4 are still awaited. The outturn is provisional because there is a time lag in receiving data. Following a restructuring of service, a new team has been established to take over the monitoring and reporting of employment statistics, helping to strengthen cross council reporting of outputs whilst ensuring quality assurance. There is a significantly decreasing pool of those not working and service delivery via the Employment and Skills centre is shifting towards focusing more on those who are economically inactive and long term unemployed who often have multiple barriers to employment and working towards addressing those, meaning potentially longer turnaround time from registration to employment. A review of the employment delivery services across the council has taken place to begin the development of a more holistic partnership driven service which will better align council services and more comprehensively support those residents with complex needs.						

OUSTANDING STRATEGIC MEASURES 2015/16

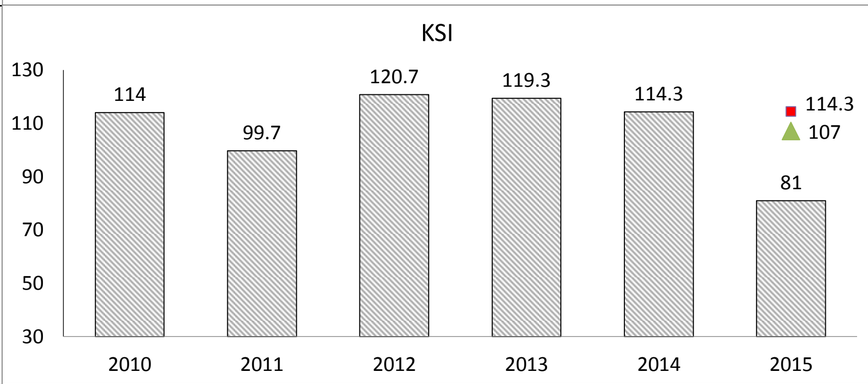
	Annual Actual (2014/15)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Percentage of household waste sent for reuse, **recycling** and composting Measured in % Good performance: Higher	26.70	28.00	29.00	26.70	RED	↔



Final outturn submitted to Waste Dataflow is confirmed as 26.7 percent. The downward travel and plateauing rates are a current trend on a national scale, not just within TH or London. Despite the downward trend TH is still recognised as one of the best performing recyclers of dry recyclables in inner London. Tower Hamlets has the challenge of high density housing with 86% high rise properties with limited space for recycling receptacles. There is also low participation in the recycling of green waste due to the proportion of high rise housing within the borough. New legislation covering Materials Recovery Facility (MRF) operations and the quality of recyclable materials produced by MRFs are making operators more vigilant about the quality of the recyclable material they are receiving from local authorities, which has impacted on performance.

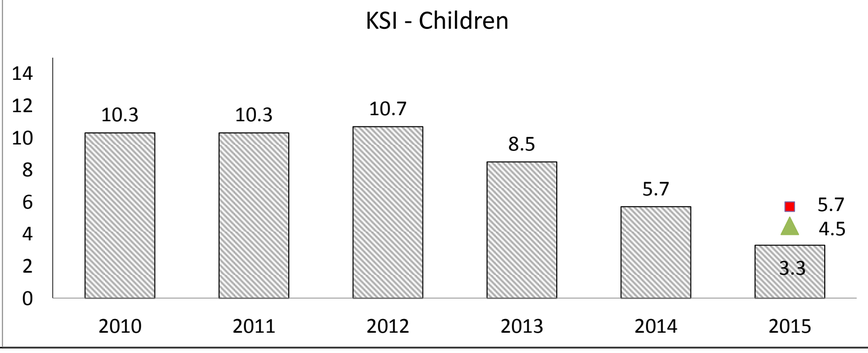
The council continues to work with with local Registered Providers to look at recycling points and centres on estates as well as rebranding communications to give clear messages on what can and cannot be recycled. The Council will work with developers in the long term to incorporate innovative general waste and recycling waste management systems. Qtr. 1 figures will be submitted to the Waste Data Flow system in September and a provisional figure published; a final figure is anticipated at the end of October 2016.

Number of people killed or seriously injured (3 year average) Measured in: Number Good Performance: Lower	**114.3**	**114.3**	**107.0**	**81**	**GREEN**	↑



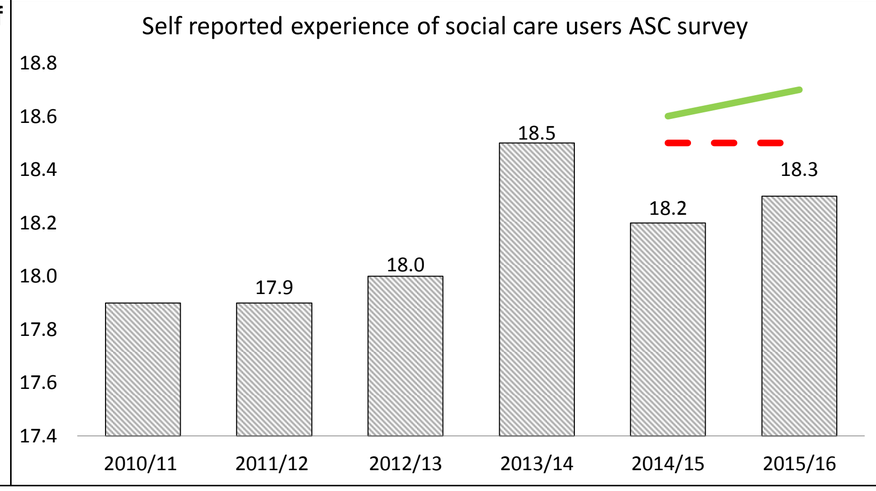
The annual outturn shows the three year average for the most up to date period; calendar years 2013, 2014 and 2015. The number of people killed or seriously injured in those years was 87, 88 and 68 respectively. The average was 81; the target of 107 was exceeded.

Number of Children killed or seriously injured (3 year average) Measured in: Number Good Performance: Lower	**5.7**	**5.7**	**4.5**	**3.3**	**GREEN**	↑

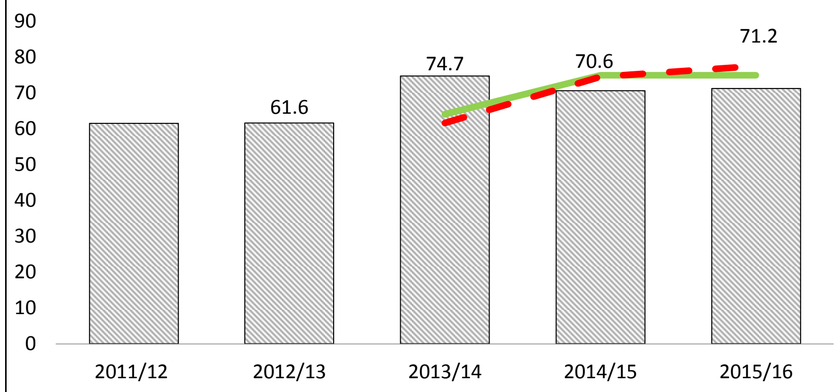


The annual outturn shows the three year rolling average for the most up to date period; calendar years 2013, 2014 and 2015. The number of children killed or seriously injured in those years was 4, 2 and 4 respectively. The average was 3.3; the target of 4.5 was exceeded.

OUSTANDING STRATEGIC MEASURES 2015/16

		Annual Actual (2014/15)	Minimum Expectation ☐	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Social Care-related **quality of life** Measured in: Score Good Performance: Higher		**18.5**	**18.50**	**18.70**	**18.30**	**RED**	⇔

The score for this survey question was 18.3 out of a maximum possible score of 24. The measure from the Adult Social Care Survey uses responses to survey questions covering eight domains; control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation. The minimum expectation of 18.5 percent was not met.

	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)
Percentage of **CAF reviews** with an improved score Measured in: % Good Performance: Higher		**70.6**	**75.0**	**78**	**71.2**	**N/A**	↔

The annual outturn for this measure for 2015/16 was 71.2 percent. No target was set for this measure last year; however the outturn represents an improvement on last year's outturn of 70.6 percent.

Cabinet 4 October 2016	
Report of: Graham White, Acting Corporate Director - Law, Probity & Governance	**Classification:** Unrestricted
Update on implementation of the Mayor's Transparency Protocol and response to the OSC Transparency Commission Report	

Lead Member	**Mayor John Biggs**
Originating Officer(s)	Kevin Kewin (Interim Service Head, Corporate Strategy & Equality) / Afazul Hoque (Interim Service Manager Strategy, Policy & Performance)
Wards affected	All wards
Key Decision?	No
Community Plan Theme	**One Tower Hamlets**

Executive Summary

This paper provides an update to the action plan set out in the Mayor's Transparency Protocol and an action plan responding to the 18 recommendations arising from the Overview and Scrutiny Transparency Commission report. In light of the obvious synergies between these two initiatives, this update provides a more complete picture of the action being undertaken taken with respect to improving transparency across the organisation.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the progress in delivering the actions set out in the Mayor's Transparency Protocol (Appendix A);
2. Approve the actions in response to the Transparency Commission's recommendations (Appendix B).

1. REASONS FOR THE DECISIONS

1.1 The Local Government Act 2000 and the Council's constitution require the Executive to respond to Overview and Scrutiny recommendations. The action plan in Appendix B represents the Council's response to the 18 recommendations of the Transparency Commission. For each recommendation, background information in the "comment/reason for approval" row is provided to inform the Mayor's decision.

1.2 This report also provides an update on the progress of implementing the actions in the Mayor's Transparency Protocol which was agreed by Cabinet on 3rd November 2015.

2. ALTERNATIVE OPTIONS

2.1 To take no action. This is not recommended as the recommendations from the Transparency Commission build on the work of the Mayor's Transparency Protocol and help develop the Council into a more open and transparent organisation.

2.2 To agree some, but not all recommendations. This is not recommended as actions identified help develop the Council into a more open and transparent organisation.

3. DETAILS OF REPORT

3.1 Lack of transparency was an issue identified in the Best Value inspection of the Council in 2014. While specific problems highlighted in the inspection are being addressed through the Council's Best Value Action Plan, transparency was also a key theme of last year's mayoral election, and it remains a matter of real interest and concern to local people.

3.2 On 3rd November 2015, the Mayor put a paper before Cabinet that set out a number of principles to demonstrate his personal commitment to governing in a transparent way in order to help create a culture shift to a more transparent Council. Within the paper were actions the Mayor had already put in place as well as an action plan (Appendix C) to be delivered in the short to medium term.

3.3 At its first meeting of the 2015-16 municipal year, the Overview and Scrutiny Committee decided to focus primarily on transparency as a scrutiny review, with the full committee sitting as the Overview and Scrutiny Transparency Commission between July-October 2015. This was seen as an opportunity for members from all political parties to work together to identify actions to help the Council become more transparent. In addressing this, members considered different aspects of the issue, such as:

I. How residents could be better informed about Council activity, processes and decisions;
II. How members could be supported to make more transparent decisions; and
III. How decision-makers could be held to account transparently

3.4 The Commission's evidence-gathering sessions took place at the Overview and Scrutiny Committee meetings on 27th July, 7th September and 5th October 2015. The Commission produced its report (Appendix D) in November 2015 and it was formally handed to the Mayor on the 29th January 2016.

3.5 Both the Mayor's Transparency Protocol and the Transparency Commission's report and recommendations were presented to the senior officers' and cross-party members' of the Governance Review Working Group (GRWG) at its meeting on 7th December.

3.6 The GRWG is comprised of the following:

- Chief Executive,
- Director of Law, Probity and Governance, and Corporate Director of Resources;
- Service Head, Corporate Strategy and Equality, Service Head Legal Services and Committee Services Manager
- The Leader and Deputy from each of the three party political groups, (Labour, Independent Group and Conservatives); and
- Chairs of the Overview and Scrutiny and General Purposes Committees.

The Group acts as a steer and sounding board for proposals and plans arising from a range of work streams before they are implemented or presented before Cabinet or the appropriate formal committees for approval.

3.7 The attached action plans (Appendix A and B) set out, respectively, an update to the action plan in the Mayor's Transparency Protocol and the Council's response to the recommendations of the Transparency Commission.

THE TOWER HAMLETS' TRANSPARENCY AGENDA

3.8 The Council has made considerable progress over the last year to improve transparency making it a core priority in conducting its business, reviewing systems and processes and ensuring engagement with staff, local people and other stakeholders focuses on how the Council can collectively deliver the transparency agenda. This has focused on a number of key areas of work and a summary of this is provided below:

Decision making: The use of individual Mayor's decisions is now limited to only urgent issues and those that have minor policy implications. Details of reasons for their use are now published. This ensures more decisions are made in public Cabinet meetings providing greater opportunities for pre-decision scrutiny from non-executive councillors and local people. Furthermore, a new policy and process with respect to disbursement of the Community Infrastructure Levy has been developed and agreed by Cabinet to make this more transparent and ensure the involvement of local people.

Scrutiny: Two new sub-committees have been established for Grants and Housing which enables cross-party member scrutiny, in public, on grants allocation and strengthens members and local peoples involvement in scrutiny of housing issues. The Overview and Scrutiny Committee meetings are now scheduled the week before Cabinet which enables Cabinet to consider pre-decision scrutiny questions and comments in greater depth to influence their decision making. Alongside this, regular review of the Executive Forward Plan allows the Committee to discuss reports before Cabinet decisions are made. For example, in June, the Overview and Scrutiny

Committee considered the Reset of the Commercial Contract with Agilisys for the provision of ICT Services and provided comments for Cabinet's consideration as part of their decision making.

Publishing information: In regards to Section 106 and Community Infrastructure Levy spending this is now published on the Council website on a six monthly basis helping local people understand how this money is being spent within their locality. A range of information required by the Local Government Transparency Code is now published on a dedicated page on the Council website. This includes details of spending over £500, FOI disclosures, the grants process, procurement information and equalities data. Further work is currently being undertaken to publish details of contracts over £5,000 through a new e-tendering system and names of all Service Heads published on the Council website. In regards to the Government's 2015 Transparency Code, the Council has achieved 3 star status and is acquiring a suitable IT platform will enable it to achieve 4 and 5 star status which will also provide momentum for broadening the scope of data published. A new dedicated performance information web page has been developed on the Council website which provides details of the Council's performance on a quarterly basis. A review of the Council's performance management and accountability framework will further consider how performance information can be presented in accessible and interactive format. This will be supported by securing a new performance management system for use across the Council.

Community Engagement: A number of Mayor's Public Assemblies have been held at local community venues which have offered local people the opportunity to raise issues of concern and get involved in local initiatives. These have been well attended and feedback has been very positive. A schedule of future assemblies has been developed which will continue to offer local the people opportunity to hold the Mayor to account. A draft Community Engagement Strategy has been developed in consultation with local people and stakeholders outlining how the Council will build on the engagement and involvement of local people in Council business. This will support local people to co-produce services ensuring they meet local needs, improve consultation and engagement across a range of services and allow people to shape their locality. At the core of the strategy is ensuring local people's involvement has an impact on service delivery.

Digital engagement: The Council has begun using social media to raise awareness about decisions being made by Cabinet and the impact it will have locally. Full Council and Cabinet meetings are now webcast and available to view on the Council website with further work being undertaken to livestream meetings and explore how people can get involved in meetings using social media. A new e-petition facility is currently being tested and will go live later this year. This will better enable the Council to understand local concerns and allow people to get involved more easily in campaigns. In addition, an e-mail subscription list has been set up to allow local people to receive e-newsletters on a range of topics. Further work is being undertaken to develop e-bulletins on specific areas such as Public Health, Leisure, Community Safety, Licensing and Planning.

Organisation culture: A draft Organisation Culture Plan has been developed which supports openness. Work has been undertaken with senior management and members to identify organisational culture issues and how to address them. An engagement programme has been developed to engage staff in a debate about vision,

values and culture which will help inform delivery of a new Workforce Strategy. In addition, a new whistleblowing procedure has been launched and widely advertised to facilitate easier reporting. A process for managing any issues reported is now in effect and they are being dealt with. An independent Clear Up Team has also been set up to investigate allegations of improper Council decision making or impropriety in the discharge of Council functions between October 2010 and June 2016.

3.9 The above highlights the considerable progress the Council has made over the last year and work will be undertaken to communicate this progress internally and externally over the next few months. Despite the progress it is recognised that further work needs to take place to enable the Council to achieve the vision outlined in the Mayor's Transparency Protocol and the Overview and Scrutiny Transparency Commission. This includes activity to further engage and involve local people in the design, delivery and scrutiny of local services, embed the new scrutiny structure and better use technology to enable the Council to become more transparent.

3.10 The Annual Residents Survey provides data on resident perceptions about the Council, local services and the area. It has a number of questions relating to themes on transparency that help the Council understand residents' views. The 2016 Annual Residents Survey notes that overall satisfaction with the Council is up by 6 points with 71% of residents satisfied with the way the Council run things. There was also a record 17 percentage points increase on the statement 'My council is doing a better job than one year ago'. Two new questions on trust and transparency were introduced this year with 72% saying they trusted the Council a great deal or a fair amount. Residents were more ambivalent on the issue of transparency: just over half (52 per cent) of those surveyed agreed that the Council is 'open and transparent about its activities' while 37 per cent said they neither agreed nor disagreed (or didn't know), and 11 per cent disagreed. Views about resident involvement also remain mixed; 55 per cent felt the Council involves residents when making decisions, while more than one third disagreed; 57 per cent felt the Council listens to concerns of local residents, while 35 per cent disagreed. There has been an 11 per cent decrease on information requests in 2015/16 compared to 2014/15 which includes Freedom of Information requests and those under Environmental Information Regulations 2004. The on-going implementation of actions identified in the appendices, alongside a communication plan, will help us better understand the impact of the work on transparency in 2017 through the above measures.

3.11 With respect to progress in delivering the tasks set out in the action plan of the Mayor's Transparency Protocol (Appendix A), all the specific 'next steps' have been achieved on time with subsequent work all on track. 19 actions have been completed and 15 actions are on track to be completed.

3.12 Of the Transparency Commission's 18 recommendations (appendix B), these have resulted in the development of 47 actions, 14 actions have been completed and 33 actions are on track to be completed.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The report sets out progress to date in delivering actions set out in the Mayor's transparency protocol and seeks approval for actions that need to be taken in response to the transparency commission recommendations. The cost of the clear up team is estimated to be in the region of £100k-£200k and will be funded through

general reserves. The remaining actions are expected to be delivered through existing budgets and resources and thus there are no additional financial implications arising specifically from the recommendations within this report

5. LEGAL COMMENTS

5.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions.

5.2 The Overview and Scrutiny Committee's Transparency Commission ran over the course of three Committee meetings in July, September and October 2015. The core question for the Transparency Commission was "How can the Council be more transparent?" The desired outcome was "Recommendations to improve transparency within the Council." At Appendix D is the Final Report titled "Overview & Scrutiny Transparency Commission Final Report" and which sets out the evidence, findings and recommendations of the Transparency Commission. There were eighteen (18) recommendations set out in that Final Report and this Briefing Paper advises as to the progress with recommendations 1 through to 17 (Recommendation 18 requires "progress on implementing the above recommendations [i.e. 1 through to 17] supporting open data is reported to the Overview and Scrutiny Committee on a six-monthly basis.")

5.3 With regard to transparency, local authorities are encouraged to be transparent and open in their decision making and business dealings generally. Legislation provides a minimum level of publication through the Local Government Acts 1972 and 2000, the Localism Act 2011 and a variety of attendance regulations.

5.4 The Council has discretion to go beyond the statutory minimum in the interests of developing its transparency and openness and the recommendations are all matters within their discretion.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 Increasing the transparency of decision making, enabling more effective public engagement in the work of the Council and making more information accessible to the public all serve to empower residents. In so doing, this provides for better understanding of, and engagement in, the challenges faced by the borough leading to more resilient communities.

7. BEST VALUE (BV) IMPLICATIONS

7.1 The recommendations and actions set out in this report relate to Section 5 of the Best Value Action Plan: Organisational Culture.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no direct implications from this report on a sustainable environment.

9. RISK MANAGEMENT IMPLICATIONS

9.1 The actions within this report will help the Council govern in a more open and transparent manner which reduces the risk of further intervention and reputation damage. It will help strengthen confidence of local people and partners in the Council's decision making process.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no direct crime and disorder reduction implications arising from this report.

11. SAFEGUARDING IMPLICATIONS

11.1 There are no direct safeguarding implications arising from this report.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

A. Update to the Action Plan of the Mayor's Transparency Protocol

B. Action plan in response to the recommendations of the Transparency Commission

C. The Mayor's Transparency Protocol

D. Final Report of the OSC Transparency Commission

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

- State NONE if none.

Officer contact details for documents:
N/A

Appendix A

Update to the Action Plan of the Mayor's Transparency Protocol

Action	Next Steps	Progress Update	Responsible Lead	Due Date	Status
Broadening the use of social media into democratic meetings including Cabinet and Full Council. This could include welcoming public filming and tweeting or introducing a council meeting hashtag	To be incorporated into the Communications Review and the Community Engagement Strategy	The public are already able to film all our formal meetings. In addition, webcasting of council and cabinet have already begun.	Melanie Clay / Andreas Christophorou	Q4 15/16	**Complete**
		Summary of key items on Cabinet agenda will be publicised using social media channels.		Q1 16/17	**Complete**
		A list of hashtag has been developed and will be used on committee paper publication for easy search and residents to receive alerts.		Q2 16/17	**On track**
Develop approaches for residents interested in particular topics, for example, planning, licencing, community safety or in particular areas (wards/ LAPS), to be alerted about decision making or consultations taking place about their area of interest.	To be incorporated into the Communications Review and the Community Engagement Strategy	Communications has set up an e-mail subscription list and residents receive e-newsletter on a range of topics. Further work is being undertaken to develop e-bulletin on specific areas such as Public Health, Leisure and Community Safety.	Andreas Christophorou	Q1 16/17	**Complete**
		The draft Community Engagement Strategy which is in development will support improved consultation and engagement with residents.	Kevin Kewin	Q3 16/17	**On track**
Explore the feasibility of publishing spend and contracts under a lower threshold	Develop through existing information governance processes	Timeline for collection/alignment of data agreed with Competition Board	Zamil Ahmed	Q4 15/16	**Complete**
		Review spend and contracts information and publish information		Q12 16/17	**On track**
Explore the feasibility of publishing the names of all officers at Service Head level and above.	Through existing information governance processes	The Council already publishes information of all Corporate Directors. The names of all Service Heads will be published in Q2.	Stuart Young	Q2 16/17	**On track**

Engage with residents on what areas of performance are of most importance to them and produce an easy to read performance scorecard for publication	To be explored in the next Annual Residents Survey and produced as part of the year end Annual Report.	Performance information was included within the Annual Council tax leaflet	Kevin Kewin	Q4 15/16	**Complete**
		Performance information has been published on a separate web page within the council website: http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/council_performance.aspx			**Complete**
		A review of the Council's Performance Management and Accountability Framework (PMAF) is underway, as part of this we will consider how we can produce and publish more accessible performance information. The Council is also procuring a new performance management system – the ability to publish information publicly is part of the draft specification.		Q3 16/17	**On track**
Explore the possibility of requiring developers to publish Planning Viability Assessments, which have previously been restricted due to commercial sensitivity	Legal advice is being sought on possible adoption processes	The Council is already part of the Inter-Borough Viability Working Group, with 20 other London local authorities and are developing a Viability Protocol to standardise a number of key viability parameters and clarify the approach towards transparency of viability appraisals.	Owen Whalley	Q2 16/17	**On track**
		Currently committee members and other interested parties are able to view the viability assessment in a closed room.		Q3 15/16	**Complete**
		Legal advice has been obtained and recommended measures are in the process of being implemented to protect the council from concerns relating to commercial sensitivity.		Q2 16/17	**On track**

		Working towards adopting a protocol on publishing planning viability assessments		Q4 16/17	**On track**
Review procurement thresholds and channel all contract expenditure over £5,000 through the Council's e-tendering system. Publish detailed summary of all new contracts as part of the Transparency Code.	To be incorporated into the refresh of the procurement strategy.	Incorporated into Strategy	Zamil Ahmed	Q4 15/16	**Complete**
		New e-procurement solution agreed and implemented		Q1 16/17	**Complete**
Review the way in which the Council publishes contracts		This links to work being undertaken as part of the Local Government Transparency Code set out in its action plan in response to the Transparency Commission (Tasks 11-16)	Graham White	Q2 16/17	**On track**
Develop a series of both formal and informal 'Meet the Mayor' events. These will include the Mayor attending events or markets and high streets in the borough so that residents can have the opportunity to quickly raise issues and concerns; the Mayor undertaking a series of structured visits to organisations which would reach across equalities groups, wards and interests; and a formal set of Question Times, where the public can ask the Mayor (and Cabinet and / or Heads of Partner organisations) questions. These will all be timetabled in advance		Mayor's Assemblies introduced and will be held on a monthly basis in different parts of the borough. The draft Community Engagement Strategy which is in development will support improved engagement of local people through Mayor's Assemblies.	Andreas Christophorou	Q4 15/16	**Completed**

and advertised (where appropriate) for wider public attendance.		The Mayor has been attending a range of formal and informal events based on invites from local people and also to better understand service delivery. These will be reviewed on an on-going basis to ensure the Mayor reaches a diverse range of communities.	Peter Robbins	Q4 15/16 on going	**Complete**
Develop a new localised consultation mechanism	To be incorporated into the Community Engagement Strategy	The Local Strategic Partnership's review is currently considering local engagement mechanisms	Robin Beattie	Q2 16/17	**On track**
		The draft Community Engagement Strategy will incorporate findings from the above review and outline how people can get involve at a local level and service issues.		Q3 16/17	**On track**
Explore options to involve residents in Housing Scrutiny	To be undertaken through a refresh of the borough wide resident scrutiny panel and to explore with Tower Hamlets Homes and the RPs working in the borough how resident scrutiny can be improved.	Refresh of borough wide housing scrutiny Borough-wide Scrutiny Forum completed	Jackie Odunoye	Q2 15/16	**Complete**
		Pilot scrutiny by Forum and feedback to RP scrutiny panels, residents and members		Q4 15/16	**Complete**
		Establish link with LBTH Housing Scrutiny sub-committee		Q1 16/17	**Complete**
Develop an improved consultation process for policy development and service change, to improve decision making.	To be incorporated into the Community Engagement Strategy	A Community Engagement Strategy is being developed. This will set out proposals for actions to improved engagement and involvement in policy and service development.	Kevin Kewin	Q3 16/17	**On Track**

Improve awareness of Council meetings through the targeted use of social media, or through email contact lists to interested residents, businesses and organisations.	To be incorporated into the Communications Review and the Community Engagement Strategy	People can already sign up to receive alerts when agendas to particular meetings are published (or when issues relating to their wards are published).	Andreas Christophorou		**Complete**
		Summary of key items on Cabinet will be publicised using social media channels.		Q1 16/17	**Complete**
Adapt the Individual Mayoral Decision report template to include a reason for their use, such as demonstrable urgency.	To be adapted for the next individual Mayoral Decision.	The individual Mayoral Decision template now includes reason for use.	Melanie Clay		**Complete**
Review the current decision making process to improve the speed and transparency of the Council's decision making	Proposals have been put before the Governance Review Working group for the CMT-MAB-Cabinet phase of decision making	Work is now underway to review the officer –DMT-CMT phase.	Melanie Clay	Q1 15/16	**Complete**
		On–going work by cross party member and officer Governance Review Group to improve decision making transparency.		Q3 16/17	**On track**
Develop and promote new guidelines on the use of Exempt Papers and their availability to non-executive members.	This has been discussed at the GRWG: There is growing evidence that since discussing this issue, there has been a significant reduction in exempt papers	Ongoing monitoring to establish the degree to which a reduction in Exempt papers is sustained before further action is deemed necessary	Melanie Clay	Q2 16/17	**On track**

Work with Overview and Scrutiny Committee to develop target information response times, to better enable their scrutiny function		OSC has developed an action log to follow up outcomes of requests for information. This action log will be updated and considered at each OSC meeting	Kevin Kewin	Q1 16/17	**Complete**
Ensure major policies and strategies are discussed with Overview and Scrutiny Committee in advance to improve the use of pre-decision scrutiny, enabling the committee to help question and shape policy during its development, rather than the night before Cabinet.		OSC meetings have been moved a week before Cabinet to allow more time for pre-decision scrutiny. The OSC also considers the Executive Forward Plan at all their meetings to consider areas they would like to contribute to development. As part of OSC work programme development they are provided with briefing outlining challenges and priorities for year ahead which enables them to consider issues they would like to help develop.	Kevin Kewin	Q1 16/17	**Complete**

Appendix B

Action plan in response to the recommendations of the Transparency Commission.

	Action	Responsible Lead	Date	Status	Resource/other implications
Recommendation 1:	The Mayor considers additions to his Transparency Protocol to include actions to create an organisational culture, led by senior management, which values and presumes openness. This should include explicit support for whistleblowing where it is appropriate.				
Response/Comments	A draft Organisation Culture Plan has been developed and will help deliver this aspiration. It sets out work across key areas, including governance, member / officer relations, transformation and delegation of powers. Interim arrangements for whistleblowing for staff and members of the public have been put in place pending a more holistic review of the various ways by which staff and members of the public can comment on, complain about and when necessary raise a more serious concern (whistle-blow) in relation to the activities of the Council and/or its members, employees or agents.				
Explore and implement measures to bring about culture change in the organisation	SOLACE facilitated exercise with senior management to identify issues	Will Tuckley	Q4 15/16	**Complete**	These activities will be delivered within current budget
	Organisational Culture Plan in place that will draw upon related corporate strategies	Stuart Young	Q2 16/17	**On track**	
	Staff engagement programme in organisational vision, values and culture	Stuart Young	Q2 16/17	**On track**	
	Chief Executive's roadshows and other activity to engage staff in transforming the organisation's culture	Stuart Young	Q2 16/17	**On track**	
	Investors in People health check progress report	Stuart Young	Q3 16/17	**On track**	
Whistleblowing	Interim whistleblowing arrangements put in place to facilitate easier reporting of serious concerns by staff	Stuart Young	Q4 15/16	**Complete**	These activities will be delivered within current budget
	Whistleblowing Charter to CMT and Cabinet	Stuart Young	Q3 16/17	**On track**	

	Action	Responsible Lead	Date	Status	Resource/other implications
	Develop proposals for a more holistic approach to whistleblowing that links up with other ways by which staff, members and residents comment upon, critique, congratulate, query and raise concerns about the work of the Council and those it employs.	Stuart Young	Q2 16/17	**On track**	
	In addition, develop and run a culture change programme in relation to whistleblowing to bring about a change in attitudes and behaviours in this respect.	Stuart Young	Q3 16/17	**On track**	
	Implement whistleblowing proposals following sign off by CMT and Cabinet	Stuart Young	Q3 16/17	**On track**	
Recommendation 2:	The Mayor extends his Transparency Protocol to include required conditions for the use of individual mayoral decisions (IMD).				
Response/Comments	A review has been undertaken on the individual mayoral decisions made by the Mayor and essentially they fall into two categories – those that need to be taken by IMD as a result of urgency, and those that are taken by IMD because they are sufficiently minor that they don't justify taking to Cabinet, usually because they are operational, rather than policy decisions.				
	All Mayoral decisions will be taken by the Mayor in Cabinet, unless it meets one of the following criteria, in which case it can be taken by IMD: • It is an urgent decision • It is a minor decision in that it does not result in a change of council policy.	Peter Robbins	Q1 16/17	**Complete**	Within current budget
Recommendation 3:	The Council implements a protocol governing the use of planning pre-committee briefings with applicants present, and includes materials used and any outcomes in reports to the development committees.				
Response / comments	The service has been exploring this issue and will seek approval from the committee for such a protocol as soon as possible.				

	Action	Responsible Lead	Date	Status	Resource/other implications
	Set out conditions for, and purpose of, pre-committee briefings and the way in which they are reported and implemented – agreed approach	Owen Whalley	Q2 16/17	**On track**	Within current budget
Recommendation 4:	The new process for deciding on the spending of planning contributions is open and transparent, and includes some resident involvement.				
Response / comments	A new more open and transparent approach (enabling better resident involvement) to making decisions on the spending of S106 and Community Infrastructure Levy (CIL) at a corporate level has been agreed in principle and is awaiting final agreement on the detail. Proposals went to Cabinet (5/4/16) to enable neighbourhoods to establish neighbourhood planning areas. This would provide an incentive to build community capacity in a locality offering greater influence over spend of locally allocated funds as capacity increases and matures.				
	New governance of CIL monies and the process principles has been agreed by the Mayor	Owen Whalley	Q4 15/16	**Complete**	Within current budget
	Process detail and specifics of the scheme to be agreed by Mayor		Q2 16/17	**On track**	
	Implement new decision-making approach		Q3 16/17	**On track**	
	Earmarking of monies for neighbourhood groups to recommend/decide allocation implemented		Q3 16/17	**On track**	
Recommendation 5:	Make information on spending of planning contributions publicly and easily available, delineated by ward, and sent to members, with regular progress reports to the Overview and Scrutiny Committee.				
Response/Comments	This Council has already started publishing 6 monthly summaries and a full, more detailed, annual report on CIL and S106 receipts, allocations and outcomes. This links to work being undertaken to develop scrutiny role with respect to planning contributions, open data and local forums.				

	Action	Responsible Lead	Date	Status	Resource/other implications
	A 6 monthly newsletter is already published and available to the public providing an update on spend of CIL and S106 monies by ward	Owen Whalley	Q4 15/16	**Complete**	Within current budget
	First Annual Report to go to OSC and Cabinet that will provide a detailed analysis of all CIL and S106 monies received, allocated and spent by ward	Owen Whalley	Q4 16/17	**On track**	
Recommendation 6:	The Council increases opportunities for community engagement in democratic processes, including by:				
Response/Comments	A pilot programme of public meetings in alternative venues is underway for the OSC and this will be explored for other meetings if needed. The technical aspects of webcasting (videos of meetings) are already in place and live streaming will be piloted in Q1. Other uses of social media to engage the public will be explored following this. These Issues are also being considered in the Community Engagement Strategy.				
a. Exploring holding committee meetings in a variety of venues more amenable to the public in different parts of the borough;	Some meetings such as OSC have already been held in different parts of the borough. Options for holding other meetings will be considered if requested.	Melanie Clay	Q1 16/17	**Ongoing**	

	Action	Responsible Lead	Date	Status	Resource/other implications
b. Providing plain English summaries of items on committee agendas via the Council's existing communications channels, and reporting these afterwards;	Summary of agenda items for Cabinet are already included in the agenda. Training and supporting report authors to ensure these are in plain English will be provided. Summary of key items on Cabinet agenda will be publicised using social media channels. In addition press releases will be issued when there are decisions which may be of local interest.	Melanie Clay	Q2 16/17	**On track**	Within current budget these activities will delivered. To develop this for other committees new resource will need to be identified.
c. Making Council and Cabinet webcasts viewable from the Council's main social media accounts and on popular video hosting sites.	The meetings webcasts are currently available from the Council website. The Council will use social media channels to promote these to local people.	Melanie Clay	Q2 16/17	**On track**	Within current budget.
d. Exploring options for remote and electronic participation in committee meetings, such as offering live streaming and tweeting, and allowing questions via social media; will follow 'a.' above	Live streaming will be implemented once the Council has put relevant IT infrastructure in place. Further discussions will be held with the Governance Review Working Group on feasibility on live committee participation through social media.	Melanie Clay	Q3 16/17	**On track**	Within current budget

	Action	Responsible Lead	Date	Status	Resource/other implications
e. Enabling e-petitions on the council's website; and	E-Petition facility is currently being tested and following further discussions this will go live later this year.	Melanie Clay	Q2 16/17	**On track**	Within current budget
f. Allowing the public to propose items for Overview and Scrutiny work plans.	As part of the development of the Overview and Scrutiny Committee Work Programme options will considered to enable the public to propose items.	Kevin Kewin	Q4 16/17	**On track**	Within current budget
Recommendation 7:	The new Community Engagement Strategy (CES), and changes planned under the Mayor's Transparency Protocol to the consultation process for policy development and service change, take account of the findings of the Commission's consultation.				
Response/Comments	The draft Community Engagement Strategy has been cross-checked against the recommendations of the Transparency Commission and the Mayor's Transparency Protocol. The Strategy will be informed by the current review of the LSP.				
	Draft Community Engagement Strategy in development	Kevin Kewin	Q3 16/17	**On track**	Within current budget
	Public Consultation on the Strategy and approved by Cabinet		Q416/ 17	**On track**	
Recommendation 8:	New localised consultation forums allow a key role for ward councillors.				
Response/Comments	The Local Strategic Partnership's review is currently considering local engagement mechanisms, and the potential role of Councillors. A draft Community Engagement Strategy will be developed and informed by the Partnership's decisions on local governance arrangements.				

	Action	Responsible Lead	Date	Status	Resource/other implications
		Robin Beattie	Q3 16/17	**On track**	There will be cost implications associated with the implementation of local governance arrangements
Recommendation 9:	Licensing and Planning Teams explore the feasibility of enabling the public to sign up to receive weekly email bulletins detailing applications received, consultation arrangements, and the status of existing applications, at ward level. They should also explore utilising social media and text alerts in relation to consultations; and use plain English as far as possible in communications, and include guides to technical language that cannot be avoided				
Response/Comments	**Planning:** The introduction of the upgraded public access system for planning (October 2015), available via the Council's website, allows much more search functionality on planning applications. Members of the public can search for applications on various criteria including by ward, date received, date determined and status. Plans, supporting documents and statutory consultation responses can be viewed on line via the PAS. Anyone wishing to make comments can submit those directly online too.				
	Licensing: The licensing team has a webpage with all applications listed and where licences are granted, the details of the licence. This has a search facility enabling the public to search in wards. It is recognised that the public have to logon to the website view this data. Recently, the service has been trialling tweeting new applications when they are received – this goes out to everyone that has signed up to the Council's tweets. With respect to consultations – all residents within 40 metres are notified that an application has been received and that the details are on the website. The Licensing Team, to produce a weekly bulletin, would need the resources of other Teams e.g Communications				
Planning	Work to utilise other technology to raise awareness and provide the public with information about planning applications will be further considered and developed in quarter 4.	Owen Whalley	Q4 16/17	**On track**	Within current budget

	Action	Responsible Lead	Date	Status	Resource/other implications
Licencing	Continue with adding information onto the website, and further exploration with Communications on the consultation processes.	Dave Tolley	Q2 16/17	**On track**	Within current budget
Recommendation 10:	The Council undertakes a full review of its Overview and Scrutiny arrangements, and amends these as necessary.				
Response/Comments	The Overview and Scrutiny Committee as part of its work programme for 2015/16 has been reviewing areas of improvement and as a result the following changes are proposed for 2016/17:				
	Grants scrutiny sub-committee established	Steve Hill	Q1 16/17	**Complete**	Additional resources may be required to support the additional scrutiny work.
	Review Grants scrutiny sub-committee to improve based on learning of three months of operation	Steve Hill/ Kevin Kewin	Q2 16/17	**On track**	
	Housing scrutiny sub-committees established	Kevin Kewin	Q1 16/17	**Complete**	
	Induction programme developed for new OSC Members and Sub Committees	Kevin Kewin	Q1 16/17	**Complete**	
	Timing of OSC relative to Cabinet moved to allow for more time to consider reports prior to Cabinet	Kevin Kewin	Q1 16/17	**Complete**	
Recommendation 11:	Officers undertake a full review of compliance with the requirements of the Local Government Transparency Code and take any action required to secure this compliance on a regular basis.				
Response / comments Applies to recommendations 11-16	Work is underway to significantly improve the variety, quantity, quality and accessibility of data relevant to LBTH. This includes data set out in the Local Government Transparency Code, Council performance data and other socio-economic and demographic information likely to be of interest to residents and organisations in Tower Hamlets. Links to actions 5-8 in the Mayor's Transparency Protocol				

	Action	Responsible Lead	Date	Status	Resource/other implications
	Undertake full review of compliance with minimum (Part 2) and recommended (Part 3) data and propose options going forward	Graham White	Q2 15/16	**Complete**	There may be resourcing implications related to the quantity and quality of data we publish beyond the minimum requirements
	Achieve compliance for part 2 data	Graham White	Q1 16/17	**Complete**	
	Agree and implement approach to Part 3 data	Graham White	Q2 16/17	**On track**	
Recommendation 12:	Officers explore approaches to achieving three-star status for all relevant information required to be published by the Local Government Transparency Code (as applicable) within six to nine months; and assess the feasibility of achieving five-star status for different categories of data published by the council on an ongoing basis, in the longer term.				
Response / comments	**See 11 above**				
	Identify and evaluate options to achieve 3 through to 5 star status with respect to quality/accessibility of published data	Graham White	Q1 16/17	**Complete**	See 11 above
	Achieve 3 star status	Graham White	Q2 16/17	**On track**	
	Agree ambition and approach with respect to 4 and 5 star status and initiate work to achieve this	Graham White	Q3 16/17	**On track**	
Recommendation 13:	The Mayor's Transparency Protocol is extended to include exploring the feasibility of publishing all of the information recommended in part 3 of the Local Government Transparency Code.				
Response / comments	Incorporated in 11 above	Graham White	Q2 16/17	**On track**	See 11 above

	Action	Responsible Lead	Date	Status	Resource/other implications
Recommendation 14:	In the short term, the Council develops a frequently-updated online hub of information accessible from the Council homepage, including all information required by the Local Government Transparency Code, as well as additional categories of information suggested in the body of the Commission's report.				
Response / comments	See http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/Transparency/transparency.aspx for the current status of the online hub	Graham White	Q2 15/16	**Complete**	
Recommendation 15:	In the longer term, the Council explores the costs and benefits of regularly publishing all of its data, with exceptions, as recommended in the Local Government Transparency Code.				
Response / comments	This will be considered as part of the review and evaluation of options (see 13 above)	Graham White	Q2 16/17	**On track**	
Recommendation 16:	Officers explore options to allow the public to access data published by the Council via user-friendly, visually appealing and easily-navigated interfaces, using Redbridge DataShare and Bath:Hacked as benchmarks.				
Response/comments	The Council is reviewing its current performance management system and as part of this will explore securing a system which helps publish data in more user friendly and interactive way.				
	A specification for a new system has been developed and will be procured in 2016/17	Kevin Kewin	Q4 16/17	**On track**	
	Explore feasibility of linking work relating to accessibility of data under recommendations 11 and 12 above to the performance management publishing software purchased	Graham White/ Kevin Kewin	Q3 16/17	**On track**	
Recommendation 17:	The Council appoints an open data champion for each directorate.				
	Proposal will be put before the Information Governance Group for their consideration	Graham White	Q2 16/17	**On track**	Within current budget

	Action	Responsible Lead	Date	Status	Resource/other implications
	Write job description for an open data champion and evaluate need for training/support as the role develops	Graham White	Q2 16/17	**On track**	Within current budget

Transparency protocol: A Transparent Mayor, an Open Council

1. INTRODUCTION

In the Mayor 2015 election, I campaigned on a pledge to lead the borough in an open and transparent way. Following my election I have requested the development of a Transparency Protocol to enable me to put this pledge into action.

This paper provides a starting point for what a transparent and open Council and Mayor might look like and what actions need to be put in place to achieve these proposals. It includes more detail on the pledges I made in my manifesto which were designed to increase transparency. These include my commitment to answer questions from the public and councillors at every full Council meeting; to attend Overview and Scrutiny meetings as invited and to set up Public Meetings across the borough. It also makes new suggestions, as I want to be ambitious in this regard, to maximise the transparency of the Council, ensuring we become a leading borough in this field.

The Council is emerging from a turbulent past few years which have had an impact on the trust residents have in the work of the Council. National scrutiny has been focussed on the Council, highlighting areas for improvement and creating an opportunity to make changes. Most importantly, it has demonstrated a need for organisational culture change: away from a protective and defensive approach to one which recognises the importance of openness and engagement, and embraces the opportunities this will bring about.

Having undertaken reviews into Transparency at the GLA, it is my view that it is not only important to be transparent through the publication of decisions or information and data, but also to provide a rationale and explanation for the decisions made. The benefits of this approach are manifold, but have even greater importance in the face of the difficult decisions which will soon be facing the Council. As the national policy of austerity continues and the Council develops ways to respond, it is vital that residents are informed about the decisions made, the reasons behind them, and are involved in developing options and providing feedback.

The purpose behind this transparency initiative is for residents to be informed, able to influence decision making, especially where they are affected, and are empowered to hold the Mayor and Cabinet to account.

Councillors, both those on the Overview and Scrutiny Committee and all non–executive members, play an important role in scrutinising decision making and improving policy making, within the Council. They must be supported, through the provision of timely information and officer time, to ensure they can undertake this role effectively.

Moving towards a more transparent Council will involve a whole host of new actions which will affect the way we communicate with residents, engage and consult with residents and undertake decision making.

This is an important issue for the Council and I am extremely pleased that the Overview and Scrutiny Committee has established a Transparency Commission to look at this issue. The actions contained in this report do only provide the starting point for the work the Council needs to undertake on this agenda and I look forward to receiving their recommendations and trust this document will help to inform their deliberations and final report.

With the above considerations in mind, I have laid out the following principles, which I hope demonstrate my commitment to governing in a transparent way which will help create a culture shift to a more transparent Council.

As Mayor, I will personally:

- as a default, take all decisions in public through Cabinet, and where this is not possible, a clear reason will be provided to explain why;
- be open to public, scrutiny and opposition questions at all public decision making forums, which will be answered by the Mayor and/or Cabinet Member;
- create more opportunities, through public meetings, for residents to ask questions and raise concerns.

As Mayor, I will lead an organisation, which:

- involves residents and Councillors in consultation at the earliest possible point in any policy or decision making process;
- as a default, make information available to the public and all Councillors in a timely and easily accessible format;
- actively communicates with residents and responds to queries positively.

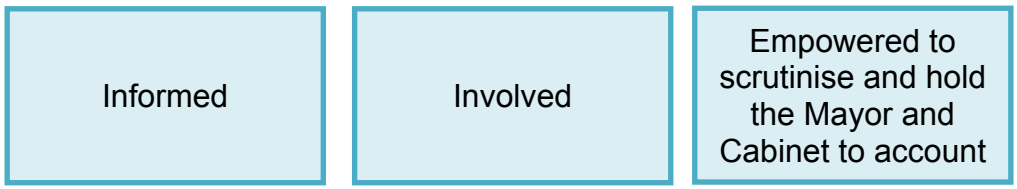
This paper outlines what activities the Council already has in place to promote transparency and provides an overview of further actions I have put in place, and am proposing to put in place, to further this agenda and promote culture change across the organisation.

Mayor John Biggs

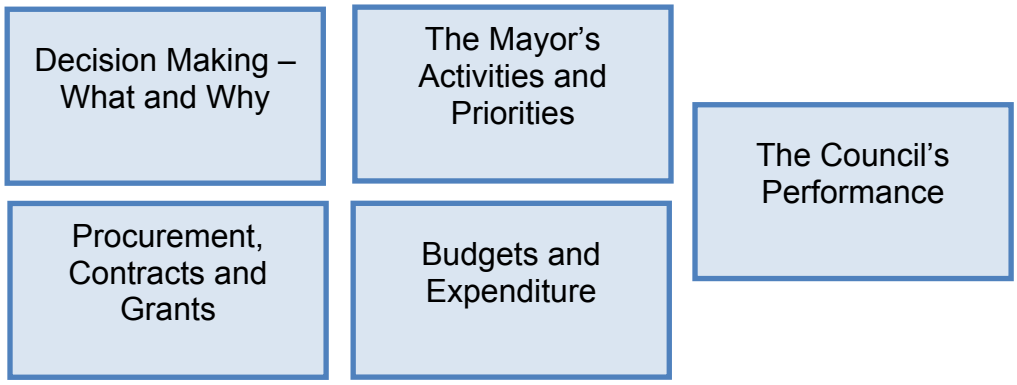
2. AIMS AND OBJECTIVES:

In order to fulfil the principles established by the Mayor to further embed transparency into the culture of the Council, the following aims and objectives have been devised for the Transparency Protocol. The focus for these aims and objectives are the areas of Council activity which are Mayor and Executive functions; areas of greatest public interest and those areas which can promote and enhance transparency.

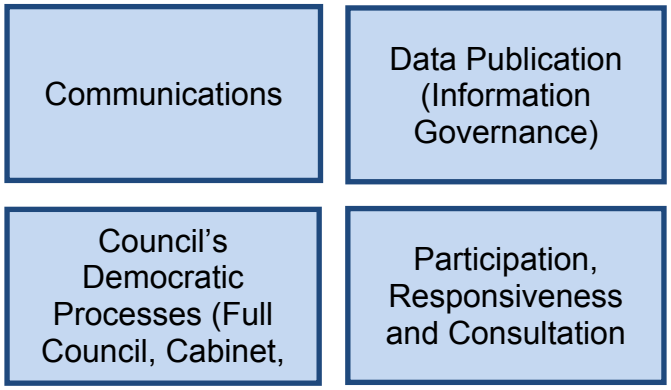
The Public and Members will be:



About:



Through:



3. BACKGROUND:

Across these four key areas: Communications; Data Publication; Participation, Responsiveness and Consultation and the Council's Democratic Processes, the Council already undertakes a range of activities to keep residents informed, engaged and able to hold the Mayor and Councillors to account. The following provides an overview of these activities.

3.1. Communications:

The Council currently uses a print version of East End Life, social media and proactive media releases to local and national press to advise residents on the Mayor's activities and priorities, upcoming consultations and decision making.

This is supplemented by additional communications directly undertaken by the Mayor including interviews, columns in the Wharf, East London Advertiser and East End Life.

There has also been a tradition of an annual Mayoral Report which outlines key activities and performance (published in East End Life).

3.2. Publication (Information Governance):

The Council has a dedicated section of the Council's website where it publishes the information it currently has a duty to publish under the Statutory Requirement under Local Government Transparency Requirements (2015). This includes:

- Council spend over £500
- Spend on Procurement Cards
- Invitations to Tender
- Contracts above £25k
- Land and Assets in Local Authority ownership, including Social Housing Assets
- Grants
- Organisational Chart (of top three tiers)
- Trade Union Facility Time
- Parking account and spaces
- Senior Salaries (numbers earning over £50,000 and their responsibilities; names of those earning over £150,000)
- The Constitution
- The pay multiple
- Fraud
- Publications Scheme

The Council also has in place systems to respond to freedom of information requests in line with the relevant legislation. These responses are all published on the Council's website.

The Council also currently publishes quarterly information on the Council's budget and performance monitoring, through the Cabinet process.

3.3. Participation, Responsiveness and Consultation:

The Council currently has several different routes to help residents contact the council about a personal query or complaint. The corporate complaints service, member's surgeries and the member enquiry system.

Each service is currently responsible for running consultations on any service changes or in accordance with legislative requirements. In addition there is a cross cutting consultation, Your Borough Your Voice, which asks residents views on the budget and the future of service delivery.

The annual residents' survey provides the Council with regular feedback from residents about services in the borough. Whilst not in-depth feedback, it does allow tracking of key indicators and themes over time, and enables some comparison with other London Boroughs.

To enable more in-depth consultation with residents, the Council consults regularly with a series of themed groups. These include:

- Tower Hamlets Safer Neighbourhood Board (SNB) which ensures communities are more closely involved in problem solving and crime prevention in Tower Hamlets.
- Healthwatch Tower Hamlets, whose purpose is to bring residents and users voice to health and social care commissioners and providers.
- There is also a series of equalities forums: the Interfaith Forum, an LGBT Community forum, New Residents and Refugee Forum and Older People's Reference Group, and Local Voice (disabled residents' forum).

Alongside the themed groups, the Council developed a programme of Community Champions Co-ordinators and Ward Forums which supported actions within ward areas by bringing residents and service providers together, developing community led solutions, supporting active citizenship and improving cohesion within the locality. The latest round of decision making and community budgeting has come to an end and these community engagement mechanisms are being reviewed to see if a better method of localised consultation can be devised.

3.4. Council's Democratic Processes:

The following processes are put in place to enable Council decision making to be transparent and enable scrutiny and questioning from non-executive members and the public.

Mayor's Decisions: Whilst for reasons of urgency these are the only decisions not made in public, key decisions do have to be listed on the forward plan. The decisions are also then published on the website.

Cabinet: Most Mayoral decisions are made at Cabinet meetings which are public and webcast. Decisions are listed on the forward plan before the meeting and the agenda, reports and background papers must be published before the meeting. Decisions and full minutes are published. Public questions are allowed at chair's discretion; questions are required in advance and must be on subject of reports being considered. All reports considered at Cabinet are considered the night before at the Overview and Scrutiny Committee. The Chair of Overview and Scrutiny is provided with an

opportunity to ask the Committee's questions on the reports. There is also an opportunity for the Mayor to give a short address to the Cabinet.

The following rules apply to publication around decision making. For key decisions (which involve major spending, or savings, or which have a significant impact on the local community) 28 clear days' notice must be provided via the Forward Plan or an Individual Mayoral Decision Notice. General Exception Notice is required for decisions taken between 5 and 28 clear days. Special Urgency must be agreed with the Chair of Overview and Scrutiny. The agenda and papers must be published five working days in advance. Some papers are exempt from publication as they contain personal, commercial or otherwise sensitive information.

The above executive functions are scrutinised by the Overview and Scrutiny Committee. This meeting is held in public. The Committee undertakes three main roles:

- to undertaken scrutiny on upcoming decisions
- to call in decisions already made to prompt reconsideration
- to undertake in-depth scrutiny spotlight sessions and reports on policy areas.

Full Council: Full Council meetings are held in public and webcast. Decisions are listed on the forward plan and the agenda, reports and background papers must be published before the meeting. Decisions and full minutes are also published. There is an opportunity for the Mayor to give a short address to the Council. There are dedicated slots for petitions, public and member questions. These have to be received in advance and any questions which do not receive an answer in the meeting will receive a written answer.

4. NEW ACTIONS IN PLACE TO PROMOTE TRANSPARENCY:

The processes outline above, properly implemented, show that the Council takes transparency seriously and has in place a range of activities designed to promote transparency across these four areas: Communications; Data Publication; Participation, Responsiveness and Consultation and the Council's Democratic Processes. But more can be done to make the Council transparent and enable residents to be engaged and empowered.

Since the election of Mayor John Biggs in June 2015, the Mayor has already made key changes to increase the level of transparency of his own actions and those of Council. These are detailed below:

4.1. Communications:

- The Opposition Group Leaders now have a monthly column each in East End Life.

4.2. Participation, Responsiveness and Consultation:

- The Mayor has committed to responding to all non-vexatious correspondence within 10 working days, either directly or via the Member's Enquiry process.

- The Mayor holds a weekly surgery which all residents are able to attend, by appointment.

4.3. The Council's Democratic Processes:

- The Mayor has committed to attending, and has attended, all Overview and Scrutiny meetings he has been invited to.
- The Mayor publishes all Individual Mayoral Decisions in the Cabinet papers which follows the decision, as well as on the Council's website
- The nature of the Cabinet meeting has been altered to allow for further scrutiny by non- executive members, with Group Leaders invited to speak and ask questions on agenda items.
- The Mayor is reducing the number of exempt papers produced in the decision making process. The Mayor and Cabinet Members actively challenge their use during the successive stages of report preparations.
- The Mayor provides a written Mayoral report to Full Council on the Mayor's activities over the preceding two months, including key decisions made and the Mayor's diary.
- The Mayor has also committed to sharing the answering of petitions, public and member questions in Full Council with Cabinet Members.

5. FURTHER ACTIONS TO PROMOTE TRANSPARENCY:

In addition to the actions listed above, which have already increased the transparency of the Mayor and the Council, a further set of longer term actions are proposed.

These will:

- Move the Council beyond the Local Government Transparency requirements;
- Benefit from emerging best practice and new legal freedoms regarding transparency;
- Fulfil the Mayor's Manifesto commitments regarding transparency, including establishing a Housing Scrutiny Committee involving residents and setting up public meetings across the borough;
- Improve the transparency of decision making, in a way which provides both the publication of decisions and an explanation for the decisions made:
- Improve the public understanding of how well the Council is performing:
- Improve decision making through the early incorporation of resident consultation and scrutiny involvement.

These actions are provided in the table below, along with details of how they will be progressed and the action deadlines. Many of these actions will be taken forward through a range of strategies and plans which are currently under development.
The Mayor is looking forward to receiving the recommendations of the Transparency Commission, will give full consideration to these recommendations and will produce a further action plan after receipt of the Overview and Scrutiny recommendations.

TOWER HAMLETS

OVERVIEW & SCRUTINY COMMITTEE

OVERVIEW & SCRUTINY TRANSPARENCY COMMISSION FINAL REPORT

Chair's Foreword

The ambition of the Overview and Scrutiny Transparency Commission is to move Tower Hamlets Council forward to enable it to become a beacon council for openness, transparency and accountability.

This agenda is paramount if the Council wants to regain the trust of our residents while turning around our reputation.

It was right for the cross-party committee, which holds the council and decision-makers to account, to establish a commission to begin this journey. Our goals and recommendations set out the building blocks needed.

It has become clear we need to create an organisational culture, led by senior management and the Mayor, which values and presumes openness. I welcome the Mayor's transparency protocol, and the commission's recommendations enhance this work.

The challenges for the council in the coming years are unprecedented. We need to enhance the role of the Overview and Scrutiny Committee to support the council to meet these challenges, along with the requirements of the Best Value Improvement Plan.

With this, transparent open data is essential for accountability, and providing access to our data can empower individuals, the media, civil society and businesses to achieve better outcomes for themselves and for our public services.

Tower Hamlets Council's motto is 'from great things to greater'. So let's aspire to set the gold standard for local government transparency.

I would like to thank everyone who supported and participated in our commission.

Cllr John Pierce
Chair, Overview and Scrutiny Committee

SUMMARY

Key Goals

- Make the council a beacon for openness, accountability and transparency by the end of 2017-18

- Enhance the role of Overview and Scrutiny to enable greater openness, accountability and transparency in 2016-17

- Publish all data by default wherever possible by the end of 2016-17.

Recommendations to achieve key goals

To make the council a beacon for openness, accountability and transparency by the end of 2017-18, the Commission recommends that:

1. The Mayor considers additions to his Transparency Protocol to include actions to create an organisational culture, led by senior management, which values and presumes openness. This should include explicit support for whistleblowing.

2. The Mayor extends his Transparency Protocol to include required conditions for the use of individual mayoral decisions.

3. The council implements a protocol governing the use of planning pre-committee briefings with applicants present, and includes materials used and any outcomes in reports to the development committees.

4. The new process for deciding on the spending of planning contributions is open and transparent, and includes some resident involvement.

5. Information on spending of planning contributions is publicly and easily available delineated by ward, and sent to members, with regular progress reports to the Overview and Scrutiny Committee.

6. The council increases opportunities for community engagement in democratic processes, including by:

    - Exploring holding committee meetings in a variety of venues more amenable to the public in different parts of the borough;

    - Providing plain English summaries of items on upcoming committee agendas via the council's existing communications channels, and reporting these afterwards;

- Making Council and Cabinet webcasts viewable from the Council's main social media accounts and on popular video hosting sites such as YouTube;

- Exploring options for remote and electronic participation in committee meetings, such as offering live streaming and tweeting, and allowing questions via social media;

- Enabling e-petitions on the council's website; and

- Allowing the public to propose items for Overview and Scrutiny work plans.

7. The new Community Engagement Strategy, and changes planned under the Mayor's Transparency Protocol to the consultation process for policy development and service change, takes account of the findings of the Commission's consultation.

8. New localised consultation forums allow a key role for ward councillors.

9. Licensing and planning teams explore the feasibility of enabling the public to sign up to receive weekly email bulletins detailing applications received, consultation arrangements, and the status of existing applications, at ward level. They should also:

    - Explore utilising social media and text alerts in relation to consultations; and
    - Use plain English as far as possible in communications, and include guides to technical language that cannot be avoided.

To enhance the role of Overview and Scrutiny to enable greater openness, accountability and transparency in 2016-17, the Commission recommends that:

10. The council undertakes a full review of its Overview and Scrutiny arrangements, and amends these as necessary.

To publish all data by default wherever possible by the end of 2016-17, the Commission recommends that:

11. Officers undertake a full review of compliance with the requirements of the Local Government Transparency Code, and take any action required to secure this compliance on a regular basis.

12. Officers explore approaches to achieving three-star status for all relevant information required to be published by the Local Government Transparency

Code (as applicable) within six to nine months; and assess the feasibility of achieving five-star status for different categories of data published by the council on an ongoing basis, in the longer term.

13. The Mayor's Transparency Protocol is extended to include exploring the feasibility of publishing all of the information recommended in part 3 of the Local Government Transparency Code.

14. In the short term, the council develops a frequently-updated online hub of information accessible from the council homepage, including all information required by the Local Government Transparency Code, as well as additional categories of information suggested in the body of the Commission's report.

15. In the longer term, the council explores the costs and benefits of regularly publishing all of its data, with exceptions, as recommended in the Local Government Transparency Code.

16. Officers explore options to allow the public to access data published by the council via user-friendly, visually appealing and easily-navigated interfaces, using Redbridge DataShare and Bath:Hacked as benchmarks.

17. The council appoints an open data champion for each directorate.

18. Progress on implementing the above recommendations supporting open data is reported to the Overview and Scrutiny Committee on a six-monthly basis.

INTRODUCTION

The previous Coalition Government made transparency a priority, with the view that in general it fosters democratic accountability, and makes it easier for local people to contribute to the local decision making process and help shape public services. For example, it can inform choice in those services and how they are run, and thereby drive improvements, as well as stimulating innovation and growth.

This was manifested in a presumption in favour of making data freely available – specifically, the factual data on which policy decisions are based and on which public services are assessed, or which is collected or generated in the course of public service delivery. This led to the development of a range of new policies, laws and regulations, including:

- The Local Government Transparency Code, which mandated local authorities to publish a number of open datasets (discussed in more detail in the body of this report);

- The Protection of Freedoms Act 2012, which expanded the right of access to information to a right for this to be made available as open data for reuse;

- An amended Reuse of Public Sector Information Regulation, requiring public bodies to make information created under public task available for reuse and, whenever possible, under an open government licence in machine-readable formats;

- The Infrastructure for Spatial Information in the European Community (INSPIRE) Regulations (2009), which define how to publish and share spatial data among public sector organisations through a common Europe-wide spatial data infrastructure.

Locally in Tower Hamlets, a lack of transparency was an issue identified in the Best Value inspection of the council in 2014[1]. This was particularly highlighted in relation to decision-making on grants, and the then-Secretary of State for Communities and Local Government was also critical in his statement to the House of Commons on the report[2]. While the specific problems highlighted in the inspection are being addressed through the council's Best Value Action Plan, transparency was also a key theme of the recent local mayoral election, and it remains a matter of real interest and concern to local people.

Therefore, at its first meeting of the 2015-16 municipal year, the Overview and Scrutiny Committee decided its next three meetings would be focused primarily on this issue as a scrutiny review, with the full committee sitting as the Overview and Scrutiny Transparency Commission. This was seen as an opportunity for members from all

[1] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/370277/140311_-_final_inspection_report.pdf

[2] https://www.gov.uk/government/speeches/london-borough-of-tower-hamlets-council-inspection

political parties to work together to identify actions to help the council become more transparent. In addressing this, members considered different aspects of the issue, such as:

- how residents could be better informed about Council activity, processes and decisions;
- How members could be supported to make more transparent decisions; and
- How decision-makers could be held to account transparently.

The Commission's Scope is attached as Appendix A**.**

The Commission's evidence-gathering sessions took place at the Overview and Scrutiny Committee meetings on 27th July, 7th September and 5th October 2015. Witnesses and information provided at these were as follows:

27th July

- Ted Jeory, journalist and local blogger, on his perspective on the transparency of the council
- Mark Baynes, citizen journalist and blogger, on his perspective on the transparency of the council
- David Galpin, then-Service Head for Legal Services, and Graham White, Complaints and Information Manager, on freedom of information and transparency obligations
- Owen Whalley, Service Head for Planning and Building Control, and Paul Buckenham, Development Manager, on transparency in planning and development processes and decision-making
- David Tolley, Head of Consumer and Business Regulations Service, on transparency in licensing processes and decision-making.

7th September

- The Executive Mayor, John Biggs, on his plans for a Transparency Protocol
- Mike Brooks, senior reporter for the Docklands and East London Advertiser, on his perspective on the transparency of the council
- Aman Dalvi, Corporate Director for Development and Renewal; Owen Whalley, Service Head for Planning and Building Control; and Matthew Pullen, Infrastructure Planning Team Leader, on transparency in planning contributions processes and decision-making
- Louise Russell, Service Head for Corporate Strategy and Equality, on plans for a new Community Engagement Strategy
- John Williams, then-Service Head for Democratic Services, on transparency and engagement in democratic processes and decision-making
- Anna Finch-Smith, Employee Relations and Policy Manager, and Minesh Jani, Head of Risk Management, on whistleblowing

- Ed Hammond, Head of Programmes for the Centre for Public Scrutiny, on a national perspective on the overview and scrutiny function

5th October

- Lee Edwards, Chief ICT Officer for Redbridge Council, on Redbridge DataShare
- Ben Unsworth, Data Solutions Engineer for Socrata Inc, on Socrata's experience in working with governments and councils to help them share data
- Kerie Anne, Assistant Branch Secretary for Social Care, for Tower Hamlets UNISON
- Louise Russell, Service Head for Corporate Strategy and Equality, on interim results of the public consultation held by the Commission.

The Commission's public consultation was held to gauge perceptions of council transparency in Tower Hamlets. The full consultation report, including details of the methodology used, is attached as Appendix B.

Other information considered by the Commission included:

- A paper on models of participatory and ward budgets by Cllr Peter Golds
- A written contribution from Cllr Oliur Rahman on behalf of the Independent Group, on proposals to improve council transparency
- A written submission from Unite on proposals to improve council transparency
- A written submission from John Seekings, Acting Deputy Head of Communications and Marketing, on how the Corporate Communications function can support transparency
- A written submission from Children's Social Care officers in response to views expressed by UNISON in its presentation to the Commission
- An email from Prabhjot Babra, GIS Data Manager, on the publication of mapping data in open formats
- The terms of reference of the council's Freedom of Information Board
- The Local Government Transparency Code 2015
- The Institute of Government's 2011 report "Making the Most of Mayors"
- A note by the Local Government Association on its Local Transparency Programme
- A webinar by Socrata on the datastore they have built for Bath and North East Somerset.

FINDINGS AND RECOMMENDATIONS

A Culture of Openness

In a large and complex organisation like a local authority, there are many different areas in which transparency can be achieved and improved, and this report looks at

some of these which were of particular interest to the Commission. However, an overall organisational culture which appreciates the importance of being open to the public, and views it as a desirable characteristic, is essential to accomplish these. It is also necessary if the council is to be well-equipped for the future, as the Local Government Transparency Code makes clear that the Government's overall aspiration is for all council data to be made publicly available (with exceptions where necessary to protect vulnerable people or commercial and operational considerations)[3].

In evidence, local journalists expressed the view that this attitude was not currently widespread in the council, and that in general there existed a presumption against disclosure. An example of this was the council's willingness to classify reports as exempt from publication requirements on the grounds of commercial sensitivity - they felt that too little weight was given in such judgements to the right of the community to know the advice and information guiding decisions.

UNISON also felt that the authority had proven too reluctant to share important information in the course of the 2014 Your Borough Your Voice public consultation. They felt that the public summaries of budget proposals had not been fully open about how service provision could be affected, and also expressed concern at the restrictions placed by management on how staff could discuss these proposals with service users.

Views expressed in responses from the public to the Commission's consultation echoed these general concerns. Most respondents felt that the council was not transparent and open about its activities, and that consultation was not undertaken in good faith, as the council had often already decided on a course of action and would disregard opposing views. The methodology used in this consultation means that these views cannot be interpreted as representative of the community generally, but they can provide a useful starting point for the council in seeking to create and maintain a culture which values openness, and strives to achieve it.

In this respect, Tower Hamlets can learn from other authorities which have made strides in achieving greater transparency. The Commission heard from Redbridge Council, which has developed its own online application to share its data with the public; and from Socrata, an international data solutions company with its UK base in Tech City, which has partnered with other authorities and governments (in the UK and abroad) to help them achieve this. Both spoke of the importance of the authority's leadership in embedding such a culture. At Redbridge, for example, the drive for achieving a high standard for open data came personally from the chief executive, who ensured that the corporate management team received regular progress reports on the rollout of the programme. This had led to all departments actively taking responsibility for publishing their own data. Socrata's open data guide[4] also identifies

---

[3] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/408386/150227_PUBLICATION_Final_LGTC_2015.pdf (para 4).

[4] http://moderngov.towerhamlets.gov.uk/documents/s77339/Open%20Data%20perspective%20from%20Socrata.pdf (page 9)

executive sponsorship as a key component of a successful open data programme, along with a dedicated policy.

The Mayor of Tower Hamlets has already made a clear commitment to achieving a more transparent council, with his Transparency Protocol articulating “a need for organisational culture change: away from a protective and defensive approach to one which recognises the importance of openness and engagement, and embraces the opportunities this will bring about”. This also sets out some useful practical actions to help achieve this, through communications, data publication, engagement activity and the council’s democratic processes.

The Commission is pleased that the Mayor has expressed a strong commitment to the value of transparency, and endorses his decision to launch a dedicated Protocol and action plan. However, it believes that the impact of these could be bolstered by including a focus on improving the culture within the organisation, and changing the attitudes of officers and managers towards sharing information with members and with the public. There are strong practical and moral arguments for a public sector organisation being open with the community, and staff should understand these and embrace transparency and accountability as a value of the organisation. Along with the commitment made by the Mayor, this requires the officer leadership of the council to set the tone for the whole council, lead by example, and ensure that the presumption is in favour of openness rather than secrecy, at all levels.

As noted when it was considered at Cabinet, the Mayor’s Transparency Protocol provides a starting point for work to improve transparency, to be further developed by the Commission. Therefore, the Commission believes that the Mayor’s action plan should include another set of actions aimed specifically at achieving a culture of openness and attitudes which value transparency amongst officers. Leading by example should include ensuring that staff are fully aware of public consultations on proposals affecting their services. Other possible actions to consider may include adopting openness as one of the organisation’s core values; communicating the importance of public transparency in staff inductions; building transparency into team planning requirements; and ensuring that team and service managers communicate the importance of this through team meetings, and exemplify it in day-to-day operations. The Commission was pleased to note that the most recent staff conference in October 2015 included a presentation on the topic of transparency, which is a positive first step.

A specific area where the culture of the organisation may need to change is the attitude towards whistleblowing by staff. UNISON brought to the Commission’s attention its concerns about the lack of protection provided to internal whistleblowers, and shared results from the 2014 “Health Check” of Tower Hamlets by the Government’s Social Work Task Force. This showed that only 26% of social work staff felt whistleblowing was safe, and almost a third of social work staff had such doubts about the protections in place that they would avoid whistleblowing altogether. These caused “serious concern” in the view of the Task Force, which identified the need for action to increase staff confidence in the council’s policy, with the involvement of trade unions.

Officers from the council's Human Resources and Audit teams agreed that the culture of the organisation is key when it comes to raising concerns, and informed the Commission of a review of the whistleblowing processes and of the support available for those reporting concerns. This review may result in a whistleblowers' charter, publicity for the reformed process, and potential e-learning options about this for staff, amongst other measures. As mentioned above, the Commission believes that changing the culture of the organisation requires a clearly articulated commitment from its leaders – in this case, that in certain clearly-defined circumstances, whistleblowing is safe, and is the right thing to do. A charter which explicitly authorises staff to report their concerns anonymously (when other avenues are not practical or available), and sets out the support and protections they can expect in doing so, would be welcome in building their trust. Similarly, educating staff on how and when to use the procedures is vital, and an e-learning module along with promotion would help achieve this.

The Commission believes that these measures and others to improve the authority's attitude towards whistleblowing should be an integral part of the overall work to change organisational culture around transparency (and therefore part of the Mayor's Transparency Protocol action plan). It is also important that the role of trade unions as important advocates for and representatives of employees is recognised and respected, and the Commission would like to see implemented the Social Work Task Force's recommendation that the unions be involved in this work.

Recommendation 1: The Mayor considers additions to his Transparency Protocol to include actions to create an organisational culture, led by senior management, which values and presumes openness. This should include explicit support for whistleblowing.

Democratic Processes and Decision-making

Although statutory in nature, local authorities derive much of their legitimacy from their status as democratically elected institutions. Councillors, and in Tower Hamlets the Executive Mayor, are elected, and certain key elements of council processes and decision-making are required by law to be open to the public (with some exceptions). These include 28 days' advance notice to the public of key decisions; publication of agendas and papers in advance of all formal meetings; meetings being open to the public to attend; and publication of executive decisions taken individually by the Mayor. Particular information about all councillors and the Mayor must also be published, including their contact details, membership of council committees, and any interests which they are required to register. Other members of the community are also co-opted onto some committees.

Beyond these legal requirements, the council does more to facilitate public representation, and participation in decision-making. For example, committee meetings are publicised in East End Life and on the council website, and video recordings of meetings of the Cabinet and full Council are available to watch on demand (officers reported that each Cabinet recording tends to receive around 100 views). Audio recordings of other committees are also currently being trialled. A tablet application to view details and papers from meetings is available, and the right of members of the community to bring petitions to committees is enshrined in the

council's constitution, where they may also be granted the right to ask questions. Indeed at full Council, between July 2014 and July 2015, 19 petitions were received (with one being the subject of a formal debate), and 50 questions were asked by members of the public.

Furthermore, councillor information published online includes records of how their time on council business has been spent, membership of any council committees, their appointments to outside bodies by the council's General Purposes Committee, and details of surgeries that constituents can attend. Officers stated that most executive decisions were made in public; and expressed the view that relatively few committee items were considered in private (permitted when necessary to avoid the illegal disclosure of confidential information, or of other types of information classified as "exempt" by law, such as that pertaining to an individual, or to a legal person's financial or business affairs).

In spite of the above, the Commission believes that both the use of individual mayoral decisions, and the consideration of reports as exempt items, has been too common in the council's recent past, to the detriment of transparency and public accountability. The Commission is therefore pleased to see that the Mayor has committed in his Transparency Protocol to taking all decisions in public by default, and to including a written explanation for their when making an individual decision. However, the Commission believes that this could be strengthened further by the Mayor outlining a set of prescribed circumstances or conditions which must exist to justify the use of private decision-making powers.

Recommendation 2: The Mayor extends his Transparency Protocol to include required conditions for the use of individual mayoral decisions.

The Commission also considered the openness of information and advice provided to the council's Development Committee and Strategic Development Committee, in taking decisions on planning applications. Information provided to the council by developers assessing the viability of their applications (ie whether or not they realistically can be delivered) is currently confidential, to encourage maximum candour. This enables the council to have the best information available to review the appraisal, and to negotiate any planning obligations for the benefit of the area. However, officers acknowledged that there was a tension between this and transparency, and that public confidence in the planning system, and accountability, could be increased with greater information on viability assessments. Indeed, recent decisions by the Information Commissioner have required the disclosure of these; and Islington Council's newest Strategic Planning Document actively advocates transparency in viability negotiations. The Mayor's Transparency Protocol also includes exploration of requiring the publication of viability assessments, which the Commission supports.

Occasionally, for large and complex developments, members are briefed by officers on the relevant issues in private prior to formal committee meetings or before applications are submitted, sometimes with applicants in attendance. The Commission wishes to see the conditions for and purpose of these briefings clearly set out, in liaison with members of the committees, and for them to be recorded in the published papers of the committees when they occur.

Recommendation 3: The council implements a protocol governing the use of planning pre-committee briefings with applicants present, and includes materials used and any outcomes in reports to the development committees.

Detailed negotiations for planning contributions to the council from developers to help mitigate the impacts of their developments (under section 106 of the Planning Act 1990) begin after planning permission has been granted. The council's position on these is determined by the Planning Contributions Overview Panel (PCOP), made up of officers from across the council's directorates and chaired by the Corporate Director for Development and Renewal. This panel also considers projects proposed by directorates for funding from planning contributions, based on the particular obligations agreed with the developer, and takes account of the degree of public consultation underpinning a proposal (amongst other factors) in determining if funding should be agreed. Agreements made between the council and developers on contributions, projects with agreed funding, and factsheets on these projects are available on the council's website, along with the relevant planning applications.

The introduction of the Community Infrastructure Levy, however, has prompted a review of this process, as expenditure under the new regime will be an executive decision. The Commission believes that this should represent a move towards greater transparency, and aim to enable a degree of resident involvement in the process, whilst maintaining the council's ability to take strategic decisions on the basis of need.

Recommendation 4: The new process for deciding on the spending of planning contributions is open and transparent, and includes some resident involvement.

Members also welcomed plans to make planning contributions agreements and details of how they were spent more accessible online. In particular, they believed it was important for residents to be able to view the spending of planning contributions by ward, and for members to be proactively informed when such decisions were made. They also requested that the Overview and Scrutiny Committee receive regular reports on the progress of infrastructure projects funded by these contributions.

Recommendation 5: Information on spending of planning contributions is publicly and easily available delineated by ward, and sent to members, with regular progress reports to the Overview and Scrutiny Committee.

The Commission considered ways in which the provisions made to keep democratic processes visible could be enhanced to maximise the engagement of the public. In their presentation, officers gave some examples of measures which could be undertaken in order to increase engagement in democratic processes, such as requiring plain English in committee papers and the constitution, live video and audio webcasting of committee meetings which are currently recorded and viewed on-demand only, and reviewing the arrangements for nominees to outside bodies to report back on their work. The Commission was pleased that officers were thinking proactively about such improvements, and hopes the measures mentioned will be explored and implemented if feasible and beneficial.

The Commission focused on some specific possibilities for improvement which it felt could have a particular impact. A common view in evidence was that committee meetings held at alternative venues to the Town Hall in Mulberry Place were more likely to attract attendees to view or participate, if these were more accessible or familiar to residents. It was pointed out to the Commission, however, that there were resource implications to this proposal, especially when taken together with others. It was also considered that the information included in East End Life on agenda items for upcoming committee meetings could be more extensive and informative, to give readers a better indication of what is being considered, recommended and decided on, although it was recognised that the reach of East End Life in this respect was likely to decline in the future, if and when it was produced less frequently. However, these synopses could also be posted on the council's Facebook and Twitter accounts in advance of these meetings, and may stimulate greater interest from residents. Ideally the Commission would like to see this for all committees, with particular emphasis given to executive decisions and decisions of full Council relating to the Policy Framework. The decisions taken should also be reported in the same way.

Newer technology and media also offer greater opportunities for the public to not only see the decisions being taken, but to participate in the processes without having to be physically present. The internet and social media are important and powerful means for individuals to express their views on issues which matter to them, including hashtags on Twitter and electronic petition platforms Change.org and the UK Parliament's own petition scheme. The Commission believed that these could be better exploited. Furthermore, all such measures should be as easy as possible for the public to find and use, including existing engagement channels – for example, council webcasts currently are hosted on the website of the council's delivery partner, but not on YouTube (technical limitations mean these cannot currently be embedded on the council's own website).

Again, the Commission welcomes the steps taken by the Mayor in his Protocol to investigate how to broaden the use of social media into democratic meetings, but would like to see these built on further.

Recommendation 6: The council increases opportunities for community engagement in democratic processes, including by:

- **Exploring holding committee meetings in a variety of venues more amenable to the public in different parts of the borough;**

- **Providing plain English summaries of items on upcoming committee agendas via the council's existing communications channels, and reporting these afterwards;**

- **Making Council and Cabinet webcasts viewable from the Council's main social media accounts and on popular video hosting sites such as YouTube;**

- **Exploring options for remote and electronic participation in committee meetings, such as offering live streaming and tweeting, and allowing questions via social media;**

- **Enabling e-petitions on the council's website; and**

- **Allowing the public to propose items for Overview and Scrutiny work plans.**

The Commission also welcomes the Mayor's action to develop and promote new guidelines on the use of exempt papers and their availability to non-executive members. As this will require amendment of the council's constitution, it will be carried out through the Governance Review Working Group, and the Commission hopes that this report will also be taken into account by that Group in its work.

Community Engagement and Consultation

Along with the provisions for public access to and participation in the formal procedures of democratic decision-making, another important way in which the community should be able to play a part is through engagement and consultation. This is clearly a priority for the council - its new Strategic Plan explicitly links transparency to engaging more residents and community leaders in policy and budget changes, and also commits to a framework of borough-wide equality forums, which contribute to the council meeting its legal duty to promote equality. In addition, the new Community Plan includes a cross-cutting priority of "empowering residents and building resilience", with the aim of engaging them in actually designing and delivering public services.

The council's Annual Residents Survey for 2014-15 shows that, using a representative sample of the community, the majority feel that the council both listens to residents' concerns, and involves them when making decisions. The Commission's own consultation exercise showed a less positive perception amongst respondents who did not identify themselves as working for the council, with majorities feeling that the council does not listen to residents' concerns or involve them when making decisions. Similar proportions believed the council is not open and transparent when conducting consultations , nor keeps residents informed about how their involvement has made a difference.

By comparison, the majority of council staff who responded to the consultation felt that the authority was open and transparent with its consultations, listened to residents' concerns and involved them in decision-making. Less than half agreed that the council kept residents informed about how their involvement has made a difference.

While these consultation results cannot be interpreted as representative of the borough as a whole, the additional comments provided by respondents can provide an insight into the reasons for a lack of confidence in the council's engagement work amongst some. Alongside the clear conclusion that the council could better feed back to participants the results of consultations and their influence on decisions, there were also criticisms that these were rushed and not managed well; that they were tokenistic, due to a perception that the council had often decided on a course of action regardless

of the results of consultation; and that those engaged were often a vocal minority heard often, rather than representative of the community.

Residents' suggestions to improve consultation and engagement included more direct, proactive and targeted engagement of those who are likely to be affected by a potential decision or action, such as events for the community or based around specific issues, as well as open forums and written materials. It was felt that merely putting information online was insufficient, although there was room for creative use of digital and social media. Consultations should also be better planned, with supporting information and materials provided in good time, adequate publicity, longer times allowed for responses, more careful consideration given to venues and times for events, and better feedback on results and impact. Respondents were also keen to have more involvement in formal meetings, and greater contact with members and officers. The full results of the consultation can be found as Appendix B to this report.

As mentioned earlier in this report, UNISON expressed criticism of how consultation on the budget and future savings proposals was carried out in 2014. The union believed that the information provided to the public on these proposals was insufficient to enable them to provide informed responses, particularly about their risks and implications.

The council is currently developing a new Community Engagement Strategy, the content of which is being developed and consulted upon. This will aim to better coordinate and standardise the range of engagement and consultation activity carried out by various teams in the authority and, as set out in the Community Plan, will see the council and partners "co-produce" solutions with local people and the third sector. It is likely this will take advantage of existing resident and equality forums, and digital and social media, as methods of engagement. The strategy will also look at new options for local participatory structures, and the Commission was keen that the role of ward members is a key consideration in this.

Alongside new structures, the Mayor's Protocol also plans to develop an improved consultation process for policy development and service change. The Commission believes that this should draw on the findings of its consultation in the report attached at Appendix B.

Recommendation 7: The new Community Engagement Strategy, and changes planned under the Mayor's Transparency Protocol to the consultation process for policy development and service change, take account of the findings of the Commission's consultation.

Recommendation 8: New localised consultation forums allow a key role for ward councillors.

For both licensing and planning applications, there are statutory consultation requirements which the council must fulfil in order to inform potentially affected individuals and organisations, and give them the opportunity to express their views prior to a decision being made. Tower Hamlets policy and practice is to exceed these requirements. In the case of licensing applications, along with displaying a notice on the premises in question, placing a notice in East End Life and consulting the

responsible authorities, the council provides information about applications on its website and writes to addresses within a radius of 40 metres of the premises. For events expected to attract more than 1000 attendees, this radius is expanded further – with such events being held in Victoria Park, for example, these are extended to the park's perimeter.

The latter measure is not undertaken universally by councils, as an informal survey of seven other nearby London boroughs showed that only two wrote to additional addresses.

Where the council receives a planning application, while required to either post a notice on the site or notify the adjoining occupiers, it writes to all addresses within 10 metres of the premises (20 metres for a larger "major development", and 40 metres for an even larger "significant development"). Residents can also register to receive a bulletin of all planning applications received in the borough. The law requires a notice in the press for other specific types of applications, such as major developments and those in conservation areas, which the council also carries out.

However, planning officers recognised that response rates to their consultations are currently low; and licensing officers stated that an email bulletin like that sent by the planning department was something that it had not explored (and was something that some of the other boroughs contacted undertook, where requested by members of the public). Members also commented that the language used in official correspondence relating to planning and licensing matters could be difficult for ordinary residents to understand, as it often used technical or legal language that was not familiar to them. The Commission therefore felt that measures should be explored to better inform and consult the public in relation to planning and licensing applications.

The Mayor's Protocol sets out that the Community Engagement Strategy will include a facility for the public to sign up to receive alerts on reports posted on the council website with particular "tags" or keywords attached, including planning and licensing. This is a welcome step, although the Committee was concerned that by the time of publishing reports online, the opportunity to respond to a consultation may have passed. Therefore, the Commission believes that this could be bolstered by additional activity by the teams themselves, including exchanging and adopting each other's good practice. Officers presented some potential actions which they suggested might achieve this, which the Commission would like to be explored and implemented where feasible. It is pleased that the Planning team has already moved to improve the functionality of its online search facility.

The Commission noted that that any new measures pertaining to the use of social media should be consistent with legal advice regarding these statutory processes, as well as the latest version of the council's corporate social media policy. They should also take account of any recommendations arising from the Local Government Association's review of the council's communications activity.

Recommendation 9: Licensing and planning teams explore the feasibility of enabling the public to sign up to receive weekly email bulletins detailing

applications received, consultation arrangements, and the status of existing applications, at ward level. They should also:

- **Explore utilising social media and text alerts in relation to consultations; and**
- **Use plain English as far as possible in communications, and include guides to technical language that cannot be avoided.**

Enhancing Overview and Scrutiny

The Overview and Scrutiny function plays an important role in the transparency of a local authority, by exposing the executive to public examination and requiring answers to its questions, alongside its role in advising the executive. Tower Hamlets currently has one Overview and Scrutiny Committee (OSC), with a Health Scrutiny Panel (HSP) undertaking the statutory role of scrutinising health services.

There is a mixed picture regarding the OSC's influence on executive decision-making. The previous mayor rarely attended meetings when requested, and despite a relatively high number of called-in decisions, those referred back for further consideration have seldom been changed. However, both committees have a good record of having the recommendations of their in-depth reviews and challenge sessions accepted by the administration.

Members of the Commission noted the Mayor's plans to ensure that target response times are developed for OSC questions. They also agreed that early opportunities to examine and input into policy decisions, including the budget, were of key importance, and were pleased that the Mayor intends to offer these in his Protocol. It is vital that the OSC is able to examine the basis of significant and strategic decisions which are to be made by the executive, and members look forward to doing so in relation to matters such as the scoping principles and priorities which will guide the council's assets strategy; and major asset disposals decided by the Mayor (though the latter also currently require the agreement of the Commissioners appointed by the Secretary of State).

The Commission also believes that the OSC should carry out pre-decision scrutiny for grant awards, which are currently made by the Commissioners. It understands that plans are in the process of being developed to facilitate this within the existing grant-making process.

The Commission did note, however, that no examination of the Overview and Scrutiny function had been undertaken following the change in executive arrangements from Leader and Cabinet to Mayor in 2010. In these circumstances, and given the scope of work envisaged for the OSC above, the Commission felt that a review would be timely, to ensure that the structures in place were appropriate. For example, the Institute of

Government's 2011 report "Making the Most of Mayors"[5] advises putting more emphasis on time-limited task and finish groups or commissions which scrutinise particular areas of executive responsibility, rather than a standing full committee. It also suggests that such a review should be undertaken by Overview and Scrutiny members themselves.

This work should, in turn, inform the resources available for member training and officer support for the OSC. Ideally, any changes should be included in the 2016-17 budget.

Recommendation 10: The council undertakes a full review of its Overview and Scrutiny arrangements, and amends these as necessary.

Open Data

As mentioned earlier, in October 2014 the Government released the Local Government Transparency Code, which sets out both minimum requirements for data that must be published by councils, and recommendations for data that should be published. This was updated in February 2015. The Local Government Association has also published practical guides to help councils implement the requirements.

The Code requires local authorities in England to publish information related to the following themes:

- Expenditure over £500
- Government procurement card transactions
- Procurement information
- Grants to voluntary, community and social enterprise organisations
- An organisation chart
- Salaries of senior officers
- The ratio between the highest and median earnings in the council (the "pay multiple")
- Trade union facility time
- Local land assets
- Social housing asset value
- Parking accounts and parking spaces
- Fraud, and
- The constitution.

The council has a dedicated transparency webpage to access this information[6], which also links to other information not specifically required by the Code, including the council's log of Freedom of Information requests and responses; details of allowances paid to members since 2010; and business rate charges for premises.

---

[5] http://www.instituteforgovernment.org.uk/sites/default/files/publications/Making%20the%20Most%20of%20Mayors_0.pdf

[6] http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/transparency.aspx

The Commission did not have sufficient capacity to review in thorough detail the extent of the council's compliance with the Code's requirements. However, from a brief examination of the information linked from the transparency page, it did appear that there were some areas which required attention or amendment to more fully comply with the Code at the time of writing. For example:

- The link to "procurement information" requires complex navigation through multiple internal and external webpages, filtering through information concerning all London boroughs, and does not lead to all of the information required;

- Only Government Procurement Card transactions above £500 are published, rather than all transactions as required, and can only be found within the expenditure data as "payment card spend";

- Information on grants is out of date, and omits some required details;

- Senior salary information appears to be contradictory and confusing;

- The link to "fraud" does not directly lead to the required information, requiring additional navigation;

- Some other annual information included also appears to require updating, including the social housing asset register and parking information.

The Commission notes that the Mayor's Protocol contains two actions to review the way in which the council publishes contracts. Beyond this, it considers that it would be in the best interests of both local people and the council for officers to rigorously audit all information currently published against the requirements of the Transparency Code, and ensure that it fully meets our obligations. This should be undertaken as regularly as required in the code for each category of information. The Commission is pleased to learn that the Complaints and Information Governance Team is planning improvements in this regard.

Recommendation 11: Officers undertake a full review of compliance with the requirements of the Local Government Transparency Code (Annex Ai), and take any action required to secure this compliance on a regular basis.

As pointed out by local citizen journalist Mark Baynes, the format of published data has a strong influence on its usefulness and accessibility to users. The Code also sets out a hierarchy of standards for this, as follows:

One star	Available on web (whatever format) but with an open license
Two stars	As above plus available as machine-readable structured data (eg Excel instead of an image scan of a table)
Three stars	As above plus using a non-proprietary format (eg CSV and XML)
Four stars	As above plus using open standards from the World Wide Web Consortium (such as RDF and SPARLQL21)

Five stars	As above plus links data to others' data to provide context

The Government's recommendation at the time of publishing the Code was that local authorities publish data in three star formats, where suitable and appropriate, alongside open and machine-readable formats, within six months (ie by the end of March 2015, except for social housing assets).

The Commission was keen to see how data published in open formats could be useful to different audiences, and was impressed with examples provided by Redbridge Council and Socrata, the latter of which had worked with a number of public bodies to help them publish their data effectively. In the case of Bath and North East Somerset Council, demand for data from software developers in the community had actually driven the creation of a "data-store", built by Socrata and curated by a community interest company created for this purpose. This data had been published in formats allowing software developers to draw on it in developing their own applications which could be useful to residents, such as smartphone apps to display live parking space information for drivers to use in real time.

Having considered these examples, the Commission then looked at the information currently linked on the Tower Hamlets transparency page, benchmarking it against the star-rating system in the Code as follows (where data is split between different formats, the Commission has used the lower rating, on the basis that the full dataset is not available in the more open format):

Information category	**Current format**	**Current star rating**
Expenditure	CSV files, but Excel spreadsheets for 2013-14 and 2014-15	Two stars
Government procurement card transactions	As above	Two stars
Procurement	Link to summaries on London Tenders Portal for current invitations; contracts available from London Contracts Register as CSV.	One star
Grants	Excel spreadsheets	Two stars
Organisation chart	Excel spreadsheet	Two stars
Senior salaries	Excel spreadsheet (limited data in CSV)	Two stars
Pay multiple	PDF	One star
Trade union facility time	Excel spreadsheet	Two stars
Land assets	Excel spreadsheet and CSV	Three stars
Social housing asset value	PDF	One star
Parking accounts and spaces	PDF	One star
Fraud	Webpage	One star

Constitution	PDF	One star

This demonstrates that overall, the council has immediate work to do to make the data it publishes more suitable for others to use. Therefore, the Commission believes that once the council has reviewed its compliance with the requirements of the Transparency Code in terms of the types of information published, it should also improve the formats in which this data is published, initially to meet the standard already expected of councils by the Government. Beyond this, officers should also plan to achieve the highest standards of usability for the community in the longer term. The Commission hopes that the improvements planned by the Complaints and Information Governance Team will aim to do this.

Recommendation 12: Officers explore approaches to achieving three-star status for all relevant information required to be published by the Local Government Transparency Code (as applicable) within six to nine months; and assess the feasibility of achieving five-star status for different categories of data published by the council on an ongoing basis, in the longer term.

While the above recommendations deal with data that the council is obliged to publish, the Commission believed that it should also be exceeding those requirements by opening up more data to the public (in suitable formats). The Code itself makes specific recommendations in this regard for the required categories of information, such as more frequent updating and a lower threshold for expenditure publication.

The Mayor's Protocol includes an action to explore the feasibility of publishing spend under a lower threshold than the £500 that the Code requires. The Government's recommendation for this is £250, and the Commission believes that the Mayor should consider at least matching this, or exceeding it - for example Mark Baynes, in his Love Wapping blog[7], suggests £100 (as well as including unique identifiers for recipients, such as company or charity registration numbers for recipients).

The Commission also feels that the Mayor should consider meeting the other recommendations in Part 3 of the Code, in addition to his plan to explore publishing the names of directors and service heads (which is not a recommendation in the Code).

Recommendation 13: The Mayor's Transparency Protocol is extended to include exploring the feasibility of publishing all of the information recommended in part 3 of the Local Government Transparency Code

Beyond the categories of information which the Code explicitly deals with in its requirements and recommendations, the Commission believes that the council should work towards publishing other categories of data and information (while maintaining open format standards as previously discussed).

[7] http://lovewapping.org/2015/08/tower-hamlets-council-transparency-commission-begins-work/

Deciding which data to publish would require liaison and planning across the organisation. Socrata suggested that a council should start from its strategic goals when deciding on how to initially prioritise publication of data. This might also be informed by analysis of existing indicators of public demand, such as traffic to particular council webpages, FOI requests, complaints and Members' Enquiries. Socrata further suggested learning from the experience of other authorities which were further along in the journey than Tower Hamlets, as well as explicitly consulting the community on this specific issue.

While limited, the Commission's public consultation yielded some insight into the kinds of information that respondents would like to see more of, or see improved. These included:

- Council finances
- Planning matters
- Staff structures, responsibilities and contact details
- Housing information
- Contracts, including performance
- Consultations
- Policies and performance, and
- Decision-making.

However, publishing more data alone is inadequate, if people are unaware of it or unable to find it. Issues with navigating the council's website and finding desired information was mentioned at various points to the Commission, and in its discussions. Respondents to the consultation reported that doing so was difficult, an observation echoed by Mark Baynes. Planning officers conceded that it could be difficult for users to locate information on applications, and members of the Commission stated that they were unaware that the transparency webpage existed at all. While Communications officers noted that they are currently working to make the website more accessible, this nonetheless demonstrates the importance of making information easy to find.

Most authorities, in meeting the requirements of the Transparency Code, have created a portal of some kind from which users can access the different sources, including Tower Hamlets with its transparency webpage. An information "hub" would give users an obvious starting point when trying to find particular data about the borough or the authority, thereby making the process easier for them and aiding overall transparency. This hub could be an expansion of the transparency webpage, and in any event should include all the information currently required by the Code, and all other information currently linked from that page, such as the FOI disclosure log. This hub, as the "one-stop shop" for information queries, should be prominently featured on the council's homepage.

Having considered the evidence gathered, the Commission believes that it would also be beneficial to include other specific types of information within such a hub. Some were suggested by officers or other witnesses, and some are available online already, but could be more easily found through this portal. These include:

- The borough profile
- The council's mapped data (including the background data published on data.gov.uk which, in XML form, currently meets the three-star standard)
- Licensing and planning applications
- Easy-to-understand guides to the council's decision-making processes and complex policies
- Plain English executive summaries of reports to council committees for decisions, along with summaries of decisions taken and short explanatory videos
- Links to video and audio recordings of committee meetings, and
- All information currently published about members.

The Commission notes that the Mayor's Protocol includes an action to produce an easy-to-read performance scorecard for publication, and this would also be a sensible addition.

Respondents to the consultation reported that, on the occasions when they could find information on the website, it was often out of date. In addressing the Commission, journalist Ted Jeory also gave examples of member information on the council's pages which was demonstrably out of date. Therefore, it is important that information on the hub is regularly and frequently updated, so that it remains a useful resource for the community and can be relied upon.

Recommendation 14: In the short term, the council develops a frequently-updated online hub of information accessible from the council homepage, including all information required by the Local Government Transparency Code, as well as additional categories of information suggested in the body of the Commission's report.

As mentioned earlier, the Government's aspiration is for all data held and managed by local authorities to be made available to local people unless there are specific sensitivities preventing this. In the longer term, therefore, the Commission believes that the council should explore the costs and benefits of doing so. Clearly, there are strong arguments for completely open data, including those set out in the introduction to this report. In addition, given the Government's strong endorsement, this may in the future become an obligation on local authorities, in which case it would be useful for the council to be prepared in advance.

On the other hand, such a project would require a major shift for the whole organisation, and could have significant resource implications, at a time when the council is required to make large scale savings. The demand within our community for access to all council data is unknown at present, and it may be that publication of particular datasets for which there is a clear appetite, rather than all data, strikes the best balance between transparency and effective use of resources. The council would then act to discharge any future duty of full publication if and when it was imposed by the Government.

Recommendation 15: In the longer term, the council explores the costs and benefits of regularly publishing all of its data, with exceptions, as recommended in the Local Government Transparency Code.

Regardless of the approach the council takes in relation to the amount of data it chooses to publish, however, the Commission believes that the portal to that data should make it as easy as possible for residents and any other interested parties to access, visualise and use. This was also endorsed by Mark Baynes in his blog, and should go beyond the hub of links to data sources in open formats envisaged in Recommendation 14, and involve dedicated software designed for this purpose.

Members were shown the web-based application that Redbridge Council's ICT department had developed to let services and teams publish their data directly online. This was accessible from the council's homepage, user-friendly, and could be easily searched, with data available in a variety of formats and presentation styles, including maps and charts. Similarly, the data-store built by Socrata for Bath: Hacked (the community interest company formed to curate the area's open data) also provided a portal through which residents could access information presented in ways to make them understandable, alongside raw data.

Recommendation 16: Officers explore options to allow the public to access data published by the council via user-friendly, visually appealing and easily-navigated interfaces, using Redbridge DataShare and Bath:Hacked as benchmarks.

The Commission is aware that its recommendations concerning open data represent potentially significant change for the whole authority, taking place over an extended period of time. As acknowledged earlier in this report in relation to culture change, a clear commitment by the leadership of the organisation is crucial to ensure that this has a high profile both within and outside of the council, and that it is given sufficient priority. Alongside this, and equally important, is accountability for achievement. For these reasons, the Commission believes that the council should appoint a Champion for Open Data, with a specific remit to ensure that these activities are implemented, and the outcomes of greater access to council-held information are achieved and maintained. For the same reason, the Commission feels that progress of the recommendations' implementation should be reported back to the Overview and Scrutiny Committee on a six-monthly basis.

Recommendation 17: The council appoints an open data champion for each directorate.

Recommendation 18: Progress on implementing the above recommendations supporting open data is reported to the Overview and Scrutiny Committee on a six-monthly basis

Cabinet 4 October 2016	
Report of: Zena Cooke, Corporate Director of Resources	**Classification:** Unrestricted
Corporate Directors' Decisions	

Lead Member	**Councillor David Edgar, Cabinet Member for Resources**
Originating Officer(s)	Alimul Kadir, Accountant - Financial Planning
Wards affected	All wards
Key Decision?	No
Community Plan Theme	**One Tower Hamlets**

Executive Summary

This report sets out Corporate Directors' decisions under Financial Regulation B10 which stipulates that such decisions be the subject of a noting report to Cabinet if they involve expenditure between £100,000 and £250,000.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Corporate Directors' decision set out in Appendix 1.

1. REASONS FOR THE DECISIONS

1.1 Financial Regulations require that regular reports be submitted to Cabinet setting out financial decisions taken under Financial Regulation B10.

1.2 The regular reporting of Corporate Directors' Decisions should assist in ensuring that Members are able to scrutinise officer decisions.

2. ALTERNATIVE OPTIONS

2.1 The Council is bound by its Financial Regulations (which have been approved by Council) to report to Cabinet setting out financial decisions taken under Financial Regulation B10.

2.2 If the Council were to deviate from those requirements, there would need to be a good reason for doing so. It is not considered that there is any such reason, having regard to the need to ensure that Members are kept informed about decisions made under the delegated authority threshold and to ensure that these activities are in accordance with Financial Regulations.

3. DETAILS OF REPORT

3.1 Financial Regulation B10 sets out the Cabinet Reporting Thresholds for the following financial transactions:

- Virements
- Capital Estimates
- Waiving Competition Requirements for Contracts and Orders (Subject to EU threshold)
- Capital Overspends
- Settlement Of Uninsured Claims

3.2 Under Financial Regulation B10, if the transaction involves a sum between £100,000 and £250,000 it can be authorised by the Corporate Director under the scheme of delegation but must also be the subject of a noting report to the next available Cabinet.

3.3 There has been one new Corporate Directors' Decision between £100,000 and £250,000 since the last report on 6th September 2016. The detail of this is provided within Appendix 1.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The comments of the Chief Financial Officer have been incorporated into the report and Appendix.

5. LEGAL COMMENTS

5.1 The report sets out individual Corporate Directors' Decisions for noting by Cabinet, as required by Financial Regulation B10.

5.2 Internal guidelines have been published setting out the process by which Records of Corporate Directors' Decisions are completed. These specify that the proposed decision must be in accordance with the Council's Financial Regulations and its Procurement Procedures. There are limited circumstances in which a waiver of the Procurement Procedures is permissible and the guidelines reinforce that waivers should not be sought as a substitute for proper planning.

5.3 Each director's decision requires prior authorisation by the relevant service head, the responsible procurement officer, the directorate finance manager, and the chief legal officer before agreement by the corporate director. A template form is completed to record each director's decision and these Records of Corporate Directors' Decisions (RCDDs) must be maintained by each directorate. The legal implications of each of the individual decisions are provided as part of the decision making process and are recorded on the relevant RCDD.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 This report is concerned with the notification of officers' decisions under Standing Orders and has no direct One Tower Hamlets implications. To the extent that there are One Tower Hamlets Considerations arising from the individual decisions, these would have been addressed in the records of each decision.

7. BEST VALUE (BV) IMPLICATIONS

7.1 Best Value implications associated with each of the Corporate Directors' decisions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process which led to the decision.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no Sustainable Action for A Greener Environment implications arising from this report.

9. RISK MANAGEMENT IMPLICATIONS

9.1 The risks associated with each of the Corporate Directors' decisions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process which led to the decision.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no Crime and Disorder Reduction implications arising from this report.

11. SAFEGUARDING IMPLICATIONS

11.1 Safeguarding risks or benefits associated with each of the Corporate Directors' decisions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process which led to the decision.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – Corporate Directors' Decisions under Financial Regulation B10

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

- None

Officer contact details for documents:

- Stephen Adams, Finance Business Partner, Communities, Localities and Culture, Ext. 5212

Appendix 1: Corporate Directors' Decisions under Financial Regulation B10

Corporate Director	Reference	Amount	Description of Decision	Justification for Decision	Contractor's Name and Address	Date signed	Contact
Will Tuckley Communities, Localities and Culture	022-2016/17	£160,000	Adoption of capital estimate for the Oval Open Space Green Grid project. This approval is in excess of the noting report threshold of £100k.	This project is funded by Section 106 resources now in. The resource is ring-fenced and will be used to transform a piece of open space designated as parks land in an area off Old Bethnal Green Road.	N/A	10/08/2016	Stephen Murray Head of Arts and Events Ext. 7910

This page is intentionally left blank

Cabinet 04 October 2016	
Report of: Matthew Mannion, Committee Services Manager	**Classification:** Unrestricted
Mayor's Individual Executive Decisions – List of Recently Published Decisions	

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 sign-off sheets containing an introduction to the decisions and the decisions taken along with the full decision reports are published on the website once the decision has been taken and 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. The sign-off sheets for each decision are also appended to this report for information.

3.8 The list of decisions to report to this Cabinet meeting are:

List of Individual Mayoral Decisions taken since the last report

Decision Number	Date of Decision*	Report Title	Sign off Sheet
132	20 July 2016	Tower Hamlets Health and Wellbeing Board – Updated Terms of Reference	Appendix A
133	22 July 2016	Tower Hamlets and Canary Wharf FE Education Trust Appointments	Appendix B
134	2 August 2016	Contract for the supply of the integrated youth and community service programme 2016/17	Appendix C
135	23 August 2016	Academy Conversion St. Paul's Way Trust School	Appendix D
136	9 September 2016	Clear Up Project	Appendix E

* The date of the decision refers to the date of publication on the Council's website.

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

- As listed under Paragraph 3.8

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

Individual Mayoral Decision Proforma Decision Log No: 132	TOWER HAMLETS
Report of: Melanie Clay, Corporate Director Law, Probity and Governance	**Classification:** Unrestricted
Proposed Changes to the Health and Wellbeing Board Terms of Reference, Quorum and Membership	

Is this a Key Decision?	**No**
Decision Notice Publication Date:	N/A
General Exception or Urgency Notice published?	**Not required**
Restrictions:	Unrestricted
Reason for seeking an Individual Mayoral Decision:	Administrative changes required. Already considered by the Tower Hamlets Health and Wellbeing Board.

EXECUTIVE SUMMARY

Under the current Terms of Reference for the Health and Wellbeing Board, the Mayor is the Chair and in the absence of the Mayor, the vice chair, the Cabinet Member for Health and Adult Services, assumes the Chair. The Mayor requested that he no longer be the Chair and that this be delegated to the Cabinet Member for Health and Adult Services.

Further, following a peer review of the Board's effectiveness led by the Local Government Association, changes to the Terms of Reference to strengthen the leadership of the Board across the council, Clinical Commissioning Group and partners was also required to be discussed.

Therefore at its meeting of 21st June 2016 and which was chaired by the Cabinet Member for Health and Adult Services in the absence of the Mayor, this was discussed and in order to give effect to this delegation etc., the Mayor is requested to agree the changes to the Terms of Reference, Quorum and Membership of the Health and Wellbeing Board agreed at its meeting of 21st June 2016.

Full details of the decision sought, including setting out the reasons for the recommendations and/or all the options put forward; other options considered; background information; the comments of the Chief Finance Officer; the concurrent report of the Head of Legal Services; implications for One Tower Hamlets; Risk Assessment; Background Documents; **and other relevant matters are set out in the attached report.**

DECISION

The Mayor is recommended to:

1. To agree the amended terms of reference and membership as discussed and approved at the Health and Wellbeing Board meeting on the 21st June 2016 as set out in Appendix 2 of this report, namely;

   (a) That the Chair be the Cabinet Member for Health and Adult Services;
   (b) That the representative of Tower Hamlets Clinical Commissioning Group be the Vice Chair;
   (c) That the Cabinet Member for Housing Management and Performance becomes a voting member of the Board;
   (d) That the Corporate Director of Communities, Localities and Culture (CLC); the Corporate Director of Development and Renewal (D&R) and the Borough Commander for Met Police become Co-opted non-voting Members;
   (e) That the regional Managing Director for East London Foundation Trust attends the Board in place of the Chief Executive; and
   (f) That a Councillor from the largest opposition group be appointed as a non-voting ~~as a~~ stakeholder.

2. To nominate the Cabinet Member for Housing Management and Performance becomes a voting member of the Board and a Councillor from the largest opposition group be appointed as a non-voting ~~as a~~ stakeholder, ~~the Mayor~~ so as to give effect those Councillors being able to sit on the Board:

3. To note that the Mayor of Tower Hamlets and the Chief Executive of LBTH have been requested to attend at least one meeting in the municipal year to review priorities and progress and as requested, when key decisions are being considered.

To note that the appointments to the Board will be presented to full Council to be formally made.

APPROVALS

1. (If applicable) Corporate Director proposing the decision or his/her deputy

I approve the attached report and proposed decision above for submission to the Mayor.

Signed ..... Date 20/07/16

2. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed ..... Date 20/07/16

3. Monitoring Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

(For Key Decision only – delete as applicable)
I confirm that this decision:-
(a) has been published in advance on the Council's Forward Plan OR
(b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

Signed ..... Date 20/07/16

4. Mayor

I agree the decision proposed in paragraph above for the reasons set out in paragraph 3.1 – 3.5 in the attached report.

Signed ..... Date 20/07/16

This page is intentionally left blank

Individual Mayoral Decision Proforma Decision Log No: 133	
Report of: Matthew Mannion, Committees Manager	**Classification:** Unrestricted
Nominations to Tower Hamlets and Canary Wharf Further Education Trust	

Lead Member	**Mayor John Biggs**
Originating Officer(s)	Matthew Mannion, Committee Services Manager
Wards affected	All wards
Community Plan Theme	All
Key Decision?	No
Reason for Individual Mayoral Decision	This is a Non-Key issue that requires a prompt decision to allow representatives to be appointed to the Trust

EXECUTIVE SUMMARY

The Mayor has responsibility for appointing representatives to certain External Bodies on behalf of Tower Hamlets Council. This report sets out the appointments that are required to Tower Hamlets and Canary Wharf Further Education Trust. These appointments are until further notice although they are normally reviewed annually

DECISION

The Mayor is recommended:

1. To agree the nomination of Councillor Rachel Blake and Kate Bingham (Service Head, Children's and Adults Resources) to serve on the Board of Tower Hamlets and Canary Wharf Further Education Trust until further notice.

APPROVALS

1. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my
comments.

Signed ……..…. Date ……...

2. Monitoring Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

(For Key Decision only – delete as applicable)
I confirm that this decision:-
(a) has been published in advance on the Council's Forward Plan OR
(b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

Signed ……..…. Date ……...

3. Mayor

I agree the decision proposed in paragraph above for the reasons set out in paragraphs 3.1 to 3.3 in the attached report.

Signed ……..…. Date ……...

Individual Mayoral Decision Proforma Decision Log No: 1324	 TOWER HAMLETS
Report of: The Corporate Director of Children's Services	**Classification:** Unrestricted
CONTRACT FOR THE SUPPLY OF THE INTEGRATED YOUTH AND COMMUNITY SERVICEADDITIONALYOUTH ACTIVITY PROGRAMME 2016/2017	

Is this a Key Decision?	**Yes**
Decision Notice Publication Date:	individual notice
General Exception or Urgency Notice published?	**Yes**
Restrictions:	Unrestricted
Reason for seeking an Individual Mayoral Decision:	As part of Implementation of the interim delivery model it is intended that additional youth activity will commissioned into those wards which no longer have direct delivery from a local authority run youth centre. In order to ensure that commissioned youth activity can commence from September 2016 [or as soon as possible thereafter] subject to the commissioning process.

EXECUTIVE SUMMARY

This report sets out the request for a Mayoral Decision to go out to tender for the Contract for the supply of the Integrated Youth and Community Service's additional youth positive activities programme 2016/2017 which will be commissioned in the wards of Shadwell, Whitechapel, Stepney Green, Poplar, Lansbury, Spitalfields and Banglatown, Bethnal Green, Mile End, Bromley North, and Bow ~~East~~ West. It is intended that when commissioned the Contractor will provide for young people aged 13 to 19 (and up to age 25 if they have a disability), access to free positive activities and informal educational courses in the form of a healthy youth centre programme, an after school programme and an evening programme which together will comprise the additional youth activity programme 2016/17.

The programme will be provided from 30th September 2016 [or as soon as possible thereafter] to 31st March 2017 inclusive. The contract value for the first 6 months of the programme will be up to £500,000 with the possibility of an extension for a further 6 months from 1st April 2017 to 31st October 2017. This will make the total contract value up to £1,000,000 for the period September 2016 to October 2017, including extension.

Full details of the decision sought, including setting out the reasons for the recommendations and/or all the options put forward; other options considered; background information; the comments of the Chief Finance Officer; the concurrent report of the Head of Legal Services; implications for One Tower Hamlets; Risk Assessment; Background Documents; **and other relevant matters are set out in the attached report.**

DECISION

The Mayor is recommended to:

(a) authorise the commencement of a procurement process to secure the provision of Integrated Youth and Community Programme Service's 2016/17;

(b) delegate authority for the award of contract(s) including possible extension to the Corporate Director of Children's Services after consultation with the Lead Member;

(c) note that funding for the initial contract can be funded from existing budgets and any extension would require separate funding following consideration as part of the Medium Term Financial Strategy; and

(d) authorise the Service Head – Legal Services after consultation with the Corporate Director of Children's Services to execute and enter into the contract(s)

APPROVALS

1. (If applicable) Corporate Director proposing the decision or his/her deputy

I approve the attached report and proposed decision above for submission to the Mayor.

Signed ..... Date 25.7.16

2. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed ..... Date 25/7/16

3. **Monitoring Officer or his/her deputy**

I have been consulted on the content of the attached report which includes my comments.

(For Key Decision only – delete as applicable)
I confirm that this decision:-
(a) has been published in advance on the Council's Forward Plan OR
(b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

Signed ..... Date 25/07/16 .

4. **Mayor**

I agree the decision proposed in paragraph above for the reasons set out in paragraph X in the attached report.

Signed ..... Date 2/8/16

This page is intentionally left blank

Individual Mayoral Decision Proforma Decision Log No: 135	TOWER HAMLETS
Report of: Debbie Jones, Corporate Director Children's Services	**Classification:** Unrestricted
Academy Conversion, St. Paul's Way Trust School	

Is this a Key Decision?	**Yes**
Decision Notice Publication Date:	15 August 2016
General Exception or Urgency Notice published?	**Yes**
Restrictions:	Public
Reason for seeking an Individual Mayoral Decision:	To enable academy conversion on 01 September 2016

EXECUTIVE SUMMARY

This report asks for Mayoral approval for assignment of the commercial transfer related to the academy conversion of St Paul's Way Trust School. A Mayoral decision is sought to enable the school to convert to academy status on 1 September 2016.

1. REASONS FOR THE DECISIONS

1.1 St Paul's Way School Trust School received an academy order on 26 May 2016 and has indicated its wish to convert to an academy on 1 September 2016 ahead of the new 2016-17 academic year.

1.2 Upon conversion, the school will become a member of its own Multi Academy Trust (MAT). MATs are groups of academies who come together to form a charitable company, with a single group of "members" and a single group of trustees or directors

2. ALTERNATIVE OPTIONS

2.1 There is no alternative to the planned course of action. Once the application from a Governing Body has been approved by the Secretary of State the expectation is that the local authority will work with the school in all transfer matters. The Council is required by the Academies Act to proceed with academy conversions.

Full details of the decision sought, including setting out the reasons for the recommendations and/or all the options put forward; other options considered; background information; the comments of the Chief Finance Officer; the concurrent report of the Head of Legal Services; implications for One Tower Hamlets; Risk Assessment; Background Documents; **and other relevant matters are set out in the attached report.**

DECISION

Recommendations:

The Mayor is recommended to:

1. Approve the Council to put into effect the commercial transfer
2. Authorise the Corporate Director Children's Services, in conjunction with the Corporate Director Law, Probity and Governance and Corporate Director Resources to enter into and undertake any remaining issues associated with the conversion
3. Authorise the Director Law, Probity and Governance in consultation with the Corporate Director Children's Services to enter into all documentation required to achieve this

APPROVALS

1. **(If applicable) Corporate Director proposing the decision or his/her deputy**

   I approve the attached report and proposed decision above for submission to the Mayor.

   Signed ..... Date 23/08/16

2. **Chief Finance Officer or his/her deputy**

   I have been consulted on the content of the attached report which includes my comments.

   Signed ..... Date 23/8/16

3. **Monitoring Officer or his/her deputy**

   I have been consulted on the content of the attached report which includes my comments.

   (For Key Decision only – delete as applicable)
   I confirm that this decision:-
   (a) has been published in advance on the Council's Forward Plan OR
   (b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

   Signed ..... Date 23/8/16

4. **Mayor**

   I agree the decision proposed in paragraph above for the reasons set out in paragraph X in the attached report.

   Signed ..... Date 23/8/16

This page is intentionally left blank

Individual Mayoral Decision 8 September 2016 No 136	TOWER HAMLETS
Report of: Graham White, Interim Service Head – Legal Services	**Classification:** Unrestricted
Clear Up Project	

Is this a Key Decision?	No
Decision Notice Publication Date:	8 September 2016
General Exception or Urgency Notice published?	Not required
Restrictions:	None
Reason for seeking an Individual Mayoral Decision:	To facilitate effective implementation of the Clear Up Project with effect from 8 September 2016

1. EXECUTIVE SUMMARY

1.1 In order to meet all outstanding requirements of the Best Value Action Plan the Council is implementing a Clear up Project to ensure that any historic unconsidered allegations of improper Council decision making or impropriety in the discharge of Council functions are properly investigated and determined.

2. REASONS FOR THE DECISIONS

2.1 To enable the Clear Up Project to undertake its task successfully by empowering the Chief Executive to take all necessary action consequential upon the determination of cases by the Clear Up Board.

3. ALTERNATIVE OPTIONS

3.1 There is no alternative to the planned course of action. The Clear Up Project is necessary to fulfil the Best Value Action Plan objectives and this course of action complements the implementation of the Project.

4. DECISION

4.1 **Recommendations:**

The Mayor is recommended to:

1. Note and concur with the implementation of the Clear Up Project

2. Authorise the Chief Executive to exercise any executive power which may need to be invoked and has not hitherto been delegated in order to effect appropriate action consequential upon determinations made by the Clear Up Board.

APPROVALS

1. **(If applicable) Corporate Director proposing the decision or his/her deputy**

   I approve the attached report and proposed decision above for submission to the Mayor.

   Signed ..... Date 08/09/16

2. **Chief Finance Officer or his/her deputy**

   I have been consulted on the content of the attached report which includes my comments.

   Signed ..... Date 08/09/16

3. **Monitoring Officer or his/her deputy**

   I have been consulted on the content of the attached report which includes my comments.

   (For Key Decision only – delete as applicable)
   I confirm that this decision:-
   (a) has been published in advance on the Council's Forward Plan OR
   (b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

   Signed ..... Date 8/9/16

4. **Mayor**

   I agree the decision proposed in paragraph 4 above for the reasons set out in paragraph 1.1 and 3.1 in the attached report.

   Signed ..... Date 9/9/16

This page is intentionally left blank