

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, 7 March 2017 at 5.00 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

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Contact for further enquiries:

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Web: <http://www.towerhamlets.gov.uk>

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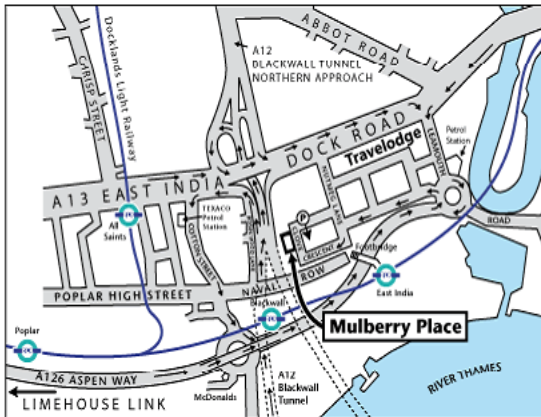
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A Guide to CABINET

Decision Making at Tower Hamlets

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

Which decisions are taken by Cabinet?

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

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

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

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

Published Decisions and Call-Ins

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

- The decisions will be published on: **Thursday, 9 March 2017**
- The deadline for call-ins is: **Tuesday, 14 March 2017**

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, 7 MARCH 2017

5.00 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 - 20
The unrestricted minutes of the Cabinet meeting held on Tuesday 7 February 2017 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	Tower Hamlets Carers Strategy 2016 - 2019	21 - 92
<p>Report Summary: To consider the proposed new carers' strategy to support adults and children/young people who are carers in line with the Care Act, other legislation and best practice. The strategy will set out local priorities based on feedback from local carers.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Health and Adult Services Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p>		
5 .2	Consultation on Health and Wellbeing Strategy 2017-2020 -summary of findings and implications	93 - 124
<p>Report Summary: Cabinet is asked to approve the Health and Wellbeing Strategy 2017-20 prior to its launch later in March.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Health and Adult Services Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p>		
5 .3	Leasehold Alterations, and Housing Parcel of Land Sales Policies	125 - 164
<p>Report Summary: The Council's policies for alteration of leasehold properties, and that for the disposal of parcels of housing land were last reviewed and agreed by Cabinet in 2011 and 2004 respectively. However, resident's expectations and council priorities have changed over this period which has necessitated re-examining these policies.</p> <p>The council's sale of housing owned land policy and procedure seeks to ensure that land sales are dealt with consistently and best value is always sought.</p> <p>Retaining the policies in the current form would not serve the aspiration of the council and that of the residents. Therefore, it is of significant importance for the council to refresh its policies to be consistent and equitable to the residents' expectations and its aspirations.</p> <p>Wards: All Wards Lead Member: Deputy Mayor and Cabinet Member for Housing Management and Performance Corporate Priority: Creating and maintaining a vibrant, successful place</p>		

5 .4 The Infrastructure Delivery Framework: Approval of S106 Funding to Roman Road Town Centre Delivery Project 165 - 194

Report Summary:

Approval of the allocation of S106 funding and the approval for the adoption of a capital budget in respect of the following project:

Roman Road Town Centre Delivery Project.

Approval is sought to deliver these projects because they will 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 Fair and Prosperous Community
- A Safe and Cohesive Community;
- A Healthy and Supportive Community

Wards: Bow East
Lead Member: Cabinet Member for Strategic Development
Corporate Priority: A transformed council, making best use of resources and with an outward looking culture

5 .5 Local Implementation Plan - Delivery Plan Update 195 - 206

Report Summary:

Review schemes put forward for funding allocation from TfL for Delivery Plan 2017/18. These will then form the basis of the Capital Programme report for adoption of capital estimates.

Wards: All Wards
Lead Member: Cabinet Member for Environment
Corporate Priority: A transformed council, making best use of resources and with an outward looking culture

5 .6 Academy Conversion - Bygrove and Stebon Primary Schools 207 - 218

Report Summary:

To approve putting into effect the documentation required to achieve these conversions, including leases and Commercial Transfer Agreements.

Wards: Lansbury; Mile End
Lead Member: Deputy Mayor and Cabinet Member for Education and Children's Services
Corporate Priority: (All Corporate Priorities)

5.7 Best Value Action Plan: Fourth 6 monthly update report	219 - 244
Report Summary:	
This report provides an update on the council's Best Value Action Plans which respond to the Secretary of State's Directions.	
It is the Council's fourth 6 monthly update, which is due to be submitted to the Secretary of State by 17 th March 2017.	
Wards:	All Wards
Lead Member:	Mayor
Corporate Priority:	A transformed council, making best use of resources and with an outward looking culture
5.8 Corporate Budget Monitoring - Month 9 (Q3 2016/17)	245 - 274
Report Summary:	
To note the financial position at month 9 (quarter 3).	
Wards:	All Wards
Lead Member:	Cabinet Member for Resources
Corporate Priority:	
5.9 Draped Seated Woman - selection of local hosting partner	275 - 290
Report Summary:	
The Mayor has committed to bring the Henry Moore sculpture "Draped Seated Woman" (locally known as "Old Flo") back to Tower Hamlets. This report will set out the outcome of the selection process for sites and recommend to the Mayor in Cabinet which partner organisation should host the sculpture locally.	
Wards:	All Wards
Lead Member:	Cabinet Member for Culture
Corporate Priority:	Creating and maintaining a vibrant, successful place

6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

7. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

The Exempt / Confidential (Pink) Committee papers in the Agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

8. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

9. OVERVIEW & SCRUTINY COMMITTEE

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

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

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

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

10. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

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

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-

- Graham White, Acting Corporate Director, Governance and Interim Monitoring Officer
Tel 020 7364 4800

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.33 P.M. ON TUESDAY, 7 FEBRUARY 2017

**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 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 Amy Whitelock Gibbs	Cabinet Member for Health & Adult Services

Other Councillors Present:

Councillor Amina Ali	
Councillor Peter Golds	(Leader of the Conservative Group)
Councillor John Pierce	
Councillor Andrew Wood	
Councillor Ohid Ahmed	
Councillor Mahbub Alam	
Councillor Rabina Khan	
Councillor Md. Maium Miah	
Councillor Muhammad Ansar Mustaquim	
Councillor Oliur Rahman	(Leader of the Independent Group)

Apologies:

Councillor Shiria Khatun	(Deputy Mayor and Cabinet Member for Community Safety)
Councillor Joshua Peck	(Cabinet Member for Work & Economic Growth)

Others Present:

Jackie Sullivan	Managing Director of Hospitals, Bart's Health Trust
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Officers Present:

Zena Cooke	(Corporate Director, Resources)
Aman Dalvi	(Corporate Director, Place)
Ali Khan	(Political Adviser to the Independent Group Office)

Christine McInnes	(Divisional Director, Education and Partnership, Children's)
Denise Radley	(Corporate Director, Health, Adults & Community)
Will Tuckley	(Chief Executive)
Graham White	(Acting Corporate Director, Governance)
Mark Baigent	(Interim Divisional Director, Housing and Regeneration)
Katherine Ball	(Senior Accountant, Development & Renewal)
Andreas Christophorou	(Divisional Director Communications)
Ruth Dowden	(Complaints & Information Manager, Legal Services, Law Probity & Governance)
Janet Fasan	(Interim Divisional Director, Legal)
Shazia Ghani	(Head of Community Safety)
Sharon Godman	(Divisional Director, Strategy, Policy and Equality)
Paul Leeson	(Finance Manager, Development & Renewal)
Ronke Martins-Taylor	(Interim Divisional Director, Youth Services)
Susan Mulligan	(Communications Advisor, Communications, Law Probity & Governance)
Neville Murton	(Divisional Director, Finance, Procurement & Audit)
Peter Robbins	Head of Mayor's office
Esther Trenchard-Mabere	(Associate Director of Public Health, Commissioning & Strategy)
Tim Williams	(Post 16 Development Officer, Children's Services)
Hayley Simmons	(Trainee Solicitor)
Matthew Mannion	(Committee Services Manager, Democratic Services, Governance)

AGENDA ORDER

During the meeting the Mayor agreed to make changes to the order of business. For clarity, the minutes are presented in the order the items appear on the agenda.

The order of items taken at the meeting was as follows:

- 4 – Overview and Scrutiny Committee
- 1 – Apologies for absence
- 2 – Declarations of Disclosable Pecuniary Interest
- 3 – Minutes of the last meeting
- 5.1 – General Fund Revenue and Capital Budget and Medium Term Financial Plan 2017/18 to 2019/20
- 5.7 – Review of Maternity Services at the Royal London Hospital
- 5.9 – School Admissions 2018/19
- 5.4 – Establishing Housing Delivery Vehicles
- 5.2 – Treasury Management Strategy Statement 2017/18
- 5.3 – Housing Revenue Account Budget Report 2017/18
- 5.5 – Strategic Plan 2016/19 and Delivery Plan 2017/18
- 5.6 – Delivering the Prevent Duty: Promoting Safeguarding in Tower Hamlets
- 5.8 – Exam Results 2016
- 5.10 – Accommodation and Space Management Policy
- All further items in the order they appeared on the agenda.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Shiria Khatun (Deputy Mayor and Cabinet Member for Community Safety)
- Councillor Joshua Peck (Cabinet Member for Work and Economic Development)
- Debbie Jones (Corporate Director, Children's Services) for whom Christine McInnes (Divisional Director, Education and Partnership) was deputising.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interest.

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Tuesday 10 January 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

Councillor John Pierce, Chair of the Overview and Scrutiny Committee, tabled the Committee's response to the budget consultation, as circulated to Cabinet Members. He provided an overview of the Committee's considerations including their welcome of the new three year budget planning and improved strategic approach to the Council's financial planning. The Committee also supported a number of proposals in the budget including those to support adult social care and looked after children, as well as children leaving care. They also strongly supported the £5 million tackling poverty funds.

He thanked the Mayor for his attendance at the Overview and Scrutiny Committee budget scrutiny sessions.

In addition Pre-Decision Scrutiny Questions were received in relation to Agenda Items 5.3 (Housing Revenue Account Budget Report) and 5.4 (Establishing Housing Delivery Vehicles) were tabled along with responses from officers.

[All the above were considered during discussion of the relevant agenda items.]

Finally, Councillor John Pierce reported on the recent sad death of Victoria Ekubia. She had been a long-standing and valuable co-opted Member of the Committee and would be greatly missed.

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

Nil items.

5. UNRESTRICTED REPORTS FOR CONSIDERATION

5.1 General Fund Revenue and Capital Budget and Medium Term Financial Plan 2017/18 to 2019/20

The **Mayor** formally moved the report noting the requirement to manage the cuts to the Council's funding that amounted to £1 for every £6 the Council spent.

Councillor David Edgar, Cabinet Member for Resources, then provided an update on the budget review process and confirmed that the report was significantly the same as the one presented at January Cabinet but with additional information in areas such as the capital strategy.

The meeting heard from a number of speakers on this issue including:

- Councillor Ohid Ahmed who, whilst noting how difficult it was to find the necessary savings, requested that the Mayor reconsider the proposed cuts to children's services with particular reference to nurseries.
- Louise O'Hare and other petitioners concerned about the impact of the cuts to children's services and urging their postponement whilst alternatives were considered.
- Nouruja Rahman, speaking on behalf of parents of three public nurseries who urged the Mayor to reverse the proposals to 'privatise' the nurseries.

During discussion of the report and the contributions to the meeting a number of points were noted including:

- The proposals for the nurseries would mean they continued to a similar standard and cost to parents but reduced cost for the Council.
- Not all service change proposals were to be enacted in the next year and so this would provide time to consult with service users on the best way of implementing any changes.
- It was important to try to make savings in such a way as to minimise the impact on service users.
- The budget also included a number of investment and improvement proposals.
- Prudent use of the reserves was sensible.

The **Mayor** thanked everyone who had contributed to the debate and in particular to the Overview and Scrutiny Committee for their tabled comments which he noted. He undertook to continue meeting with residents over the coming year to discuss concerns and work together to provide the best services possible. He **agreed** the recommendations as set out in the report.

RESOLVED

1. To agree a General Fund Revenue Budget of £338.896m subject to any changes arising from the Final Local Government Finance Settlement for referral to Council.
2. To agree the Council Tax (Band D) at £966.80 for 2017-18 be referred to Full Council for consideration.
3. To authorise the Corporate Director, Resources after consultation with the Mayor and Lead Member of Resources to make any changes required to the budget following the final settlement announcement in February.
4. To approve the capital programme to 2021-22; as detailed in Appendix 9 (b – d) of the report.
5. To approve and refer to Full Council for consideration and agreement the Capital Strategy, and initiate a comprehensive review of the Council's approach to the prioritisation and governance of capital expenditure based on the outcomes based budgeting methodology already adopted for the revenue elements of the MTFs.
6. To note the following:

General Fund Revenue Budget for 2017-18 and Medium Term Financial Strategy 2017-18 to 2019-20

The initial budget proposal and Council Tax for 2017-18 together with the Medium Term Financial Strategy set out in Appendix 1a to the report.

Budget Consultation

The outcome of consultation with business ratepayers, residents and other stakeholders as reported to The Mayor in Cabinet in December 2016 and attached for ease of reference at Appendix 10 to the report.

Funding

The funding available for 2017-18 and the indications and forecasts for future years as set out in Section 3.4 of the report.

Growth and Inflation

The risks identified from potential growth and inflation commitments arising in 2017-18 and future years together with new initiatives identified as Mayoral Priority Growth as set out in Section 3.5 of the report and Appendix 3 to the report.

Savings

New proposed saving items to be delivered in 2017-20 as set out in Section 3.6 and Appendix 4 of the report.

Financial Risks: Reserves and Contingencies

The strategic budget risks and opportunities as set out in Section 3.7 of the report and the assessment of risk as detailed in Appendix 6 to the report.

Reserves and Balances

The proposed approach to the strategic use of reserves as set out in Section 3.8 and the projected movement in Reserves as detailed Appendix 7 to the report.

Schools Funding

The position for schools' funding including the Dedicated Schools Grant as set out in Section 3.9 of the report.

Housing Revenue Account

The position for the Housing Revenue Account as set out in Section 3.10 and Appendix 8 to the report.

Capital

The Capital Strategy detailed in Appendix 9a and the capital programme to 2021-22; including the proposed revisions to the current programme, as set out in Section 3.11 and detailed in Appendix 9 (b – d) to the report.

To adopt a capital estimate for all new schemes detailed in Appendix 9c to the report.

5.2 Treasury Management Strategy Statement 2017/18

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He highlighted the performance indicators listed and also the plans to update how the capital programme was monitored.

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

RESOLVED

1. To approve the following for submission to Council.
 - i) Adopt the following policy and strategies:
 - a) The Minimum Revenue Provision Policy Statement set out in section 2 at annex A attached to this report;
 - b) The Treasury Management Strategy Statement set out in sections 5 & 6 at annex A attached to this report;
 - c) The Annual Investment Strategy set out in section 7 at annex A attached to this report, which officers involved in treasury management, must then follow;
 - ii) Approve the prudential and treasury management indicators as set out in appendix 1 of annex A attached to this report.

- iii) Delegate authority to Corporate Director Resources to use alternative forms of investment, should the appropriate opportunity arise to use them, and should it be prudent and of advantage to the Council to do so. This delegated authority is subject to prior consultation with the Lead Member for Corporate Finance on any possible use of these instruments.

5.3 Housing Revenue Account Budget Report 2017/18

Councillor David Edgar, Cabinet Member for Resources, introduced the report seeking approval for capital estimates and the Housing Revenue Account. He noted the detailed commentary on the projections and how the situation had changed since last year. He welcomed the new capital estimates. Finally he reported that a quick initial review of the Housing White Paper had not identified any new implications for the Council.

The **Mayor** noted the pre-decision scrutiny questions and officer responses and **agreed** the recommendations as set out in the report.

RESOLVED

Revenue

1. To approve the draft 2017/18 Housing Revenue Account budget as set out in Appendix 1 to the report.
2. To approve the draft 2017/18 Management Fee payable to Tower Hamlets Homes (THH) of £31.946 million as set out in Table 4 at paragraph 10.8 of the report.
3. To note that under the Management Agreement between the Council and THH, THH manages delegated income and expenditure budgets on behalf of the Council. The principal delegated income budgets are for rental income and service charges, and the major item of delegated expenditure is repairs and maintenance. In 2017/18, THH will manage delegated income budgets totalling £88.262 million, and delegated expenditure budgets of £24.066 million.
4. To note the HRA Medium Term Financial Plan (2017/18 to 2021/22) outlined in Appendix 2 to the report.

Capital

1. To adopt a capital estimate of £17.625 million in relation to works programmed for 2017/18 on Council housing stock, as outlined in paragraph 12.2 of the report.
2. To note that the capital estimate of £17.265 million set out in 1. above includes a sum of £1 million to fund Overcrowding Reduction

Initiatives as outlined in paragraph 12.3, £500,000 for the Aids and Adaptations programme, £1.5 million for the Capitalisation of Voids and £650,000 for the Capitalisation of Fees and Salaries as detailed in paragraph 12.4, as well as £500,000 as a contingency for urgent works as outlined in paragraph 12.5 of the report.

5.4 Establishing Housing Delivery Vehicles

Councillor Rachel Blake, Cabinet Member for Strategic Development, introduced the report. She highlighted the innovative ideas proposed in the report and stated that she would welcome the Overview and Scrutiny Committee maintaining a review of the proposed governance arrangements of the new organisations. She then proposed amendments to recommendations 3 and 8 in respect of the governance arrangements.

The **Mayor** noted the need to ensure the Overview and Scrutiny Committee had the necessary powers to review these new bodies. He then:

- Noted the pre-decision scrutiny questions and responses (and the dissatisfaction expressed with the officer response to the third question).
- Noted the exempt appendix and agreed that it was exempt under paragraph 3 (financial affairs) and paragraph 5 (legal advice) of Part 1 of Schedule 12A of the Local Government Act 1972.
- **Agreed** the proposed amendments to the recommendations
- **Agreed** the recommendations as amended.

RESOLVED

1. To agree to establish Seahorse Homes Limited, a Wholly Owned Company Limited by Shares, and Mulberry Housing Society, a Community Benefit Society, and delegate to the Corporate Director, Place after consultation with the Corporate Director, Resources and the Corporate Director Governance authority to take all necessary steps for this purpose including but not limited to approving the Rules of the Society and Articles of Association of the Company.
2. To agree that the officers identified in section 4 of the report be appointed as directors and members of the Wholly Owned Company (WOC) and Community Benefit Society (CBS) respectively.
3. To authorise the Corporate Director, Place to recruit three independent members to the CBS, after consultation with the Mayor and Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance and Cabinet Member for Strategic Development, ensuring that the appointments are made on the basis of relevant skills and expertise and the recruitment process follows equalities principles in terms of promoting diversity on the Board.
4. To authorise the Corporate Director, Resources to agree and sign off the final business case.

5. To authorise the Corporate Director, Resources to
 - a) make equity investments up to £6M in the WOC
 - b) grant up to £9M of retained Right To Buy receipts and £2.5M of s106 commuted sums to the CBS with appropriate grant conditions;
 - c) make available to the WOC a commercial loan facility up to £24M;
 - d) make available to the CBS a loan facility up to £18.5M charged below a full commercial rate;
 - e) enable both loan facilities by use of reserves and prudential borrowing within the General Fund as necessary;subject to the above being in line with the Council's Budget framework, where required, the negotiation and finalisation of the loan agreements and decision to release funding subject to satisfactory due diligence delegated to the Corporate Director, Resources.
6. To authorise the Corporate Director, Resources to approve the WOC and CBS's first business plan.
7. To agree to provide the WOC and CBS with a credit facility of up to £50,000 each for use as working capital and delegate to the Corporate Director, Resources the negotiation and finalisation of the necessary agreements.
8. To delegate authority to the Corporate Director, Place after consultation with the Mayor, Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance and Cabinet Member for Strategic Development, the Corporate Director, Resources and the Corporate Director, Governance to approve the Shareholder Agreement, Deed of Covenant and any other necessary agreements required between the Council and the WOC and CBS respectively. In particular, ensuring that the Deed of Covenant protects the local accountability and focus of the CBS by restricting the scope for future changes in ownership (including mergers and acquisitions), business purpose, scope, or status (such as registration as a Registered Provider).
9. To authorise the Chief Executive to exercise the Council's rights as Shareholder.
10. To authorise the Corporate Director, Governance to execute the agreements referred to in recommendations 5, 7 and 8 above.
11. To agree that, subject to final sign off of the business case as specified in 4 above and the Council and the WOC entering into the ancillary agreements referred to in recommendations 5, 7 and 8 above, the Company may commence trading.

5.5 Strategic Plan 2016-19 - Delivery Plan 2017/18

The **Mayor** introduced the report providing some revisions to the Strategic Plan. In particular he noted the more accessible style of the document. The report was moving towards being more outcomes focussed in line with the Administration's aspirations.

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

RESOLVED

1. To approve the Strategic Plan (appendix 1 to the report); and
2. To note that the final Strategic Plan and accompanying Delivery Plan will be presented to Cabinet in April 2017.

5.6 Delivering the Prevent Duty; Promoting Safeguarding in Tower Hamlets

The **Mayor** formally moved the item and then asked Shazia Hussain, Divisional Director, Customer Services, to introduce the report. She took Members through the main areas of the report including looking at how partners were involved in the discussions and how information had been sought from school visits. She also highlighted the value of a visit to Birmingham to look at their good practice.

During discussion it was noted that information sharing could be a challenge but that progress was being made.

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

RESOLVED

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

5.7 Review of Maternity Services at the Royal London Hospital

Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adult Services, introduced the report. She thanked Councillor Amina Ali for leading the scrutiny review. She highlighted that whilst there was some excellent care being provided it was not being consistently provided and that this needed to improve.

Councillor Amina Ali then addressed the meeting. She reported that she was encouraged by the response of Bart's Health Trust to the review and their commitment to making changes.

Jackie Sullivan, Managing Director of Hospitals, Bart's Health Trust, then addressed the meeting. She noted that the Care Quality Commission review, also provided in the Cabinet papers, found similar issues and that the Trust were determined to get this right. She took the meeting through a number of

actions that had already been taken to address concerns and how a new maternity partnership board had been set up to co-ordinate work on the issue.

The **Mayor** thanked everyone for their contributions and **agreed** the recommendations as set out in the report.

RESOLVED

1. To note the scrutiny review report as agreed by the Health Scrutiny Sub-Committee on 28th June 2016 (Appendix 1 to the report) and agree the Action Plan in response to the review recommendations. (Appendix 2 to the report).
2. To note the outcome of the latest Care Quality Commission (CQC) inspection of Maternity Services at the Royal London Hospital (RLH).

5.8 Exam Results 2016

Councillor Rachael Saunders, Deputy Mayor and Cabinet Member for Education and Children's Services, introduced the report. She highlighted that the results were very good and in particular the improvements in early years were welcome. It was noted that post 16 results was an area that needed further improvement and that the education business partnership needed a higher profile to support this.

The **Mayor** welcomed the results and **agreed** the recommendations as set out.

RESOLVED

1. To note the 2016 Local Authority education results, and to note the proposed strategies for support and challenge in the areas identified below to further raise performance:
 - 1.1. To continue the reform of Early Years provision and support to increase the number of 'school ready', healthy children;
 - 1.2. To further develop schools and providers understanding of new requirements in curriculum, assessment, testing/ examinations and the inspection framework;
 - 1.3. To further develop school and early years capacity across the borough to deliver particularly English and maths;
 - 1.4. To continue to implement targeted, evidence based programmes within a context of sound teaching and learning to close gaps in achievement between identified groups;
 - 1.5. To continue to develop school capacity in supporting children and young people with SEND, noting the SEN Review will also be reported shortly, and that pupils with special needs once again show strong comparative data;

- 1.6. To develop consistently high quality employment, education and training pathways for young people of all abilities and interests; and,
 - 1.7. To work with any school that has significantly underachieved to improve standards through effective leadership, data analysis and improved teaching and learning strategies.
2. To note how the Tower Hamlets Education Partnership will take-on these recommendations and to suggest protocols and procedures that may be necessary. These will include:
- a protocol on results sharing so that results are shared early to allow interventions to be planned in a timely manner
 - to review the performance outcomes within the developing business plan to ensure that the Partnership has the capacity and expertise to address the issues identified in this analysis such as the continuing underperformance of children from a white (free school meal) British background;

5.9 School Admissions 2018/19

Councillor Rachael Saunders, Deputy Mayor and Cabinet Member for Education and Children's Services introduced the report. She highlighted the Council's continuing commitment to work with schools to manage admissions and that a high percentage of children were successful in gaining admission to one of their top three choices. The introduction of centralised nursery admissions was also noted.

Christoph Jankowski, from the Friends of Bow Primary addressed the meeting and reported on concerns that the proposed construction and opening of the Bow Primary School was not proceeding as fast as parents would wish.

The **Mayor** agreed to discuss the issue further with parents but stated that using the existing demand data, and site availability information, 2019 was the most likely opening date but that it may be possible to have a temporary site before then, subject to need.

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

RESOLVED

1. To agree the oversubscription criteria for admission to Community Nursery Schools/Classes in 2018/19, as set out in Appendix 1 to the report.
2. To agree the proposal to establish central system for the co-ordination of applications for admission to Tower Hamlets nursery schools and classes as outlined in paragraph 3.8 of the report.

3. To agree the oversubscription criteria for admission to Community Primary Schools in 2018/19, as set out in Appendix 2 to the report.
4. To agree the oversubscription criteria for admission to Community Secondary Schools in 2018/19, as set out in Appendix 3 to the report.
5. To agree the schemes for co-ordinating admissions to the Reception Year and Year 7 for 2018/19, as set out in Appendix 4 to the report.
6. To agree the scheme for co-ordinating 'In-Year' Admissions for 2018/19, as set out in Appendix 5 to the report.
7. To agree the planned admission number for each school in Tower Hamlets in 2018/19, as set out in Appendix 6 to the report.

5.10 Accommodation and Space Management Policy

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He highlighted how important it was to ensure good use of the Council's buildings. The agreement of this report completed an action in the Best Value Action Plan.

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

RESOLVED

1. To note and endorse the Accommodation and Space Management Policy (Appendix 1 to the report);
2. To note and endorse the policy context set out in section 3.3 of the report; and
3. To note that this report marks the completion of one of the actions in the property section of the Best Value Action Plan as set out in section 3.4 of the report.

5.11 Ombudsman Formal Report

The **Mayor** introduced the report. He highlighted that the Council accepted the findings and had undertaken to ensure such a mistake could not happen again. He **agreed** the recommendations as set out in the report.

RESOLVED

1. To note the content of the Report

2. To note the action taken in Children's Social Care to remedy the situation

5.12 Contracts Forward Plan - Quarter 4 (2016-2017)

Councillor David Edgar, Cabinet Member for Resources introduced the report. Members discussed it and requested that information updates be provided to Cabinet Members on a number of contracts but that they were content for all contracts to proceed towards award.

The recommendations were therefore amended as set out below and **agreed** by the **Mayor**.

RESOLVED

1. To note the contract summary at Appendix 1 to the report,
2. To request that information updates be provided to the Mayor and Cabinet Members on the following contracts before they proceed to an award.
 - a) DR5172 – Hard Facilities Management
 - b) AHS5185 – Public Health Community Development Programme
 - c) AHS5186 – Health Promotion Programme – Sexual Health
3. To confirm that subject to the above all contracts set out in Appendix 1 to the report can proceed to contract award after tender.
4. To authorise the Service Head - Legal Services to execute all necessary contract documents in respect of the awards of contracts referred at recommendation 3 above.
5. To note the forecast forward plan schedule detailed in Appendix 2 and request that information be provided to the Mayor and Cabinet Members in relation to item R4799 Leaseholders Building Insurance.

5.13 Corporate Directors' Decisions

The **Mayor** noted the report and the recommendation.

RESOLVED

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

5.14 List of Individual Executive Mayoral Decisions

The **Mayor** noted the report and the recommendation.

RESOLVED

1. To note the Individual Mayoral Decisions set out in the Appendices to the report.

5.15 Updates to Lead Member Responsibilities

The **Mayor** noted the report and the recommendation.

RESOLVED

1. To note the report.

6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

7. EXCLUSION OF THE PRESS AND PUBLIC

Nil items.

8. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

9. OVERVIEW & SCRUTINY COMMITTEE

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

Nil items.

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

Nil items.

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

Nil items.

The meeting ended at 8.23 p.m.

MAYOR JOHN BIGGS

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<p>Cabinet</p> <p>7 March 2017</p>	
<p>Report of: Denise Radley – Director of Adult Services Debbie Jones – Director of Children’s Services</p>	<p>Classification: Unrestricted</p>
<p>Tower Hamlets Carers’ Strategy 2016-2019</p>	

Lead Member	<p>Councillor Amy Whitelock Gibbs, Cabinet Member for Adult Services</p> <p>Councillor Rachael Saunders, Cabinet Member for Children Services</p>
Originating Officer(s)	Barbara Disney, Service Manager, Strategic Commissioning
Wards affected	All wards
Key Decision	Yes
Community Plan Theme	A Healthy and Supportive Community

Executive Summary

The purpose of this report is to seek Cabinet approval for Tower Hamlets Carers’ Strategy, 2016-2019, which has been developed jointly by Tower Hamlets Council and carers in Tower Hamlets. This strategy replaces the previous Tower Hamlets Carers’ Strategy, 2012-2015.

Many carers take on the role of caring without thinking twice or noticing the effect it has on their own lives because of the close relationship they have with the person they care for. The impact on the carer’s own quality of life cannot be underestimated. Adult carers often experience loneliness and isolation, poor health and financial hardship. Younger carers may find it more difficult to participate in education, training and recreation activities than their peers. We want to work in partnership with carers to support them in their role. This strategy updates our approach to supporting carers and sets out a strategic framework for the next three years. It has been developed with the full involvement of carers in Tower Hamlets. It covers all ages and applies equally to older carers, parents of disabled children and young carers.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the contents of this report and approve the Carers’ Strategy, 2016-19 attached as Appendix 1
2. Note the contents of the Carers’ Dignity Charter which has been co-designed with carers, with a recommendation that it is endorsed by the council and health partners

1. REASONS FOR THE DECISIONS

- 1.1 Tower Hamlets Carers' Strategy, 2012-2015 has come to an end and needs to be refreshed. Within this time there have been a number of major legislative and policy changes within health and social care that impact on carers. This includes the refreshed 2014/16 National Carers' Strategy, 'Recognised, Valued and Supported, the next steps for the Carers' Strategy', the Children and Families Act 2014, and the Care Act 2014.
- 1.2 The Care Act 2014 and Children and Families Act 2014 require local authorities to be proactive in identifying carers, to assess the needs of carers in their own right and to provide support which meets their needs. These legislative changes put further emphasis on the need for support to carers, both locally and nationally and the present strategy seeks to capitalise on that opportunity. The refreshed Tower Hamlets Carers' Strategy will ensure that the existing systems and processes meet the needs of unpaid carers of all ages and that the Council complies with its legal obligations in a clear and transparent way.
- 1.3 This strategy has also been produced as a direct response to a health scrutiny challenge session, held on 13th May 2015 at Tower Hamlets Carers' Centre. The challenge session focused on how the Care Act 2014 had been implemented locally, specifically in relation to the council's duty to support unpaid carers. A key recommendation made at this challenge session was "that the Carers' Strategy be developed in partnership with local service providers, the Carers' Forum and in consultation with local carers". Key recommendations from the health scrutiny challenge session have been embedded into the new Tower Hamlets Carers' Strategy. The strategy responds to the invaluable feedback we received from individual carers, the Carers' forums, and professionals.

2. ALTERNATIVE OPTIONS

- 2.1 The alternative option is to do nothing, which means the council is at reputational risk of not meeting its obligations to carers. Additionally, the strategy is designed to support the delivery of excellent services for carers in the borough. If the Council took no action to support carers, there is a high risk of the caring relationship breaking down and individuals losing their independence and control. It might also place added pressure on budgets for directly-provided care and increase the numbers of people entering residential care provision.

3. DETAILS OF REPORT

Background

- 3.1 This strategy sets out the approach to supporting carers in Tower Hamlets. With growing recognition of the value that carers bring to our health and care systems, and an increased focus on the wellbeing and life chances of carers of all ages, the strategy provides the framework for an outcomes-based

approach to recognising, respecting, working with and supporting carers. It includes an outline of national and local priorities for carers, addresses the council's statutory responsibilities, considers how it is currently meeting the needs of carers, and describes a set of principles which will shape how it will work together in partnership to achieve improved outcomes for carers in the borough. It is a key document and it is proposed that it will be used by Tower Hamlets Council and Tower Hamlets Clinical Commissioning Group (CCG) to understand how best to work with and support local carers. It will also support us to define priorities and responsibilities for the future, identify potential gaps in services and illustrate how we will work towards improving them. The strategy will enable the effective coordination of inputs from a range of partner organisations (for example the GP Care Group, pharmacies, Tower Hamlets Together, Barts Health,).

- 3.2 Carers can be of any age, including children, adults of working age and older people. The strategy covers carers of all ages. Within the strategy the term 'Carer' is taken from the Government's National Carers' Strategy:

"A carer is someone who spends a significant proportion of their time providing unpaid support to a family member, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems."

- 3.3 In 2011, 19,356 residents in Tower Hamlets identified themselves as unpaid carers. This represents 7.6% of the population. This is slightly lower than the London and England average which are both 8.4%. We know, however, that carers in Tower Hamlets provide more hours of care than other areas. As demonstrated by the table below, 43.5% of carers provide more than 20 hours of care per week, compared to 36.9% in London and 36.4% across England.

	Tower Hamlets (No.)	Tower Hamlets (%)	London	England
Residents providing unpaid care	19,356	100	689,973	5,430,016
% of carers providing 1 to 19 hours a week	10,931	56.5	63.1	63.6
% of carers providing 20 to 49 hours a week	3,510	18.1	15.3	13.3
% of carers providing 50 or more hours a week	4,915	25.4	21.6	23.1

Table 1 Provision of hours of care Source: 2011 Census (KS301EW)

- 3.4 Tower Hamlets has a larger proportion of carers in the younger age groups compared to the national and London average. 567 (2.9%) of the carers in the borough are under 15 and a further 2,795 (14.4%) are between the ages of 16 and 24. If it is assumed that the proportion of carers is evenly distributed across the age band, then it could be suggested that there are at least 1,265 young carers in the borough.
- 3.5 In 2015/16 the Council spent c£2 million on Adult carer services and spend of c £2.3 million is projected in 2016/17 as listed in the finance comments below.

- 3.6 In total, £82,100 was spent on young carers in 2016/17. This includes £18,500 from mainstream grants and £63,600 for the Young Carers' Project.
- 3.7 One of the main areas of support for carers, including young carers of children with disabilities, is in the area of short breaks. Council expenditure on short breaks is currently £1.8 million. These are services either commissioned or delivered in-house for children with complex needs, which provide essential support for the service user, but also an opportunity for their carers to have a break from their caring responsibilities

Strategy

- 3.8 Our vision for this strategy is based on the National Carers' Strategy:

“Carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individuals' needs, enabling carers to maintain a balance between their caring responsibilities and a life outside of caring, while enabling the person they support to be a full and equal citizen”

This vision has been developed with, and agreed by, a group of local carers, through Tower Hamlets Carers' Strategy Group. It illustrates our commitment to carers going forward

- 3.9 The strategy is broadly aligned to the National Carers' Strategy, which has four key priorities. An extra priority has been added to Tower Hamlets Carers' Strategy to cover the transition of carers into Adults' Services. Transition is a complex area, covering many areas within both Children's and Adults' Services. The council is currently carrying out a wider review into the transition arrangements between Children's and Adults' Services. It is clear that this is an issue that causes anxiety to carers and as such it is an issue that Tower Hamlets Carers' Strategy will address to ensure carers experience a seamless transition into Adults' Services.

- 3.10 The five key priority areas of the Strategy are as followed:

Priority 1 'Identification and recognition':

This means we will aim to support those with caring responsibilities to identify themselves as carers at an early stage, recognising the value of their contribution and involving them from the outset both in designing local care provision and in planning individual care packages.

- 3.11 The Care Act places a duty on the local authority to identify carers with unmet needs within the local population and to make provision. This may involve undertaking a formal Carers' Assessment. A significant number of people with caring responsibilities do not readily identify themselves as carers. They understandably see themselves primarily as a parent, spouse, son, daughter, partner, friend or neighbour. This means that many carers currently do not access information, advice and support at an early stage and miss out on the support, including emotional support and financial assistance, to which they may be entitled. They may also find it hard to know how to access information

and advice on how to balance a caring role with other responsibilities and opportunities in their lives. Decisions about education and employment support from the welfare and benefits system, and their own health and well-being may be overlooked. Many older carers in particular can feel socially isolated, especially if they are looking after someone with dementia, have health problems themselves or find it difficult to access public transport. Access to relevant and timely information and advice is also vital throughout the caring role, particularly at times of significant change - for example, to help parent carers negotiate the transition from Children's Services to adult health and social care services, and at the end of life, when the caring role is over. We will work to support people with caring responsibilities to identify themselves as carers, so they can access the information, advice and support that are available. This will include a 'single point of access for carers in to health and social care services and linking in to existing integration work currently being developed as part of Tower Hamlets Together, such as Wellbeing Hubs that will be set up at Idea Stores in Tower Hamlets to signpost people to services that support issues such as education, training and employment and loneliness. This could be extended to include carers support. Emphasis will also be placed on the practice framework for social workers to ensure that the mechanisms in place to identify carers are being used effectively and that any identified support needs for carers are being responded to at an early stage.

- 3.12 One of the strongest messages that came through in the involvement and engagement work with carers in the borough is the frustration that many feel about their experience of working with health and social care professionals. Carers often do not feel valued or recognised as an expert and equal partner in care. Carers reported that they have developed an expert knowledge of the condition of the person they are supporting and have a close understanding of that person's own aspirations and needs. We will ensure carers feel their knowledge and experience are valued by health and social care professionals. Additionally, a whole-family approach to assessment, enabling both the individuals who need support and those who will support them to identify their own needs and desired outcomes, is much more likely to result in individual care packages that can be sustained effectively. A whole-family approach will also minimise the risk of young carers feeling forced into undertaking inappropriate caring roles and being at risk of harm. We will make sure carers are involved in planning individual care packages for the people they care for.
- 3.13 Councils and their strategic partners should routinely involve carers in the development of all policies and practice to ensure that the needs of carers of all ages within the local population, including carers from ethnic minority communities and LGBT are reflected. It was clear from involvement and engagement work with carers in Tower Hamlets that former carers or those currently caring with the capacity to do so would like the opportunity to put their expertise to good use, particularly if it can help current carers.
- 3.14 The Children and Families Act 2014 places a duty on the local authority proactively to identify young carers and provide an assessment. There needs to be further emphasis on the proactive element of this duty. When young carers are referred, there is an assessment; however referrals are not

received very often. This strategy and particularly the action plan will address how we can better identify young carers and as such meet their needs in a more effective way. Children's and Adult Services have a key role to play in ensuring that the lines of communication are open and referral pathways are used when carers are identified. The Young Carers' Steering Group has launched a small scale pilot of a specialist assessment tool for young carers which, if successful, could develop into a bespoke young carers' assessment similar to those used in other local authorities.

3.15 Priority 2 'Realising and releasing potential':

This means we will aim to support people with caring responsibilities to fulfil their education and employment potential.

3.16 It is crucial that we place a much higher priority on supporting people of working age with caring responsibilities to remain in work, if they wish to do so. We need to empower carers to fulfil their work potential, to protect their own and their family's current and future financial position and to enjoy the health benefits and self-esteem that paid employment or self-employment can bring. However the feedback received suggests many carers currently feel forced to give up work because they feel they have no other options available to them. Carers have cited flexible working as one of the most important factors in allowing them to juggle paid work, their caring responsibilities and family life. Carers have also fed back that they feel the skills they learn from caring should be recognised once their caring role is over and they should be supported to turn these skills into recognised qualifications that will enable them to be employed in the health and social care field. We will develop a co-produced Carers' Dignity Charter, which might include increased flexibility for working carers, an acknowledgement of the pressures they will be under.

3.17 Like many vulnerable groups, there is evidence to suggest that the outcomes for young carers are not as favourable as those of their peers. Many will struggle to reach their academic potential and not be able to access higher education. There is a small project in a number of schools which is seeking to improve the understanding of what it means for a young person to be undertaking a caring role. Young carers are often reluctant to speak up about how their caring responsibilities impact on their school attainment for fear of local authority intervention. Schools are best placed to support their students to best meet their potential, in line with the support that is already successfully offered to other vulnerable students. Young carers are more likely to be not in education, employment or training (NEET), and this will impact on their future life chances.

3.18 Priority 3 'A life outside Caring':

This means we will aim to provide personalised support to both carers and those they care for, enabling them to have a family and community life.

3.19 Families and individuals are investing more of their own time and financial resources in caring, and are often providing complex and intensive levels of care. It is of crucial importance that consistently to keep in mind the potential impact of caring on the lives of carers, in particular the impact on their health

and well-being; education and employment opportunities; social life and social inclusion; and both individual and family finances. We know that the circumstances of individual carers vary enormously, and this means that a one-size-fits-all approach to support will not deliver the outcomes that matter most to carers and their families. We will personalise support so that it fits around the life, goals and needs of the carer and supports their own health and well-being

- 3.20 Information and advice is needed to address the various aspects of caring at different times during a caring pathway, and will be tailored to individuals' needs. Carers may want help to develop skills and knowledge to care effectively and they may need advice and support to look after their own health and well-being and that of their family while caring for someone else. The Care Act 2014 places a new duty on local authorities to provide information and advice to help people, in this case carers, understand how care services work, what services are available locally and how they can be accessed. We will improve the availability of good quality information, advice and support for carers. The provision of good information and advice at an early stage will help carers to access support before they reach crisis point.
- 3.21 Young carers will struggle to access some of the activities that are available to their peers. The reasons for this are both practical and due to the emotional difficulties associated with their caring responsibilities. There are currently limited specific activities for young carers and the Young Carers' Steering Group is actively considering how best to address this issue.
- 3.22 **Priority 4 'Support Carers to stay healthy':**

This means we will aim to support people with caring responsibilities to remain mentally and physically well.

- 3.23 Carers in Tower Hamlets have told us that while caring can be very rewarding and fulfilling it can also be emotionally and physically draining. We know that many carers, in addition to anxieties about the health of the people they care for, can experience significant stress caused by the extent and nature of their caring responsibilities, balancing caring with education or paid employment, the state of their family finances and concerns about the quality, quantity or reliability of care and support provided by others. Carers highlighted the importance of regular breaks from caring responsibilities to help them look after their own health and well-being and sustain them in their caring role. There is a clear relationship between poor health and caring that increases with the duration and intensity of the caring role. The 2011 Census demonstrates that the general health of carers in Tower Hamlets deteriorates incrementally with increased hours of care provided. The data highlights that 5% of carers reported that their health was 'not good' which increased to 16% amongst those delivering over 50 hours of care per week. The 2011 Census highlighted those young men up to the age of 24 years old caring for over 50 hours a week reported four and a half times more poor health than their peers. Carers have told us that that timely, flexible and quality support can help those with caring responsibilities to look after their own physical and mental health at the same time as supporting others. We will reduce the

impact of caring on health and well-being, with an emphasis on providing regular breaks from caring responsibilities subject to an assessment.

- 3.24 Carers often feel that they do not have time to look after their own physical and mental health. As well as being supported to take breaks from caring responsibilities, it is important that carers are supported to have their own health checks and to attend appointments for maintaining good health, including dental and optician appointments, as well as being supported to attend to their own health problems and long-term conditions in a timely and convenient way. We will support carers to look after their own health and well-being. Poor mental and physical health are often associated with caring for someone at the end of their life and during a period of bereavement, so it is also important that they receive support to cope with the end of a period of caring. Many carers fed back that bereavement services play a key role in helping them transition from the caring role once it has ended.
- 3.25 Access to relevant information, at the right time, is crucially important for all carers. Information and focused support at key stages along the care pathway, for example when a diagnosis is made, at the time of hospital discharge or at the end of the life of the person they have cared for, can improve health outcomes and experience for carers. We will focus on Prevention and early intervention for carers within local communities. Carers should be supported to pursue leisure and sport activities and to access local NHS and local authority services such as weight management and smoking cessation sessions in order to maintain their physical health. It is also important for carers to be supported to look after their own mental well-being and maintain and develop social contacts
- 3.26 A young carer's health needs are an important aspect of any assessment. Young carers are more likely to be NEET and there is a link between this and poor health outcomes. It is also important to consider the mental health and emotional wellbeing of young carers and how they can be supported to ensure that they remain healthy.

3.27 **Priority 5 'Transitions':**

The Strategy identifies key issues for young people transitioning between Children's and Adult Services.

- 3.28 The Care Act 2014 places a duty on local authorities to assess adult carers before the child they care for turns 18, so that they have the information they need to plan for their future. This is referred to as a transition assessment. The Care Act places a duty on local authorities to conduct a transition assessment for an adult carer where it appears that the carer is likely to have needs for support after the young person they care for turns 18, and where they think that there would be 'significant benefit' to the carer in doing so.
- 3.29 The planning for transition should start at the earliest possible stage, ideally by the age of 14. Carers have told us that while they understand that the age of the cared-for person is very important within the council context, it is much less so to them. The transition between Children's and Adults' Services

should therefore be as seamless as possible, and where practicable, the package of support should remain in place, with any changes made in a plain and gradual way. Young carers under the age of 18 who care for an adult will continue to be supported by Children's Services rather than Adult Social Care. At the age of 18, Adult Social Care will take over the responsibility, though it can be brought into the transition planning before the young carers 18th birthday, but only at the young carer's request. There is a new duty to continue to provide any services a young carer is receiving past the age of 18 if appropriate adult care and support is not in place.

- 3.30 Transition is a complex matter, covering many areas within both Children's and Adult Services including, but not limited to carers. It is clear that this is an issue that causes anxiety to carers and service users and it is a priority for the senior management of both directorates to ensure there will be a seamless transition as young carers progress on to be adult carers.

3.31 **Interdependent strategies and plans**

The Carers' Strategy will have a number of interdependent strategies and plans. Key strategies and plans include:

- The 2013 Mental Health Strategy
- The 2016 Health and Wellbeing Strategy*
- The 2016 Market Position Statement*
- The 2016 Safeguarding Adults Strategy
- The 2016 Learning Disability Strategy*
- -The 2017 Autism Strategy*
- The 2017 Aging Well Strategy*
- The 2016-19 Children and Families Plan

*currently under development

- 3.32 We have co-designed the Carers' Dignity Charter (Appendix 3) with carers over a series of workshops. The Charter demonstrates a commitment from health and social care partners to carers and will influence service delivery and practices across the whole system which should improve the carers' journey, with a focus around the identification and recognition of carers. This is draft, as the next step will be to professionally design this for publication.

Next Steps

- 3.33 The Strategy provides a framework from which an overarching action plan will be developed. The next steps are to develop this in conjunction with carers. We are exploring the potential for a Carers' Academy which would give access to a range of training and learning opportunities to support and ensure the health and wellbeing of carers. The action plan will be monitored regularly through the Joint Commissioning Executive (Health and Wellbeing Sub-board)

to ensure progress and a full report will be provided at the end of the term of this strategy.

- 3.34 The action plan will be co-designed with carers and partners including; Barts Health, Tower Hamlets CCG, Job Centre Plus, front door council services to ensure there is an integrated approach to supporting carers so they can continue in their caring role.
- 3.35 In addition to the Dignity Charter, the council has started the process of refreshing its own carers' policy for staff which will ensure council employees who are carers are supported and their health and wellbeing is managed better so they can avoid reaching a crisis point.
- 3.36 Further engagement and involvement work is planned with young carers and the Young Mayor as this is an area that is currently underdeveloped. This work will inform the action planning for young carers, including those in transition, in Tower Hamlets.
- 3.37 The council has drafted the Single Equality Framework which includes a desired equality outcome for carers: "*Reduce the gaps in health outcomes for carers who are more likely to be women*" which was determined through the analysis behind the development of the Borough Equality Assessment. This will be picked up as part of the action plan to ensure whilst caring, carers are not disadvantaged.
- 3.38 A draft summary version of the strategy has been produced. This document is a shorter, public facing version of the detailed strategy which will highlight the key messages and actions. The full version of the strategy is attached as Appendix 1. The summary version is presented as Appendix 2. This is not the final version, as the intention is for it to be professionally designed for publication.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The Census of 2011 identified 19,356 unpaid carers in Tower Hamlets. Without their services the local authority would have to provide additional resources to meet their clients' needs. Therefore this Carer's Action Strategy is important to ensure their services are maintained and supported.

There has been an expectation that the implementation of the Care Act 2014 would cause an increase in carers being assessed and supported with the bulk of increase materialising towards the end of 2015-16 and start of 2016-17. The current demand figures do not indicate a significant increase, with a yearly assessment figure of c302.

As mentioned above there has not been a significant increase in the number of carers or their costs since the implementation of the Care Act 2014 and this is expected to remain the same going forward.

Any increase in carers' support will have a financial implication. The Current cost on carer's services is shown below:

Services	Expenditure (£)
Care Act Services	330,700
Commissioned Carer services	664,413
Direct Payments	10,602
Respite in Care packages	187,000
Carers Assessments Costs	636,930
Carers Package Costs	434,449
Other Carers Provision Costs	21,600
Total spent on Carers	2,285,694

The Council might also consider whether any capital investment is appropriate to support carers such as through a multi-generational carers hub; any proposals should be considered as part of the Council's Capital Strategy and can, subject to prioritisation and affordability, be incorporated into future years' capital programme.

- 4.2 Tower Hamlets has a larger proportion of carers in the younger age groups compared to the national and London average. 567 (2.9%) of the carers in the borough are under 16 and a further 2,795 (14.4%) are between the ages of 16 and 24. To support the key aims for young carers, highlighted in this report, a budget of £82,100 has been allocated for the 2016/17 financial year for young carers' services. The young carers' projects form an aspect of a range of services provided by the council. As an example, the leaving care service spent circa £100k in 2015/16, assisting young people (including young carers) classified as NEET (Not in Education, Employment or Training).

5. LEGAL COMMENTS

- 5.1 The Care Act 2014 (the 2014 Act) aims to bring about a greater emphasis on individuals, their families and networks to be in control over their situations and the legislation attempts to rebalance the role of the state in the process. One important change the 2014 Act brings about is placing the right to an assessment for carers, and consideration of their wellbeing, on an equal statutory footing as those being cared for.
- 5.2 S.10(3) of the 2014 Act defines a carer as 'an adult who provides or intends to provide care for another adult'. S 10 (11) clarifies that providing care includes 'providing practical or emotional support'. S.63(6) of the 2014 Act defines a young carer as 'a person who is under 18 who provides or intends to provide care for an adult'. Both definitions exclude situations where the carer is providing care under or by virtue of a contract or as voluntary work.
- 5.3 The duty to assess applies irrespective of the level of expected need. The duty to provide support for an identified need is determined by the eligibility criteria in Regulation 3 of the Care and Support (Eligibility Criteria) Regulations 2014. This criterion reflects the approach applied to the eligibility of individuals with care and support needs. The focus of the eligibility is on the impact of a carers need for support on their wellbeing.

- 5.4 Section 17ZA-ZC of the Children Act 1989 (as amended by the Children and Families Act 2014) imposes a duty on the Council to assess any young person under the age of 18 if it appears that they are providing support, or if they request an assessment. This is known as a ‘young carers’ needs assessment’. The assessment must consider whether the young person wishes to take on a carers’ role, whether this is appropriate, what impact it has on the young person’s ability to participate in education, training, recreation or employment. The assessment must also consider whether the young person requires support, and if so, whether that support can be met through the Council’s powers to provide services to a child in need under section 17 of the 1989 Act.
- 5.5 In respect of adult carers it is important to note that the duty of the council to carers is determined by the ordinary residence of the person cared for rather than that of the carer. For example, if a carer lives in Norwich but the cared-for person lives within the borough, the legal duty to assess and determine eligible needs will rest upon the council. Equally, it is important to direct those who live within the borough but are caring for others who are not ordinarily resident within Tower Hamlets to the appropriate authority.
- 5.6 When undertaking young carers or parent carers needs assessments, the responsibility to assess will be with the local authority in which the young carer or parent carer is ‘within their area’ (s 17ZA and s 17ZD). In a number of s17 Children Act 1989 cases¹, the court has found that ‘within their area’ refers to whether a child is physically present in the authority’s area.
- 5.7 Where a duty to meet eligible needs does not arise, the Council retains the power to meet a need where it judges there is a reason to do so.
- 5.8 In relation to charging carers to provide support to them, s.14(1) of the Act provides a power for the Council to charge. The Care and Support Statutory Guidance (2014) recognises that ‘*Local Authorities are not required to charge a Carer for support and indeed in many cases it would be a false economy to do so*’, para 8.50. In the event that the Council does take a decision to charge a carer it must do so in accordance with the non-residential charging rules set out in the Care and Support (Charging and Assessment of Resources) Regulations 2014.
- 5.9 In developing its approach to the assessment and eligibility of carers the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010 (e.g. discrimination), the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don’t (the public sector equality duty). The level of equality analysis required is that which is proportionate to the function in question and its potential impacts.

¹ R (Stewart) v Wandsworth LBC, Hammersmith and Fulham LBC and Lambeth LBC [2001] EWHC 709 (Admin),
R (M) v Barking and Dagenham LBC and Westminster LBC [2002] EWHC 2663 (Admin).

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The Carers' Strategy supports One Tower Hamlets, as carers play a crucial part in ensuring a healthy, safe and supportive community. A key focus is the engagement and involvement of carers in the design and delivery of services. The report also makes a recommendation to enable hard to reach carers to identify themselves and access support services.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Any future redesign and implementation of new services as a result of the Strategy will be met through existing funding streams.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Not Applicable

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The refreshed Carers' Strategy is designed to support the delivery of excellent services for carers in the Borough. If the Council took no action to support carers, there is a high risk of the caring relationship breaking down and individuals losing their independence and control. This would place added pressure on budgets for directly provided care and increase the numbers of people entering residential care provision.
- 9.2 The strategy has identified some areas where there is more work to be done to be fully compliant with legislation, particularly in the area of identification and recognition of carers. This potentially creates a reputational and financial risk to the council and the CCG.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 Not Applicable

11. SAFEGUARDING IMPLICATIONS

- 11.1 The report sets out a number of actions which are designed to support the delivery of excellent services for carers in the Borough. If the Council took no action to support carers, there is a high risk of the caring relationship breaking down and individuals losing their independence and control.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- Appendix 1 – Tower Hamlets Carers' Strategy, 2016-2019
- Appendix 2 – Draft summary version of strategy
- Appendix 3 – Carers' Dignity Charter

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

- None.

Officer contact details for documents:

N/A

London Borough Of Tower Hamlets

**Tower Hamlets
Carers' Strategy
2016/19**

This strategy acknowledges the huge amount of work undertaken by carers in Tower Hamlets. Through recent involvement and engagement activity they have given us a better understanding of their caring role and we, in turn, recognise the high value of the support they provide. carers offer incredible support to the people they care for and for that we thank them.

DRAFT

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Welcome to the Carers' Strategy for Tower Hamlets

Foreword

DRAFT

Introduction

Why we need a Carers' Strategy

Many of us at some point in our lives will care for a relative, friend or neighbour who needs support in their daily lives. Carers come from all backgrounds and can be of any age. They may be working or in education. They may also have support needs themselves, or, in the case of young carers, the extent of their caring role may be inappropriate. There are nearly seven million carers in the UK and this number is expected to rise as people live longer. It is anticipated that by 2037 the number of carers in the UK will increase to 9 million¹. Carers play a vital role in providing unpaid support to children and adults who are frail, ill, disabled, or who have mental health or substance misuse problems. This can at times affect Carers' own health and wellbeing. Latest calculations of the value of unpaid care in the UK show that the contribution of the UK's carers is growing and is now worth £132 billion² nationally per year. The government has recognised the importance of supporting carers of all ages through the 2014/16 National Carers' Strategy, 'Recognised, Valued and Supported, the next steps for the Carers' Strategy'; the Children and Families Act 2014, and the Care Act 2014 which, for the first time, placed the needs of carers on a par with those they care for.

The 2011 census identified 19,356 residents in Tower Hamlets who provide some form of unpaid care. 3,326 of these are young carers and young adult carers under the age of 25. Many young carers remain hidden from view, due to the fact that they are less likely to ask for support in their own right or concerns that their parents may have about asking for support. In 2010, the BBC conducted a survey of 4,000 school pupils. This found that one in twelve undertook moderate to high levels of caring responsibility. It was estimated that there are approximately 700,000 young carers. This is substantially higher than the 166,000 that have been identified in the last census. As a result of this survey, it is likely that the number of young people caring in Tower Hamlets is much higher than previously thought.

The data we have suggests that carers in Tower Hamlets represent 7.6 % of the population. This is lower than the London and England averages, which are both 8.4%. However, when compared to London and England averages, Tower Hamlets has a higher proportion of residents providing more hours of caring support per week: 18.1% provide 20-49 hours of care per week, and 25.4 % provide more than 50 hours of care.

¹ Carers UK, 'Facts about Carers', October 2015

² Carers UK, the University of Sheffield and the University of Leeds (2015) Valuing Carers 2015 – the rising value of Carers' support, S. Yeandle, L. Buckner

The Care Act 2014, the Children and Families Act 2014 and the National Carers' Strategy³ mark a significant shift in the approach to how carers are supported, acknowledging the important contribution they make and placing them on the same legal footing as the person they care for when it comes to accessing services they may need.

Each Carer's experience is unique to his or her own circumstances and the care and support they provide can vary. However, carers share many similar experiences and challenge that impact on different aspects of their lives: for example, looking after their own health, having a life of their own and doing things they enjoy, coping financially, juggling caring roles with education or paid employment, and managing multiple caring roles or other family responsibilities.

This strategy has been written in response to the needs of the 19,000 plus carers who live in Tower Hamlets and the requirements of the National Carers' Strategy, the implementation of the Care Act 2014 and Children and Families Act 2014.

It has also been produced as a direct response to a health scrutiny challenge session, held on 13th May 2015 at Tower Hamlets Carers' Centre. The challenge session focused on how the Care Act 2014 had been implemented locally, specifically in relation to the council's duty to unpaid carers. It was attended by a range of stakeholders including councillors, officers from adult social care services, providers of Carers' support services and local carers. The discussions focused on how we can improve services for carers to enable them to continue with their caring role and improve their health and wellbeing. A key recommendation made was "that the Carers' Strategy be developed in partnership with local Carer service providers, the Carers' Forum and in consultation with local carers". Key recommendations from the health scrutiny challenge session have been embedded into this strategy.

This strategy presents what we know about caring in Tower Hamlets, based on the views and needs of carers themselves and describes the changes we'd like to see over the next three years to meet these needs. With growing recognition of the value that carers bring to our health and care systems, and an increased focus on the wellbeing and life chances of carers of all ages, it sets the framework for an outcomes-based approach to recognising, respecting, working with and supporting carers. It includes an outline of national and local priorities for carers, addresses our statutory responsibilities, considers how we are currently meeting the Carers' needs of, and describes a set of principles which will shape how we work together in partnership to achieve improved outcomes for carers in Tower Hamlets.

This strategy has been developed in the spirit of co-production through extensive engagement and involvement with carers based at the Tower Hamlets Carers' Centre and Sonali Gardens Day Centre. These include

³ Recognised, Valued and Supported, the next steps for the Carers Strategy & Carers Strategy: Second National Action Plan 2014–2016

carers of people with physical disabilities, learning disabilities and mental health issues. We have also collected feedback from individuals, such as those who care for somebody with a substance misuse issue, who also wanted to share their views with us. Their real life experiences have shaped the content of the strategy and helped us to recognise the challenges and rewards that come with being a Carer.

Young carers who attend the Tower Hamlets Young Carers' Project were also consulted with and their views sought. This engagement helped to ensure that the voice of young carers is reflected throughout the strategy,

We recognise that working with small groups can never fully represent every view or experience, but we hope that the insights provided ensure that this document captures the key issues faced by most carers.

Legislative Framework

The Care Act 2014 enshrines the need to consider both the needs of the cared-for person and the Carer. It recognises the value of the support that carers provide to their loved ones and the need to ensure that their health and wellbeing is looked after.

The Care Act places a responsibility on local authorities to identify carers with unmet needs within the local population and to make provision. This may involve undertaking formal Carer's Assessments.

Local authorities are required by the Care Act, when assessing an adult's need for care and support, to involve the Carer in the assessment and to ensure a written outcome of the assessment is provided to the Carer, as well as to the individual who requires care.

It adopts a whole-family approach as well as more personalised support, tailored to the Carer and the person they support, using new national eligibility criteria. Carers are now recognised in law as having the same legal right to an assessment and support as the person they care for. They no longer have to demonstrate that they provide 'regular and substantial' care to have a Carer's assessment. The assessment must consider whether the Carer is able or willing to carry on caring, their own needs, the impact caring has on their lives and what they want to achieve, such as working, studying or doing more socially. The local authority then has a duty to agree a support plan with the Carer, which sets out how Carers' eligible support needs will be met.

The Act requires local authorities to provide, or arrange the provision of services, which will prevent or delay the need for care and support by unpaid carers as well as the person they care for, in order to reduce the need for support by carers in their area. In addition or instead of direct provision, local authorities should consider whether it is in a person's best interests that they be signposted, directed or referred to independent sources of information and advice. Local authorities must establish and maintain a service for the

provision of information and advice about care services and how to access them, including financial advice.

The two most significant pieces of legislation in respect to young carers and the responsibilities that the local authority and others have towards them can be found within the Care Act 2014 and the Children and Families Act 2014.

The Children and Families Act 2014 states that any young person under the age of 18 has a right to an assessment regardless of who they are caring for the type of care or how often they are providing it. This assessment should be carried out based on the “appearance of need”, meaning that a young person no longer has to make a request for an assessment nor do they have to be carrying out “regular and substantial” amounts of care. A young person still has the right to request that a Carer’s Assessment is undertaken.⁴

The assessment must look at the care that the young person is providing but also the care that they intend to provide in the future. The assessment must take into consideration the views of the young person and their wishes and aspirations for the future. The local authority must consider whether it is appropriate for the young person to be undertaking the caring duties and if a service could, or should, be provided to the person being cared for.

The assessment must also have regard to the education, employment, training and recreation needs of the young person and establish whether the caring needs will have a detrimental impact on these. It must also identify whether it will impact on the young person’s emotional, physical or mental health.

The Care Act 2014 also places a responsibility on the local authority to assess the needs of a young Carer, where it is felt that they may have needs after turning 18. This assessment should look at the needs of the young carer in preparation for them becoming an adult.

Our vision

This strategy is a key document and will be used by Tower Hamlets Council and Tower Hamlets Clinical Commissioning Group (CCG) to understand how best to work with and support local carers. It will also support us to define priorities and responsibilities for the future, identify potential gaps in services and illustrate how we will work towards improving them. It will enable us to coordinate the wide range of partner organisations required to achieve these priorities.

Our vision for this strategy is based on the National Carers’ Strategy:

Carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individuals’ needs, enabling carers to maintain a balance between their

⁴ Children and Families Act 2014, s96

caring responsibilities and a life outside of caring, while enabling the person they support to be a full and equal citizen.

This vision has been developed with, and agreed by, a group of local carers, through Tower Hamlets Carers' Strategy Group. This vision illustrates our commitment to carers going forward.

Our aims and priorities

This strategy aims to ensure that carers are respected, that they have access to good quality information, that they access the services and support they need to care for their relative or friend and that they have a life of their own. Together with service users from the carers Centre, we have developed a shared understanding of our key aims for the Partnership. These are broadly aligned to the National Carers' Strategy;

1. Identification and recognition:

Supporting those with caring responsibilities to identify themselves as carers at an early stage, recognising the value of their contribution and involving them from the outset both in designing local care provision and in planning individual care packages

2. Realising and releasing potential:

Enabling those with caring responsibilities to fulfil their educational and employment potential

3. A life outside of caring:

Personalised support both for carers and those they support, enabling them to have a family and community life

4. Supporting carers to stay healthy:

Supporting carers to remain mentally and physically well

5. Transitions:

Supporting young carers to make the transition to Adult Services smoothly, providing the necessary information and guidance to parents of a young person that is transitioning in to Adult Services.

Who is a Carer?

Within this strategy the term 'Carer' is taken from the Government's National Carers' Strategy:

“A Carer is someone who spends a significant proportion of their time providing unpaid support to a family member, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems.”⁵

However, as the National Strategy acknowledges, many people find it difficult to see themselves in this role and do not always wish to be identified as a Carer as for them the caring relationship is simply part of everyday normal life as a wife, husband, partner, son, daughter, parent or friend.

This strategy sees the need for recognising both Carer and cared-for person as ‘Expert Partners of Care’ to work towards providing person-centred support. It is recognised that carers may:

- be caring for or supporting a husband or wife, mother or father, son or daughter, brother or sister, neighbour or friend, or quite often, caring for more than one person.
- be helping with food preparation, assistance with eating and drinking, shopping, laundry and cleaning or other domestic tasks, or may take this person to appointments or provide other transport, help with medication, bathing or other personal care needs, or may provide emotional support or ensure safety.
- support someone who is frail or elderly, who has learning or physical disabilities or sensory impairments, has a mental health condition or substance misuse issues, or any number of other health situations where the person requires additional support. A person cared for may not fall into the eligibility threshold for benefits or additional support for themselves, but may still be provided with a great deal of support.
- have been caring for a long time, or be a new carer, or their caring role may be ending or may have recently changed or come to an end.
- be a hidden Carer. (A hidden Carer is someone who may not be known to services as a Carer and is hard to reach for support. They may not recognise that what they do for a loved one makes them a Carer. They may also be experiencing other barriers to recognising and accessing information, advice and support.

It is important to note that within this overarching definition of a Carer, there are a number of different caring groups:

- **Adult carers** are adults caring for adults over the age of 18. This could include a spouse, parent, adult child, other relative or friend.
- **Young carers** are children or young people under the age of 18 who provide regular, ongoing care and/or emotional support to a family member or other person who is ill, disabled, living with mental health issues or misuses alcohol and/or substances. This care is over and above helping out or the usual caring for an adult or a sibling.
- **Parent carers** are parents caring for an ill or disabled child or young person under the age of 18 to a degree greater than would be expected in a parenting role. Parents will often see themselves primarily as parents but

⁵ Carers at the Heart of 21st Century Families and Communities’, Department of Health 2008

their child will have additional care needs and may be entitled to additional services.

For the purposes of this strategy, the term ‘Carer’ does not include any Carer or personal assistant who gets payment either in cash or in another way for the care they provide; or who works as a volunteer on behalf of a voluntary organisation.

Children who care for a parent who misuses substances are amongst the most difficult to identify. Often these children would not self-identify as carers and the parent would be reluctant to ask for support due to the often criminal nature of their substance use. In its 2011 report “Hidden Harm – Responding to the need of Children of Problem Drug Users”⁶ the Advisory Council on the Misuse of Drugs estimated that there were between 200,000 and 300,000 children in England and Wales where one or both of their parents had serious drug problems. Children in these situations often take on a parenting role which has a significant impact on their school attendance and attainment.

Adults who care for loved ones who have substance misuse issues are also very difficult to access for similar reasons to those stated above for young carers. These carers often do not consider themselves to be carers which make providing support difficult.

Profile of carers in Tower Hamlets

The most detailed and complete source of data concerning the number of carers comes from the national census of population, which is undertaken every 10 years. The last census took place in 2011, and while it is important to note that Tower Hamlets has a rapidly changing population, this is the most reliable data that is currently held.

In 2011, 19,356 residents in Tower Hamlets identified themselves as unpaid carers. This represented 7.6% of the population. This is slightly lower than the London and England average which are both 8.4%. We know, however, that carers in Tower Hamlets provide more hours of care than other areas. As demonstrated by the table below, 43.5% of carers provide more than 20 hours of care per week, compared to 36.9% in London and 36.4% across England.

Table 1 Provision of hours of care

	Tower Hamlets (No.)	Tower Hamlets (%)	London	England
Residents providing unpaid care	19,356	100.0	689,973	5,430,016
% of carers providing 1 to 19 hours a week	10,931	56.5	63.1	63.6
% of carers providing 20 to 49 hours a week	3,510	18.1	15.3	13.3
% of carers providing 50 or more hours a week	4,915	25.4	21.6	23.1

Source: 2011 Census (KS301EW)

⁶

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/120620/hidden-harm-full.pdf

According to the census, Tower Hamlets has a larger proportion of carers in the younger age groups compared to national and London data. 567 (2.9%) of carers in the borough are under 15 and a further 2,795 (14.4%) are between the ages of 16 and 24. If it is assumed that the proportion of carers is evenly distributed across the age band, then it could be suggested that there are at least 1,265 young carers in the borough.

Table 2: Age of carers, 2011

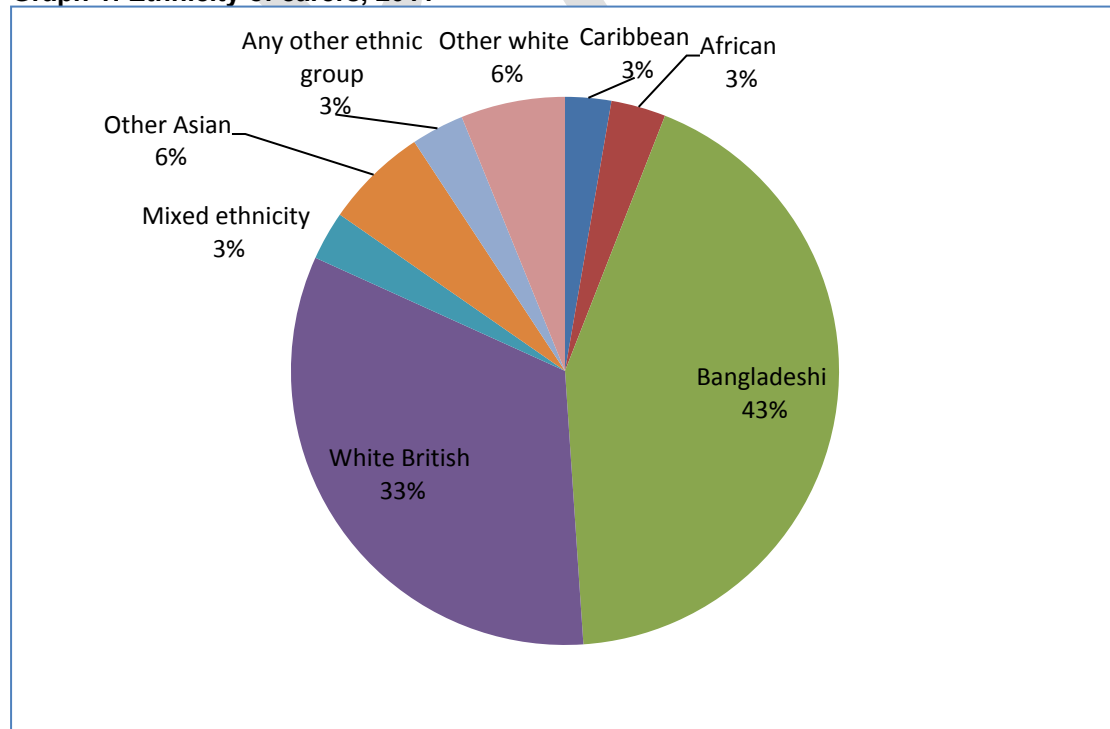
Age	Tower Hamlets		London		England	
	Number	%	Number	%	Number	%
All Ages	19,356	100	689,973	100	5,430,016	100
Age 0 to 15	567	2.9	17,381	2.5	111,423	2.1
Age 16 to 24	2,795	14.4	54,577	7.9	302,356	5.6
Age 25 to 34	4,737	24.5	93,741	13.6	473,891	8.7
Age 35 to 49	5,681	29.4	204,950	29.7	1,420,318	26.2
Age 50 to 64	3,915	20.2	207,171	30.0	1,929,420	35.5
Age 65 and over	1,661	8.6	112,153	16.3	1,192,608	22.0

Source: 2011 Census (LC3304EW)

8,320 (42.9%) of all carers were identified as being from the Bangladeshi community. The next largest group is White British, which accounts for 6,357 (32.8%) of the carers in Tower Hamlets. Bangladeshi carers are also more likely to provide a larger amount of care than those from other ethnic groups.

The Bangladeshi community makes up approximately 32% of the population of the borough, so is over-represented in these statistics. This compares to an under-representation of White British carers. 45% of the population is White British compared to 32% of carers.

Graph 1: Ethnicity of carers, 2011



Source: 2011 Census

29% of Bangladeshi carers report undertaking more than 50 hours of unpaid care, compared to 25% of White British carers.

55.8% of the carers in Tower Hamlets are women, with 44.2% being men. This is slightly below the London average (57.5%) and the England average (57.8%). However, significantly more women (66%) provide more than 50 hours of care than men (34%).

Table 3: Numbers of young carers up to age 24yrs in Tower Hamlets and the hours of care provided compared to London and England (2011)

	1 hour – 19 hours				20 hours -49 hours				50 hours +			
	0-15	%	16-24	%	0-15	%	16-24	%	0-15	%	16-24	%
Tower H	446	4.1	1,910	17.5	55	1.6	508	14.5	66	1.3	377	7.7
London	13,737	3.2	39,236	9.0	1,841	1.7	9075	8.6	1,803	1.2	6,266	4.2
England	90,171	2.6	219,853	6.4	11,142	1.5	47,962	6.7	10,110	0.8	34,541	2.7

Source: 2011 Census (LC3301EW)

A much smaller number of young carers are currently on the Young Carers' Register which indicates that a significant number of young carers may not be receiving any additional support either from the council or other services.

What we spend on Carer Services in Tower Hamlets

In 2015/16 the Council spent £2.8 million on Adult Carer services. This included approximately £360,000 to fund Tower Hamlets Carers' Centre and roughly £501,000 to fund a range of different short breaks and respite services.

One of the main areas of support for parent carers of children with disabilities is in the area of short breaks. These are services either commissioned or delivered in-house for children with complex needs which provide essential support for the service user but also an opportunity for their carers (usually their parent) to have a break from their caring responsibilities. The budget for short breaks is currently £1.8m.

Currently we spend £93,500 on young carers. Targeted support is provided via a young Carers' support group which provides respite activities, and personal support with education or employment issues. Schools can access a dedicated project for Young carers, whereby Young Carer champions are developed and appointed within each school to ensure that the needs of their carers are identified and met. This is in addition to the pastoral care that many schools provide in conjunction with the local authority's attendance and welfare service, which aims to look after the welfare and emotional well-being of their pupils. Children's mental health support services within Adult Mental Health teams also provide a targeted additional resource.

Our Priorities

Priority 1: Identification and recognition

We will aim to support those with caring responsibilities to identify themselves as carers at an early stage, recognising the value of their contribution and involving them from the outset both in designing local care provision and in planning individual care packages.

What carers have said

“I’ve been doing this for 10 years, but I didn’t know that I was a Carer”

“I’m a Carer now, not a wife. I struggle with this.”

“GPs play a key role, and greater communication is needed through local practices and health centres”

“Community groups could be doing more outreach to improve identification of carers.”

“As a Carer I have clear understanding of what works and does not work for the care of my son ... Ignoring carers is not only bad practice but it will always cost more in the long term.”

“My school didn’t know I was a young Carer; this was only recognised when it started to affect my school attendance.”

“School have a notice board and an assembly about young carers. I know where I can go if I need help”

Carers do not always identify with the term ‘Carer’ and feel that health and social care professionals do not always recognise their role in relation to the person being cared for. As a result, many carers currently miss out on the support, including emotional support and financial assistance, to which they may be entitled.

All professionals need to be more aware of carers and their specific needs; they don't seem to know about the role of a Carer or the Carers' Centre (specifically community-based teams). A number of the carers we spoke to told us that signposting to Carers' services was not routinely done, especially when dealing with their GPs.

Some carers also felt that they were made to feel as though caring was their duty.

While the Carers' Centre was good, they should be doing more to raise their own profile. Although the Carers' Centre is a much valued resource, we were told that carers do not always know about it.

Some carers felt they were not acknowledged by health and social care professionals and that they were not consulted on the care of the person they cared for.

Carers also told us that one of the major frustrations and difficulties was the feeling of being passed from one person to another, often from one agency to another. All agencies must work together to address this experience and it is likely that a training programme will be required to address this experience. Staff should understand what it means to be a Carer and the difficulties that can come with taking on such a demanding role.

What should we be doing?

Supporting people with caring responsibilities to identify themselves as carers so they can access the information, advice and support that is available

A significant number of people with caring responsibilities do not readily identify themselves as carers. They understandably see themselves primarily as a parent, spouse, son, daughter, partner, friend or neighbour. The concept of caring is assumed but not recognised in some families in ethnic minority communities. The consequences are that many carers are not offered or do not seek early access to information and advice on the specific illness or condition of the person they are supporting to help them care effectively and safely. They may also find it hard to know how to access information and advice on how to balance a caring role with other responsibilities and opportunities in their lives. Decisions about education and employment; support from the welfare and benefits system, and their own health and well-being may be overlooked. Many older carers can feel socially isolated, especially if they are looking after someone with dementia, have health problems themselves or find it difficult to access public transport.

Access to relevant and timely information and advice is also vital throughout the caring role, particularly at times of significant change - for example, to help parent carers negotiate the transition from children's services to adult health and social care services, and at the end of life when the caring role is over.

Carers feeling their knowledge and experience are valued by health and social care professionals

One of the strongest messages that came through in the involvement and engagement work with carers in the borough is the frustration that many carers feel about their experience of working with health and social care professionals. Carers often do not feel valued or recognised as an expert and equal partner in care. Carers reported that they have developed an expert knowledge of the condition of the person they are supporting and have a close understanding of that person's own aspirations and needs. This is seen as a particularly problematic issue once the person they look after is admitted into hospital and carers believe they should be involved in planning and designing hospital discharge arrangements and individual care packages, as they are key partners in ensuring effective delivery of care at home. The breakdown of hospital discharge arrangements can lead to readmissions that are both costly in terms of resources and stressful for the individual, carers and families concerned.

Involving carers in planning individual care packages and in developing local strategies that will impact on carers or the people they care for

Councils and their strategic partners should routinely involve carers in their Joint Strategic Needs Assessment and development of local Carers' strategies to ensure that the needs of carers of all ages within the local population, including carers within ethnic minority communities, are adequately reflected. It was clear from involvement and engagement work with carers in Tower Hamlets that former carers or those currently caring with the capacity to do so would like the opportunity to put their expertise to good use, particularly if it can help current carers.

Carers in Tower Hamlets have stressed that assumptions should not be made about who will provide care and to what extent. A whole family approach in assessment, enabling both the individuals who need support and those who will support them to identify their own needs and desired outcomes, is much more likely to result in individual care packages that can be sustained effectively. A whole family approach will also minimise the risk of young carers feeling forced into undertaking inappropriate caring roles and being at risk of harm. It is clear from involvement and engagement work with carers in Tower Hamlets that it is likely many carers will be supporting more than one person - i.e. inter-generational or multi-generational caring, or providing a lifetime of care, for example when supporting someone with learning disabilities. With changing family structures and more mobile communities, many families will be 'distance Carers', unable to provide regular day-to-day care although providing significant support to their relative.

What are we currently doing

It is recognised locally that more needs to be done to identify and work with carers in the borough. As noted above, the 2011 Census identified 19,356 carers in Tower Hamlets; of which 4,917 provide fifty or more hours of care

per week. However in 2015/16 only 1,407 adult Carers' accessed support services for carers in Tower Hamlets.

General Practices are likely to be the first point of contact for somebody who is struggling to cope with their caring role and presenting physical and emotional symptoms associated with this, such as stress and anxiety. GPs are therefore in an ideal position routinely to identify and signpost carers to support services in the borough. However, latest available data reveals that this isn't happening as much as it should. There are 304,034 people registered on the GP database in Tower Hamlets. Of these, only 40,864 have had their Carer status recorded, which shows that the GP has checked if they have any caring responsibilities. Only 3,242 people out of the 40,864 asked have been flagged as a Carer by their GP. Similarly, data from NHS health checks in Tower Hamlets provided for people aged between 40 and 74 years old reveals that of the 12,053 who received a health check in 2015/16, only 8,662 (72%) were asked if they were a Carer. Of those asked whether they had any caring responsibilities only 548 (6.3%) were identified as a Carer.

Currently, the Council encourages adult social care staff and staff in provider organisations to identify and support all carers, including carers who do not live in the borough but care for someone who does. Our new Practice Framework adopts a whole family approach to the assessment of needs, encouraging greater identification of carers and the wider support networks around vulnerable individuals. This means that all carers who may need support are able to get it at an early stage. It also means we have a holistic view of the care being provided to a person. (For example, a service user may have a Carer living far away who is still able to organise online shopping and visits.) We also encourage colleagues in other parts of the council, health services, housing and other organisations to identify and support carers at an early stage. This could range from a GP identifying carers, when carrying out a health check and referring them to universal services; to a member of staff at an Idea Store showing a Carer where to find the universal services available to them to a Housing Officer knowing when to refer a Carer to adult social care for an assessment.

Tower Hamlets Carers' Centre plays a key role in helping to identify and support carers. It provides advice, information, support services and independent advocacy to all carers within the borough. Support services include:

- Help with benefits
- Group and one-to-one support
- Bereavement counselling
- Activities and outings
- Retreats/respice
- Alleviation and management of stress
- Case work and advocacy support to "speak out"
- Training

The Carers' Centre is the key resource in helping carers to carry out their own self assessments for people who may need more intensive or ongoing support from the council. These assessments are based on a discussion about the kinds of issues the person need help with, the impact these issues have on their life, and how they can be addressed. The Carers' Centre currently helps carers complete these self-assessments

The Carers' Centre is included under the heading "Local Link", and is the main information and advice "hub" for carers. The Assessment and Intervention team can be contacted if a Carer is in need of a Carer's Assessment or if there are safeguarding concerns.

What are we going to do

Feedback from carers and professionals tells us that people often don't recognise themselves as carers for a number of reasons and this can prevent people from getting access to information, advice and support at an early stage. We therefore need to find other ways to identify those carers who need support, and ensure they get that help early on to stop any problems escalating into crises. Feedback from carers suggests that the systems in place to help identify carers are more reactive, with Carer's Assessments only happening when a person presents themselves at a point of crisis. A more proactive model will be developed, which will focus on prevention and include outreach workers and a community-based system for new carers that will involve experienced carers who can share their knowledge.

Involvement and engagement work with carers has also revealed that they believe more work needs to be done to train social workers on how to identify and work with carers. The new adult social care practice framework helps to facilitate these discussions by providing for a whole family approach to assessment. This means that social workers take into account the needs of the whole family when assessing the needs of the person in need of a service. However, feedback suggests that further training is needed in how to best use this new practice framework to identify carers who do not recognise themselves as such.

There is a greater role for GPs and other health 'gateways' to play in early identification and intervention for carers. We know that caring, particularly unsupported caring, impacts negatively on people's health, and increases demand for health services. Yet current health services may be treating these health 'symptoms' of caring, without identifying and/or addressing the cause. We will ensure that health and social care services are better linked up to help encourage greater identification. This will include a 'single point of access' for carers into health and social care services, and linking into existing integration work currently being developed as part of Tower Hamlets Together, such as Wellbeing Hubs that will be set up at Idea stores in Tower Hamlets to signpost people to services that support issues such as education, training and employment and loneliness. This could be extended to include Carers' support services. Emphasis will also be placed on the practice framework for social workers to ensure that the mechanisms in place to identify carers are

being used effectively and that any identified support needs for carers are being responded to at an early stage.

Feedback from Tower Hamlets Carers' Centre is that support must be timely, and that self-assessments which have been referred to the council, take too long to be addressed, with carers waiting for long periods of time without knowing what their status is, or whether they are eligible to receive services. This has an effect on their caring role, and whether they are able to continue to provide care. It was reported that some carers have been waiting for more than three months. Carer assessments need to be completed in a timely manner.

Young carers – Identification and Recognition

What should we be doing?

The Children and Families Act 2014 states that the local authority has a duty to assess whether a young person within their area has needs for support. The major change in this legislation is that young carers no longer have to request an assessment. This should be carried out based on an appearance of need. The Young carers (Needs Assessment)⁷ Regulations 2015 outline the key features of a Young Carer's Assessment.

Young carers are entitled to an assessment under this legislation. It is vitally important that all professionals who come into contact with young carers, whether in their work with the young person themselves, with the cared for person, or in some other way, support them to access assessment and provision.

⁷ Young Carers (Needs Assessment)⁷ Regulations 2015 SI 2015/527

The assessment must determine:

- the amount, nature and type of care which the young Carer provides (or intends to provide);
- the extent to which this care is (or will be) relied upon by the family, including the wider family, to maintain the well-being of the person cared for;
- whether the care which the young carer provides (or intends to provide) impacts on the young Carer's well-being, education and development
- whether any of the tasks which the young Carer is performing (or intends to perform) when providing care are excessive or inappropriate for the young Carer to perform having regard to all the circumstances, and in particular the Carer's age, sex, wishes and feelings;
- whether any of the young Carer's needs for support could be prevented by providing services to
 - the person cared for, or
 - another member of the young Carer's family;
- what the young Carer's needs for support would be likely to be if the Carer were relieved of part, or all, of the tasks the young Carer performs (or intends to perform) when providing care;
- whether any other assessment of the needs for support of the young Carer or the person cared for has been carried out;
- whether the young Carer is a child in need; any actions to be taken as a result of the assessment; and
- the arrangements for a future review.

What are we currently doing?

Requests for support are currently considered by the Council's Multi-Agency Safeguarding Hub (MASH). It is rare for a referral to be received for a young Carer purely on the basis of their caring responsibilities. It is more common that these are picked up as part of an assessment. Once a young Carer is identified, there are a number of pathways that could be followed in order to address the need. These include exploring additional support from within the family, via a family meeting, or a referral to some of the provision that is already available.

Children who meet the criteria to be allocated to the Children with Disabilities Team will automatically qualify for one "short break". Should the family request more, this will trigger a Child and Carer's Assessment which will identify the additional needs of any other children within the home. Currently this assessment only takes place when a family requests additional support.

Some Tower Hamlets schools are involved in a project run by Family Action and commissioned by the Council to better identify and support young carers within their schools. Schools are best placed to meet the needs of the young

people who attend them. They know their students well and are able to ensure that they meet their needs of students in a sensitive way. The schools programme gives individual schools access to support from Family Action to support with identification and meeting the needs of young carers. Schools will draw up an individual action plan and will commit to raising the profile of the issues that affect young carers. One of the schools to complete the programme was Cubitt Town Primary School. More information about their story can be found in the case study below.

Cubitt Town Primary School

Cubitt Town Primary School has well-established learning mentor provision within the school, so when it was asked to become accredited for the support that they provide to young Carers, this felt like a natural step to take.

There are currently three identified young Carers within the school, who receive support specifically because of their role as young Carers. However, there are some other children who are being monitored and supported, where caring responsibilities may become more of an issue as they get older.

The young Carers come together as a group on a regular basis to access support from the learning mentor, as well as to support each other. They also act as Young Carers' Ambassadors and there is an annual assembly. This assembly enabled one young Carer within the school to self-identify.

Staff in the school have also been trained to provide training to other staff members. Cubitt Town Primary School is the first Tower Hamlets School to complete the accreditation process.

While there is research which outlines the positive impact that taking on a caring role can have, there is an increasingly strong body of evidence which notes the adverse effects that caring for another person can have.

There is evidence that suggests being a young Carer can have an "adverse impact on children's lives and transitions to adulthood, particularly when caring is long-term, unsupported and disproportionate to the children's age and level of maturity"⁸

Research also shows that caring affects a child's ability to participate in school and decisions on whether to continue into further and higher education.⁹

⁸ Aldridge (2008) As referenced in the report to the Department for Education "The lives of young Carers in England - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/498115/DFE-RR499_The_lives_of_young_Carers_in_England.pdf

⁹ Becker (2007) as above

The Children's Society carried out a longitudinal study "Hidden from view – the experiences of young carers in England" in 2013¹⁰ which shows that young carers have significantly lower educational attainment at GCSE level - the equivalent to nine grades lower overall than their peers (e.g. the difference between nine Bs and nine Cs). Young carers are also more likely than their peers to be not in education, employment or training (NEET).

The Young Carer's Steering Group currently keeps a register of young carers. The vast majority of those on the register are caring for people with a mental health condition. CHAMPS is a service for children based with the Adult Mental Health service, due to this position it is well placed to identify and support young carers and has worked hard to raise awareness of the impact that caring can have on children and young people. More needs to be done to replicate this across services for adults with a physical and learning disability, as well as those with substance misuse issues.

What will we be doing in the next 3 years?

Currently there is no specific assessment form for young carers. From September 2016 a pilot will be rolled out, whereby a small number of young carers will be assessed using the MACA and PANOC assessment tools.

The Multidimensional Assessment of Caring Activities (MACA-YC18) is a short questionnaire designed to establish the extent of the caring activity being undertaken by a young person.

The Positive and Negative Outcomes of Caring (PANOC-YC20) is a short questionnaire designed to help young carers to understand the emotional impact of caring.

There is a clear need for an assessment pathway, produced in conjunction with young carers. The exact format of this assessment will need to be decided, including any learning from the pilot project, but the MACA and the PANOC will be considered as part of this.

One of the key areas that require further development is where young carers are identified by an agency working with the cared-for person. In many instances this would be the council's Adult Services but it could also be health partners or those in education, where a young person is caring for a sibling who is also a child or young person. Currently, the referral pathways do exist but are not widely used. A major aim of the action plan will be to encourage all agencies to think about carers when working with service users.

The Associations of Directors and Children's and Adults' Services (ADSC & ADASS) have released an updated Memorandum of Understanding¹¹. This

¹⁰ http://www.childrenssociety.org.uk/sites/default/files/tcs/report_hidden-from-view_young-Carers_final.pdf

¹¹ ADSC & ADASS, 2015, No wrong doors: working together to support young Carers and their families,

document outlines a number of key principles; the main one being there should be “no wrong door” for young carers and their families. Regardless of which service they approach for support, they should be identified, assessed and provided with support. Tower Hamlets has signed up to a previous version of the memorandum but should do so again in relation to the updated version.

The Children and Families Act 2014 requires a level of proactivity in identifying young carers, closer working with colleagues across the partnership should enable an earlier identification of young carers and a referral to MASH for assessment. The Children with Disabilities Team currently carries out Child and Carer’s Assessments when additional support is requested. Such assessments should be carried out regardless of whether support is requested.

Young carers must also know of their right to request an assessment. This is a gap that must be urgently addressed. It is important to recognise that many young carers and their families will be reluctant either to acknowledge their role or seek support, for fear of Children’s Social Care involvement. It is essential that any help that is offered is seen as supportive rather than punitive. It is also likely that some young carers, particularly those who care for people with substance misuse issues, will not identify themselves as carers at all and will often be particularly fearful of any kind of social care intervention.

The poorer outcomes that research indicates affect young carers will also need to be addressed. Often, young carers are not identified at an early enough stage, if at all, which makes it very difficult to put in place the additional support they need to achieve in line with their peers. Earlier and better identification is essential in addressing this.

A training programme is being considered to ensure that social workers across both Adults’ and Children’s Social Care have a greater awareness of young carers and their needs. This will support in identification and recognition, as well as ensuring that our other aims for young carers are met.

Priority 2: Realising and releasing potential

This means we will aim to support people with caring responsibilities to fulfil their education and employment potential.

What carers have said

"I cannot work, as my partner needs full-time care."

"I know a lot of carers here [Carers Centre] who have to give up work, due to the lack of flexibility and support offered to them by their workplace. They all want to continue working, but without the support and understanding of their employers ... and adequate input from social care and health services to ensure their family member is safe and being well cared for, this is often not possible."

"Employers, particularly the private sector, do not always understand the dual role of the working carer."

"I'd love to learn new skills (e.g. computer skills) but cannot always find the time to access courses available"

"Sometimes, I just can't get my homework done on time. I wish my school were a bit more understanding."

We need to empower carers to fulfil their work potential, to protect their own and their families' current and future financial position and to enable them to enjoy the health benefits and self-esteem that paid employment or self-employment can bring.

What should we be doing?

Enabling young and adult carers to fulfil their educational potential

Inappropriate caring roles or long hours of caring for young carers are likely to have a detrimental impact on their lives, including their health and educational achievement. Young carers should be supported to achieve their potential and to have the same opportunities that other young people enjoy. Adult carers should also be supported to pursue education, training, work or leisure activities, if they wish, and these aspirations should be taken into account when assessing a Carer's need for support.

Support for carers of working age

It is crucial that we place a much higher priority on supporting people of working age with caring responsibilities to remain in work, if they wish to do so. We need to empower carers to fulfil their work potential, to protect their own and their families' current and future financial position and to enjoy the health benefits and self-esteem that paid employment or self-employment can bring. However current feedback suggests many carers currently feel forced

to give up work because they feel they have no other options available to them.

Carers have cited flexible working as one of the most important factors in allowing them to juggle paid work, their caring responsibilities and family life.

Carers have also fed back that they feel the skills they learn from caring should be recognised once their caring role is over and they should be supported to turn these skills into recognised qualifications that will enable them to be employed in the health and social care field.

What are we doing?

Evidence from the 2011 Census reveals fewer carers in Tower Hamlets were economically active than the regional and national averages (57.6% compared to the London rate of 62.4% and 62.1% in England). A higher proportion of the borough's carers are unemployed (9%, compared to 6% in London and 4% in England).

Respite and replacement care play an important role in supporting carers in employment. Tower Hamlets' Adult Social Care currently funds both replacement care, in the form of short-term, home-based care (typically provided by a home care organisation¹²) and short residential care. Short-term residential breaks are provided at Hotel in the Park (HITP) for adults with a learning disability, which is a seven room residential facility in Bethnal Green. Service users can book in for a number of allocated days, giving respite to their regular carer, enabling them to stay in employment. Equivalent arrangements are not in place for people who do not have a learning disability: in those instances, beds in residential or nursing homes are booked, if available. A service user with a personal budget in the form of a direct payment may also choose a different organisation or individual to provide replacement care.

Feedback from carers and professionals suggests some people are experiencing problems when organising respite. Tower Hamlets' Carers' Centre has reported that many carers have to take time off from employment for emergency care of people they care for because respite and replacement services have not been working as well they should be.

Tower Hamlets Council has recently developed an initiative which supports women who have been out of paid employment for some time to receive the minimum wage whilst undergoing placements to help them obtain work experience and gain a diploma qualification in health and social care. This programme is available for women who have been out of work caring for their loved ones.

¹² Current providers: Age UK, APASENTH, St Hilda's Community Centre and Jewish Care

What are we going to do?

We will develop a new 'Carers' Charter' which will be co-produced with carers in Tower Hamlets. One requirement of this charter will be for local employees to recognise flexible working options, which should be available to employees with caring responsibilities to help support them to carry on working alongside their caring role.

Young carers - Reaching and Realising Potential

What should we be doing?

The assessment of children and young people under the Children and Families Act 2014 is a vital tool in ensuring that children and young people who are young carers are able to realise their full potential. Research tells us that caring has an adverse effect on young people's educational attainment and any assessment of a young person should include a focus on ensuring young carers remain in education or training and are able to achieve.

Schools should also make attempts proactively to identify young carers and, where appropriate, make additional support available to them to ensure that they fulfil their potential.

The Children's Society published a report into the impact that caring can have on young people, entitled "Hidden from View – the experiences of young carers in England"¹³. This outlined a number of key findings including:

- one in 12 young carers is caring for more than 15 hours per week. Around one in 20 misses school because of their caring responsibilities.
- young carers are 1.5 times more likely than their peers to be from black, Asian or minority ethnic communities, and are twice as likely to not speak English as their first language.
- young carers are 1.5 times more likely than their peers to have a special educational need or a disability.
- the average annual income for families with a young carer is £5,000 less than families who do not have a young carer.
- there is no strong evidence that young carers are more likely than their peers to come into contact with support agencies, despite government recognition that this needs to happen.
- young carers have significantly lower educational attainment at GCSE level, the equivalent to nine grades lower overall than their peers (e.g. the difference between nine Bs and nine Cs).
- young carers are more likely than the national average to be not in education, employment or training (NEET) between the ages of 16 and 19.

¹³ The Children's Society (21013). Hidden from View, the experiences of young Carers in England. http://www.childrenssociety.org.uk/sites/default/files/hidden_from_view_final.pdf

The report also identified a number of characteristics of the type of households where young carers are more likely to be found.

Factor	Relationship
Family income	The median family income for families including a young carer was £5000 less than families without a young carer
Adults in the household in work	Young carers are over four times more likely to live in a household where no adults are in work
Maternal education levels	Young carers are 1.6 times more likely to have a mother who has no educational qualifications
Adults with a limiting disability	Young carers are over twice as likely to live in households where at least one adult has a limiting disability
Number of children in the family	Young carers are 1.6 times as likely to live in households where there are three or more other children living

The understanding of the type of circumstances where young carers are more likely to be found is useful in the identification of young carers.

What are we doing?

A number of schools, both primary and secondary, are engaging with a programme run by Family Action to provide better support to young carers. One of the key elements of this programme is ensuring that young carers receive additional support to meet their educational goals. This programme is currently run in a small number of schools, but the hope is that this could be rolled out more widely. When children are missing school for whatever reason, they will be provided additional support from within the school as well as the council's Attendance and Welfare Service. This will seek to understand the reasons for the absences and put strategies in place to address them. If the young person's caring responsibility is found to be a reason for poor school attendance, then action could be taken in order to address this, including referrals to either Children's or Adult Services.

Assessments carried out within Children's Social Care will consider the educational needs of a young carer. If concerns are identified, appropriate support will be sought, in order to ensure that young carers are able to achieve in line with their peers.

One of the key priorities within the Tower Hamlets Children and Families Plan 2016-2019¹⁴ is to help young people to reach their full potential. One of the key actions included within this priority is to "Continue to reduce the number of young people not in education, employment or training through early intervention and tailored support".

¹⁴ Children and Families Plan (2016) <http://www.childrenandfamiliestrust.co.uk/wp-content/uploads/2010/09/2016-19-Children-Families-Plan1.pdf>

What are we going to do?

Up until now, young carers have not had the additional focus that is available for other vulnerable groups, such as looked after children. The Young Carers' Steering Group should give consideration to how to ensure that young carers are able to achieve to their full potential and go on to higher education. Where caring is having an impact on school attendance, we will seek to further understand this and the Attendance and Welfare Service will support parents and carers to address this issue.

Schools have a major role to play in addressing this and the expansion of the Family Action programme, along with further awareness-raising across the partnership will be an important step in ensuring that the needs of young carers are met.

The Children and Families Plan has been approved for the next three years, in which time the focus of the action will be to support young people with caring responsibilities to ensure that they are able to meet their full potential.

DRAFT

Priority 3: A life alongside caring

This means we will aim to provide personalised support to both carers and those they care for, enabling them to have a family and community life.

What carers have said

“I don’t see my friends as much.”

“I need a break for my own wellbeing and to help support the rest of my family.”

“Personal budgets and direct payments are great ideas but it’s too much hard work ... we don’t want more paperwork”

“Young carers are always helping others. It’s important to make sure that they have a space where they can have time to themselves.”

“Sometimes I just want a bit of time to play on my phone or watch videos on YouTube”

A break from caring was an issue that was discussed at length during the consultation and one that carers identified as important to them. They were clear that time away from their caring role was needed for them to maintain it. Many respondents stopped socialising regularly and were prevented from going on a holiday. However, feedback suggests current opportunities within day services and respite is not flexible enough.

Being made to feel guilty about wanting this time away was a common theme cited during consultation. However carers said that it was just important for their own wellbeing and to support other members of their family.

What should we be doing?

Personalising support for carers and the people they support

Families and individuals are investing more of their own time and financial resources in caring, and are often providing complex and intensive levels of care. It is of crucial importance that we consistently keep in mind the potential impact of caring on the lives of carers, in particular the impact on their health and well-being; education and employment opportunities; social life and social inclusion; and both individual and family finances. We know that the circumstances of individual carers vary enormously, and this means that a one-size-fits-all approach to support will not deliver the outcomes that matter most to carers and their families. Personalising support so that it fits around the lives, goals and needs of the Carer is critical to supporting them personally, both as part of their caring role, and in maintaining their own health and well-being

Availability of good quality information, advice and support

Information and advice is needed to address different aspects of caring at different times during a caring pathway, and there is a need to ensure that support is tailored to individuals' needs. Carers may want help to develop skills and knowledge to care effectively and may want advice and support to look after their own health and well-being and that of their family while caring for someone else. The Care Act 2014 places a new duty on local authorities to provide information and advice to help carers understand how care services work, what services are available locally and how they can be accessed.

There is a lot of information available to support people who have caring responsibilities but we know from feedback from carers in the borough that many families are unaware that such information exists or still struggle to find information and advice that is relevant to their particular needs for support, including financial support. Carers have told us that finding the right information for them when they need it can cause much frustration and make stressful situations even more stressful, particularly when trying to arrange care and support quickly. Feedback from carers and professional across health and social care services show that carers are often accessing services at the point of crises. The provision of good information and advice at an early stage will help carers to access support before they reach crisis point.

It is important that carers and families have time to think through their options and make informed decisions about their own lives alongside caring, including decisions about remaining in education or paid employment, claiming benefits and contributing to pensions. Early access to information and advice and, where appropriate, early intervention rather than waiting until a crisis occurs, are key elements in supporting people to undertake caring roles effectively. Early interventions to guide families to information, advice and support as soon as they start to care can help people identify practical support, think through the options for remaining in paid employment or education, manage other family commitments alongside caring, and reduce the likelihood of falling into financial hardship.

What are we currently doing?

The new approach to social care assessments in Tower Hamlets is now focused on outcomes rather than just service provision. Therefore, individuals will be asked specifically what outcomes they would like to achieve. Examples of outcomes could be around the Carer's ability to take up training or education. In such a case, support might include giving time off through respite, or paying for and supporting carers to enrol on training courses, or signposting to the types of educational programmes carers are interested in.

The local authority will assess what those needs carers may have. This assessment will consider the impact of caring on the Carer. It will also consider the things a Carer wants to achieve in their own day-to-day life. It must also consider other important issues, such as whether the Carer is able

or willing to carry on caring; whether they work or want to work, and whether they want to study or do more socially. If both the Carer and the person they care for agree, a combined assessment of both their needs can be undertaken.

We will agree a support plan with carers which set out how the Carer's needs will be met. This could include, for example, help with housework or buying a laptop to keep in touch with family and friends. It may be that the best way to meet a Carer's needs is to provide care and support directly to the person they care for, for example, by providing replacement care to allow someone to take a break from caring. It is possible to do this as long as the person needing care agrees.

Carers who have eligible needs are able to access personal budgets. Personal budgets are available to carers in the form of direct payments and can be used in a number of different ways to help support the caring role. Examples include:

- travel expenses or fees to take up leisure or education activities
- health promotion activities, such as exercise classes, gym membership, massages or relaxation or complementary therapies
- practical things, such as a washing machine or a computer
- respite care for the person they look after, to give them some time to themselves
- a short holiday to recharge their batteries
- driving lessons
- help with housework and gardening
- a mobile phone
- leisure classes to relieve stress.

For parents who are caring for a child with a disability, the opportunity for respite is a necessary and valued part of any child's care package. These short break placements give the opportunity for the child to experience different types of activities than would be available to them at home. It also gives a much-needed break for parents, often making the caring responsibilities more manageable.

Up to date information about services to support carers has been identified as a fundamental issue. The council's website is in the process of being updated and Local Link has been commissioned by the local authority to provide face-to-face advice with carers in venues across the borough.

There are a range of services in Tower Hamlets specifically for carers, including the local Carers' Centre support networks; training sessions for carers of people with dementia and other mental health issues; a range of activities and outings, to learning how to maximising benefits and rights.

The Information Plan for carers is consistent with the Information Plan in Adult Social Care, which sets out how we will improve our information and advice. The four objectives of the Information Plan are:

- to ensure adult social care information provision is meaningful and accessible to the whole population of Tower Hamlets.
- to reduce or delay the need for adult care and support through the provision of information and advice.
- to empower and people to make informed decisions in adult social care through information and advice.

What are we going to do?

Carers have highlighted to us that some people have been caring for so long, or caring has taken up so much of their lives, that it is difficult for them to see what life there is outside of their caring responsibilities. This means carers may find it difficult to decide on what they could do with their spare time. Therefore, when completing self-directed assessments; assessors will be instructed to consider offering options and ideas to carers on self-development, or self-fulfilment. However, this offer will not exceed realistic expectations and raise hopes of amenities that cannot be granted. Carers have told us that, in the past, after being assessed by council staff that they have been promised services that were later denied, as they fell out of the scope of what was on offer, or they were not eligible. Some were even directed to the wrong services. We will ensure that the council trains staff to carry out Carers' assessments effectively, and to be well informed of the range of services that are on offer, but also not to over promise, and raise false hopes and expectations.

We know that one area of concern for organisations that provide Carers' services is the way the council has commissioned respite care. They feel that council processes on granting respite care services have not taken into consideration the complex needs of carers. The Carers' Centre cited an example where many carers have to take time off from employment for emergency care of people they care for. They reported that respite services have not been working as well they should be. Carers in Tower Hamlets have also reported this to us. We will explore the possibility of considering respite services on a more individual basis in order to understand the complexities of needs. The council recognises this area needs further development.

Many carers fed back that they felt that leaflets, guides and other published information about services for carers were hard to understand, and the information about services was not integrated. For example, many carers could not distinguish the difference between social services and health services, and so are at risk of falling through the system. They said that publications should have a description of the various services, and what they offer. Carers would prefer access to centralised published information about services, including booklets. We will review the current materials available on council and partner services, and ensure publications are readily accessible, easy to read, and provide succinct information about the range of services that are available, both from the council and local providers of services to carers.

Young carers - A life alongside caring

What should we be doing

Under the Care Act 2014, the rights of carers are equivalent to the rights of the people they care for. As part of any Young Carer's Assessment, there should be consideration of the type of activities that a young Carer would like to engage in and appropriate referrals made.

If a young Carer has a large caring role it is likely that respite care would be appropriate but it is important to consider carefully how to provide this. Many young carers carry out a monitoring and company role, rather than a significant amount of physical activity. The emotional impact of leaving the person they care for either alone or with someone else should not be underestimated when identifying both respite and additional activities for the young Carer.

There are many practical difficulties in arranging outside activities for young carers, which need careful consideration. It may be necessary to provide sitting services for the cared-for person and to reassure the young Carer that their loved one is well looked after. It may also be necessary to consider transport as young carers - particularly those of primary school age - may struggle to access provision without it.

What are we currently doing?

The Young Carers' Project is an activity-based group for young carers, aged between 8 and 18. The aim of the project is to offer a weekly short break session for young carers which would enable them the opportunity to meet, share experiences and engage in structured, fun activities.

If additional needs are identified, then a referral can be made to the Targeted Youth Support Service which is able to provide more individualised support for young people who meet the relevant criteria.

Children and young people who have a sibling with complex needs often take on a higher level of caring responsibilities than their peers, either for themselves or their siblings. The short breaks that are offered to the cared-for child will provide the opportunity for young carers to spend more time with their parents and be relieved of some of the additional caring activity that they are taking on.

Tower Hamlets has a very active voluntary sector and there are organisations which are able to provide a range of support and activities to young carers. Currently, this support is not well understood by the services which would be making referrals, and further work is required to ensure that these services can be accessed by those who require them.

What are we going to do?

Better identification of young carers will enable us to understand the needs of this group of young people. Experience from other places tells us that a significant group will benefit from additional activities that will get them out of the home and away from their caring activities. Young carers can be as young as five years old. It is important that any provision is available for all young carers, regardless of age.

It is likely that additional services will need to be identified and provided, either through commissioning or working more closely with the voluntary sector. Young carers are entitled to activities and support that meet their needs in exactly the same way that any other vulnerable young person is. At the moment, this support is not always provided, which is a gap that must be addressed.

DRAFT

Priority 4: Supporting carers to stay healthy

This means we will aim to support people with caring responsibilities to remain mentally and physically well.

What carers have said

“It is stressful to care for someone you love.”

“I have my own physical health problems. Some were conditions which occurred over time; others were as a result of moving and handling my husband.”

My caring role often leaves me feeling tired. I have a lot of anxiety worrying about the future and worrying about finances.

Carers have described how the caring role can often have a detrimental impact on their own health and wellbeing. Carers admitted that they readily neglect their own health, because they are so busy supporting someone else. Particular concern was expressed for older carers who are often housebound and lack mobility.

What should we be doing?

Reduce the impact of caring on health and well-being

Carers in Tower Hamlets have told us that, while caring can be very rewarding and fulfilling, it can also be emotionally and physically draining. We know that many carers, in addition to anxieties about the health of the people they care for, can experience significant stress caused by the extent and nature of their caring responsibilities, balancing caring with education or paid employment, the state of their family finances and concerns about the quality, quantity or reliability of care and support provided by others.

Carers highlighted the importance of regular breaks from caring responsibilities to help them look after their own health and well-being and to sustain them in their caring role. There is a clear relationship between poor health and caring that increases with the duration and intensity of the caring role. The 2011 Census demonstrates that the general health of carers in Tower Hamlets deteriorates incrementally with an increase in the number of hours of care provided. The data highlights that 5% of carers reported that their health was ‘not good’, which increased to 16% amongst those delivering over 50 hours of care per week. The 2011 Census highlighted that young men, up to the age of 24, caring for over 50 hours a week, reported four and a half times more poor health than their peers. Carers have told us that that timely, flexible and quality support can help those with caring responsibilities to look after their own physical and mental health at the same time as supporting others.

Prevention and early intervention for carers within local communities

Access to relevant information, at the right time, is crucially important for all carers. Information and focused support at key stages along the care pathway, for example when a diagnosis is made, at the time of hospital discharge or at the end of the life of the person they have cared for, can improve health outcomes and experience for carers.

Carers should be supported to pursue leisure and sport activities and to access local NHS and local authority public health services, such as weight management and smoking cessation sessions, in order to maintain their physical health. It is also important for carers to be supported to look after their own mental well-being and maintain and develop social contacts.

Supporting carers to look after their own health and well-being

Carers often feel they do not have time to look after their own physical and mental health. As well as being supported to take breaks from caring responsibilities, it is important that carers are supported to have their own health checks and to attend appointments for maintaining good health, including dentist and optician appointments, as well as being supported to attend to their own health problems and long-term conditions in a timely and convenient way.

Poor mental and physical health are often associated with caring for someone at the end of their life and during a period of bereavement, so it is also important that people receive support to cope with the end of a period of caring. Many carers feedback that bereavement services play a key role in helping them transition from the caring role, once it has ended.

What are we currently doing?

As part of their wider responsibilities, local authorities have a duty to take a proactive approach to meet the needs of people, make earlier interventions and provide more services that are intended to prevent, delay or reduce the need for care and support. This means carers need to be supported early on to prevent them reaching crisis point. It is important to consider what it is we are trying to prevent happening to carers. Based on what we know and what carers have told us, the main things we are trying to prevent include carers feeling overwhelmed with stress, anxiety or worry, carers developing physical or mental health problems, and carers feeling that they have no time to themselves or life of their own. Ultimately, we are trying to prevent carers getting to the stage where they either need support themselves or feel they cannot continue in their caring role. We currently do this by:

- encouraging staff to identify and support carers at an early stage
- improving our information and advice, with a view to carers having queries and problems resolved quickly before they escalate
- commissioning a range of services available to all carers, aimed at supporting them to stay well. This includes short breaks/respite care.

Home based replacement care is on offer for those needing a break from their caring role. Respite care is offered through the Hotel in the Park for adults with learning disabilities. Actions are taking place to improve the availability of replacement/respite care and improve the system used to book this.

- tapping into and promoting a range of existing projects that carers can benefit from. This ranges from public health initiatives such as support to stop smoking to social care initiatives such as assistive technology
- ensuring risks and issues are addressed by practitioners. Our Practice Framework puts an emphasis on having a holistic view of the support networks available to people in support planning. Clear and detailed contingency plans also form part of this, and are important in identifying what needs to happen should an emergency occur.

This is primarily communicated through the Council website and Local Link, but is also communicated through people and places who routinely come into contact with carers. This is part of the Information Plan for adult social care.

What are we going to do?

One of the most significant issues that affects the health and wellbeing of carers is supporting the cared-for person to move around on a regular basis. Many carers are not aware of safe techniques and ways of moving people around and therefore gradually start to suffer from physical pain. A carers Centre service user survey found that half of its carers have physical health problems, such as bad backs, bad knees and joint pains. The majority of these issues have been found to be linked to their caring roles where they are regularly required to move around people they care for. Amongst other provision, we will enable access to manual handling training through the development of a Carers' Academy to prevent long term harm and injuries to carers.

Young carers – Supporting carers to stay healthy.

What should we be doing

Any assessment of a young Carer should include an understanding of their health needs. School nurses will have an important role to play in this. The Department of Health and Department for Health have jointly developed an education programme¹⁵ for school nurses in relation to young carers. This document outlines the strong focus that school nurses should have in ensuring that the health and wellbeing of young carers is promoted. School Nurses are commissioned via the Public Health service within the council and it is therefore possible to reinforce this as a priority within the school nursing teams.

¹⁵ Supporting the health and wellbeing of young Carers (2011)-
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/299270/Young_Carers_pathway_Interactive_FINAL.pdf

Young carers are more likely than other young people to be not in education, employment or training (NEET). The Department for Education recognises that *“being NEET is associated with negative outcomes later in life, including unemployment, reduced earnings, poor health and depression. These outcomes have a cost for both the individual and the economy.”*¹⁶

It is important to tackle the issue of young Carers’ access to education and employment. However, it is also essential to ensure that where these health conditions exist they are addressed and the young person has the support that they require.

Adult carers report difficulties in accessing universal healthcare provision at times, due to their caring responsibilities. This is something that is equally acute for young carers, and partners in Health need to consider how best to meet the health needs of young carers. GPs have the ability to identify on their systems whether a person is a Carer or not. Currently, this is recorded in approximately 11% of cases. Fewer than 3000 people are recorded as carers on the GPs system, which is a significant under-recording.

What are we currently doing?

Any assessment that is carried out in respect of a young Carer will include a focus on their health needs and ensuring that these are promoted. Any plan that is put in place, whether it is “Team Around a Child” (TAC) or “Child in Need” will include the whole network, which means that school nurses will be aware of the young carers on their caseloads and be able to provide some additional monitoring and support.

The link between caring and subsequently becoming NEET has been acknowledged, as has the link between poorer health outcomes. These will be addressed as part of the action plan within the Children and Families Plan 2016-2019.

What are we going to do?

By raising the profile of young carers across the partnership, this strategy aims to address the poorer health outcomes that impact on the lives of young carers. All GPs will routinely record whether a person is a Carer or young Carer in the health records and be able to offer a service which better meets the needs of all carers.

¹⁶Department for Education (2016)
<http://www.education.gov.uk/childrenandyoungpeople/youngpeople/participation/neet>

Priority 5: Transitions

What should we be doing

The Care Act places a duty on local authorities to assess adult carers before the child they care for turns 18, so that they have the information they need to plan for their future. This is referred to as a Transition Assessment. The Care Act places a duty on local authorities to conduct a Transition Assessment for an adult carer where it appears that the carer is likely to have needs for support after the young person they care for turns 18, and where they think that there would be 'significant benefit' to the carer in doing so.

The planning for transition should start at the earliest possible stage, ideally by the age of 14. Carers have told us that while they understand that the age of the cared-for person is very important within the council context, it is much less so to them. The transition between Children's and Adult Services should therefore be as seamless as possible and where at all possible the package of support should remain in place, with any changes made in a plain and gradual way.

The time of transition can be very uncertain and worrying for both the carer and the cared-for person. Planning and preparation from an early stage is crucial to minimising the stress that this change can cause.

Young carers under the age of 18 who care for an adult will continue to be supported by Children's Services rather than Adult Social Care. At the age of 18 Adult Social Care will take over the responsibility, although it can be brought into the transition planning before the young Carer's 18th birthday, but only at the young Carer's request. There is a new duty to continue with any services a young Carer is receiving past the age of 18, if appropriate adult care and support is not in place.

What are we currently doing?

A child who meets the criteria to be allocated a social worker within the Children with Disabilities Team (CWD) is likely to meet the criteria for support through the Community Learning Disability Team (CLDS). Planning for transition starts within the CWD team when the child turns 14 and continues until the transition takes place at age 18. One of the main difficulties is that the CLDS does not come on board at such an early stage and often not until just before the young person turns 18. This delay often leads to significant uncertainty for the service user and their parents, particularly when the decision relates to residential placements and packages of care.

What are we going to do?

Transition is a complex area, covering many areas within both Children's and Adult Services, including but not limited to carers. It is clear that this is an issue that causes anxiety to carers and service users and it is a focus for senior management across both directorates to improve this process.

Conclusion

This strategy has pulled together national legislation, local data, Carer and professional feedback to generate a summary of the need in Tower Hamlets and provides the strategic framework for how carers will be supported in Tower Hamlets over the next three years.

Identification and recognition is vital to supporting more carers in Tower Hamlets. How we do this will be a key priority moving forward over the next three years, as we know there are lot more carers out there than those currently accessing carer support services. Enabling these carers to access support services that help to provide them with a life alongside caring; to access employment so they can better support their families and to remain healthy is the main aim of this strategy.

Young carers have the potential to be very difficult to identify and support. Often they will not understand that they are in a caring role or may be reluctant to ask for help and support. Professionals need, therefore, to make sure that, through better identification and recognition, young carers are able to achieve their potential and lead healthy and active lives. Schools will play a key role in this process but all agencies that come into contact with a young Carer must ensure that the support they offer makes a real difference to their lives.

The Children and Family Partnership is determined proactively to identify and support young carers to have the best quality of life possible and to achieve to their full potential. This strategy outlines how we intend to do this.

Delivering the priorities highlighted in this strategy will have its challenges but there is a clear commitment within Tower Hamlets to achieve them. The next steps are to co-produce an action plan with local carers in that will address the issues outlined in this strategy. This will be co-produced with carers to ensure that it fully addresses their needs. The action plan will describe our intention to deliver within identified budgets, and will be in line with our key priorities. It will be monitored regularly to ensure progress and a full report will be provided at the end of the term of this strategy.

Carers Strategy

Tower Hamlets 2016-2019

INTRODUCTION

Making it happen for carers

Carers are at the heart of Tower Hamlets' families and communities and we want them to be able to continue to care for family members and friends whilst being able to lead a life outside of caring.

Anyone could be a carer – a 15 year old girl looking after a parent with an alcohol problem, a 45 year old man caring for his partner who has terminal cancer, or an 80-year-old woman looking after her husband who has advanced dementia.

Quite often, carers don't always see

themselves as 'carers' – they may think it is just helping a friend or looking after their loved ones or a relative.

A carer, according to the National Carers Strategy is:

'Someone who spends a significant proportion of their time providing unpaid support to a family member, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems'

19,356 people in Tower Hamlets provide some form of unpaid care. 3,326 of those are young carers and young adult carers under the

age of 25. Most people are likely to become a carer at some point in their life.

The Tower Hamlets Carers Strategy which has been in place since 2012 has now been refreshed and updated for the period 2016-2019.

It has been developed in close partnership with professionals in health and social care, voluntary and community groups, with local carer services, the carers forum, and in consultation with local carers, young and adult, themselves.

Over the next three years, we want the

Carers Strategy to deliver the following for carers:

- To make sure that you are recognised as a carer;
- To make sure that you are supported in your carer role, and
- That you feel valued and respected in your role as a carer
- To make sure that you are supported as you transition between Children and Adult services

PRIORITIES

There are 5 clear priorities for working with all carers

- Increasing identification and recognition of carers
- Realising and releasing potential
- A life outside of caring
- Improving the health and wellbeing of carers
- Transitions - providing seamless care between children and adults services

Our aims

For people living in their own home who need care and support - the family friend, family member or neighbour - who delivers that support can be a lifeline. Their role cannot be underestimated.

Carers are also central to how adults and children's services are delivered in our borough.

Research (i) carried out shows that more and more people in Tower Hamlets are going to need care in the future because of an ageing population and our particular issues with poor health and deprivation. The

number of carers nationwide continues to grow, so it is essential that we, locally, look at the bigger picture and plan well for the years ahead. We want to make sure we can deal with the coming challenges effectively and meet the needs of our community.

Although caring can be very rewarding – it is also true that it can have a negative impact on carers themselves. Many carers continue to juggle work with their caring responsibilities but too often, the price that has to be paid for caring is to give up work. Carers also report high levels of depression (ii).

We can and will do something about this.

There are specific local issues that we also need to address.

Not all carers are known to us but they may need our support, assistance or information that we can give them about important issues around caring responsibilities.

We also need to make more contact with black and minority ethnic and LGBT carers. Tower Hamlets has one of the most diverse populations in England and we need to provide a broader range of culturally sensitive advice and information.

There are many young carers in Tower Hamlets who do fantastic work and we must support them better to make sure their caring responsibilities do not get in the way of their social lives, friendships, education, and development.

Young carers are the most likely group to miss out on official recognition. This matters because we need to know where they are and who they are in order to offer the help needed.

Priority 1

Increase carer identification

What you have told us

"I've been doing this for 10 years, but I didn't know that I was a carer"

"I'm a carer now, not a wife. I struggle with this."

"Community groups could be doing more outreach to improve identification of carers."

"My school didn't know I was a young carer, this was only recognised when it started to affect my school attendance."

Because people that provide unpaid care for others do not always know that they are carers or identify as a 'carer', they can miss out on the support that is available to them, including, for example, emotional help or financial assistance.

All health and social care partners need to be much more aware of carers and their particular needs - signposting to carers' services should be done as a matter of course.

Health and social care staff should also understand, and show, that they value carers as key partners

in the decisions that need to be made and work together with them to achieve the best results. Carers should feel that their knowledge, expertise and experience is understood and respected by health and social care professionals.

Carers also told us that one of the major frustrations and difficulties was the feeling of being passed from one person to another, often from one agency to another.

Young Carers

It is very important that young carers know of their rights so that we can help where needed.

It is true that carers and families may be scared to ask for help because they fear social services being involved and what impact that will have on their family.

We want to make sure that people understand that our role is to help and support and improve conditions where possible.

As a local authority we have clear responsibility to support the needs of young carers.

We have put training in place for social workers across both adults' and children's social care so that they can identify and

recognise carers needs more easily.

What will we do next?

We will work with our partners across health, education, social care and other services to identify and support more carers.

We will consult more closely with carers recognising their expertise, when making decisions about the care of their loved ones

We will review training opportunities for health and social care professionals in Tower Hamlets to help them identify carers.

We will find more practical and effective ways to identify young carers and offer them an assessment

We will develop a new assessment tool specifically to understand the needs of young carers.

Priority 2

Realising and releasing potential

What you have told us

"I cannot work as my partner needs full time care."

"I know a lot of carers here [carers centre] who have to give up work due to the lack of flexibility and support offered to them by their workplace. They all want to continue working, but without the support and understanding of their employers ... and adequate input from social care and health services to ensure their family member is

safe and being well cared for, this is often not possible."

"Employers, particularly the private sector, do not always understand the dual role of the working carer."

"I'd love to learn new skills (e.g. computer skills) but cannot always find the time to access courses available"

We want to make sure that working carers are supported to work if they want to continue.

Carers have said that flexible working is one of the most important factors in allowing them to juggle paid work, their caring

responsibilities and family life.

To deliver more opportunities for working carers, we will develop a new 'Carers Dignity Charter' produced in partnership with carers in Tower Hamlets. Local employers will be encouraged to have more flexible working options for employees with caring responsibilities that can help them work alongside their caring role.

Young carers

We will make sure that young carers are able to get the help and guidance they need to fulfil their potential in education

and to have the same opportunities as other young people.

Primary and secondary schools in the borough will have Young Carers Champions to make a difference to the young carers that they support.

What will we do next?

We will work with employers so that they know more about the needs of working carers and are able to use their skills.

We will develop a Carers Academy as a specialist source for advice and

information. It will also provide practical training and support on areas that will help carers have a life outside of caring.

We will work more closely with schools so that young carers are able to achieve their full educational potential.

We will work closely with young carers so that they are able to have the same chances at education and employment opportunities as their friends and peers.

ⁱ Carers UK policy briefing

ⁱⁱ 1 Carers UK (2013) State of Caring 2013

Priority 3

A life alongside caring

What you have told us

“I don’t see my friends as much.”

“I need a break for my own wellbeing .. and to help support the rest of my family.”

“Personal budgets and direct payments are great ideas but it’s too much hard work ... we don’t want more paper work”

Support for carers can come from a variety of sources – some informal and coming from friends or family – whereas some support will be more formal and delivered

through health and care services or voluntary agencies.

Support for carers also comes in the form of clear advice, information and support. Easy to use, locally based information is essential to help carers carry out their roles.

Caring can be exhausting work and breaks are essential. Opportunities for short breaks should be available and offered when they are right- and convenient for both the carer and the person being cared for when they are assessed by social care.

Carers can find it hard to get the right information at the right time and it is frustrating and stressful for them, particularly when trying to arrange care and support quickly. Too many carers are coming through to us at the point of crisis. They need to be able to get help and support much earlier in the process.

We have recently redesigned our services so that they focus on what people would like to achieve, be that in training, education or work.

It is really important that all of the different groups are

able to find and use the right support.

That could be a younger person who needs an afterschool club or a parent caring for an older relative who needs a couple of hours off every week to pursue their hobby.

Personal budgets are also available as direct payments for carers so they can decide what they need as they are likely to know best what is required.

Young Carers

Young carers need regular breaks to get them out of the home and away from their caring duties.

Carers can be as young as five years

old and so it is essential that we provide the right type of help, regardless of age.

We will work more closely with the health and voluntary sector and buying in services that will give young carers a break from their caring responsibilities.

What will we do next?

We will find ways to get out into the community and give better advice to carers so that they can avoid crisis situations, so that they can have the right information to make decisions so that they can

manage their lives alongside their caring role.

We will make information available at places that carers use so they are more likely to find out what is available to them. This could be at the GP surgery or at the pharmacist, employers, or school/colleges.

We will look at how we can widen our range of activities for young carers so they have more opportunities to take a break from their caring responsibilities.

Priority 4

Supporting carers to stay healthy

What you have told us

"I have my own physical health problems. Some were conditions which occurred over time, others were as a result of moving and handling my husband."

"My caring role often leaves me feeling tired. I have a lot of anxiety worrying about the future and worrying about finances."

Caring can be rewarding but it can also be emotionally and physically difficult.

Carers of all ages need to be helped and supported to maintain good health, emotionally and physically with services that understand their own specific needs.

Services which provide short breaks, respite care, emergency and crisis response should be available so that carers are able to get well needed breaks.

The Carers Centre service user survey found that half of carers have physical health problems such

as bad backs, bad knees and joint pains. We will develop a Carers Academy, which will include training courses that could help prevent long term harm and injuries to carers.

Young Carers

All GP's, school nurse services and health professionals should routinely record whether a person is a carer or young carer in the health records.

This should mean that they are able to offer a more targeted service that will meet the specific requirements of younger carers.

What will we do next?

We want to help carers be aware of their health needs and know how to take action if their health is suffering.

We will provide carers with training, information and breaks from caring to help them stay healthy and care safely.

We will work with partners from health services to make contact with 'hidden and hard to reach' carers and let them know of the support available to them.

We will find ways to help overcome the problems that carers

have in using health services as a result of their caring duties.

We will work with the school nurse service to find young carers and offer them regular health checks.

Priority 5

Seamless care: support as children become adults

What you have told us

“School have a notice board and an assembly about young carers. I know where I can go if I need help”

“Sometimes, I just can’t get my homework done on time, I wish my school were a bit more understanding.”

“Young carer’s are always helping others. It’s important to make sure that they have a space where they can have time to themselves.”

“Sometimes I just want a bit of time to play on my phone or watch videos on YouTube”

As young carers move from childhood to adulthood, the time of transition can be very uncertain and worrying for both the carer and the cared for person.

The support for this stage needs to be smooth and easy with planning and preparation from an early stage absolutely key to the success of the process.

We will also work with schools and youth services to raise awareness with staff

of young carers needs.

What will we do next?

We will work to make sure that children and adults services work together better to support young carers and parent carers as they move from one service to the other.

We will ensure that plans for transitioning between children and adult services is put in place at the earliest possible stage, ideally by the age of 14. This will mean that their needs are met regardless of their age.

We are currently reviewing the transition

arrangements between children's and adult's services.

As part of this review we will ensure the needs of carers are addressed. **Caring for the carers**

It's very important that carers' voice are heard in Tower Hamlets and that we listen to what they are telling us.

We know that many carers are happy with the services that are available, but we also know that there are more things that they would like to see

improve in Tower Hamlets.

Many local carers - either for generational or cultural reasons - don't use our services. This can lead to situations where the first contact we have is because the family has reached breaking point. We need to get help in place far before the crisis point is reached.

We need to be much better at finding and offering a helping hand to carers if they need it.

Children and young people who are carers deserve the same opportunities as those without caring responsibilities.

They need to be protected from the wrong types of pressures in their lives and that can include caring. We want to make sure young carers are able to be safe, healthy and enjoy their lives.

Delivering these aims will be challenging but we are determined to get there.

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CARERS' DIGNITY CHARTER

This charter has been developed with unpaid carers who are the heart of Tower Hamlets' families and communities. Carers want to be able to continue to care for family members and friends whilst being able to lead a life outside of the caring role.

Identification and recognition

Recognise me as an expert and equal partner of care and my views and opinions should be valued and respected

Treat me with dignity and consideration and recognise me as a carer

I want to speak to professionals that understand carers and can recognise the signs

I want professionals to know I am a carer but it is not my duty, I do it because I can and I want to

I want to be in control but I want professionals to support me before I reach crisis point

A life alongside caring

Support me so I don't feel guilty or fearful when I need a break from caring

I have the right to request a carers' needs assessment to discuss the help I need to continue caring

I want to be invited to meetings and involved in discussions with health and social care staff.

I want personalised advice, information or guidance, I am not a "one size fits all"

Supporting carers to stay healthy

I want to plan ahead and stay in control in emergencies

I do not want to feel alone in my caring role, I want advice and information to help me look after my own mental and physical health

Whilst caring can be very rewarding and fulfilling, I want professionals to recognise that it can also be emotionally and physically draining

I want access to training to support my caring role. For instance, training which prevents long term physical problems for me

I want health and social care professionals to be proactive in offering routine appointments

Reaching and realising potential

I want employers to be flexible and have dedicated policies to support carers balancing their caring role with their work

Support me with my caring responsibilities so I can continue to work or study

I want opportunities to turn my experience into accredited qualifications

When my caring role is over, I want support to start working or studying to fulfil my own potential

Signed and endorsed by:

We care, because you care

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<p>Cabinet</p> <p>7 March, 2017</p>	
<p>Report of: Denise Radley, Corporate Director of Adults</p>	<p>Classification: Unrestricted</p>
<p>Consultation on Health and Wellbeing Strategy 2017-2020 -summary of findings and implications</p>	

Lead Member	Councillor Amy Whitelock Gibbs, Cabinet Member for Health
Originating Officer(s)	Somen Banerjee, Director of Public Health
Wards affected	All Wards
Key Decision?	No
Community Plan Theme	A Healthy and Supportive Community

Executive Summary

The consultation on the Health and Wellbeing Strategy was conducted between 11th November and 23rd December. This involved an:

- online survey,
- an engagement event at the Ideas Store led by Health Watch
- Presentation at a range of stakeholder meetings.

This report summarises the findings and implications and sets out the proposed approach to delivery. It notes the strong support for the priorities and proposed outcomes as well as the value of the qualitative feedback in providing rich insights from residents and local organisation to shape the action plans.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the findings of the consultation and the approach to delivering the strategy
2. Formally approve the Strategy

1. REASONS FOR THE DECISIONS

- 1.1 The purpose of the decision is to formally approve the Tower Hamlets Health and Wellbeing Strategy that has been developed by the Tower Hamlets Health and Wellbeing Board following a period of consultation between the 11th November and 23rd December

2. ALTERNATIVE OPTIONS

- 2.1 To proceed with the strategy without formal approval

3. DETAILS OF REPORT

- 3.1 Please see attached report setting out findings of consultation, approach to delivery of strategy and final strategy report

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report does not have any additional financial implications. The cost of implementing the Health and Wellbeing Strategy will be met from a combination of the Public Health Grant (£35.974m 2017/18) General Fund resources (£88.074m 2017/18) and resources from partner organisations such as the CCG.

5. LEGAL COMMENTS

- 5.1 The Health and Social Care Act 2012 (“the 2012 Act”) makes it a requirement for the Council to establish a Health and Wellbeing Board (“HWB”) and section 195 of the 2012 Act requires the HWB to encourage those who arrange for the provision of any health or social care services in their area to work in an integrated manner. This duty is reflected in the Council’s constitutional arrangements for the HWB which states it is a function of the HWB to have oversight of the quality, safety, and performance mechanisms operated by its member organisations, and the use of relevant public sector resources across a wide spectrum of services and interventions, with greater focus on integration across outcomes spanning health care, social care and public health.
- 5.2 Section 116A of the Local Government and Public Involvement in Health Act 2007 places a duty on the HWB to prepare and refresh a joint strategic health and wellbeing strategy in respect of the needs identified in the Joint Strategic Needs Assessment, so that future commissioning/policy decisions are based on evidence. The duty to prepare this plan falls on local authorities and the Clinical Commissioning Group, but must be discharged by the HWB.
- 5.3 In preparing this strategy, the HWB was to have regard to whether these needs could better be met under section 75 of the National Health Service Act 2006. Further, the Board was to have regard to the Statutory Guidance on

Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies published on 26 March 2013, and can only depart from this with good reason.

- 5.4 The HWB considered the Health and Wellbeing Strategy on 21st February 2017 when it approved the Strategy.
- 5.5 The final approval of the Strategy is an Executive function for the Mayor in Cabinet.
- 5.6 In considering whether to approve, it should be noted that consultation has been undertaken and which is required to comply with the following common law criteria:
 - (a) it should be at a time when proposals are still at a formative stage;
 - (b) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response;
 - (c) adequate time must be given for consideration and response; and
 - (d) the product of consultation must be conscientiously taken into account.

and the Mayor in Cabinet will be required to consider whether the consultation was appropriate and must conscientiously take into account the consultation responses before approving the Strategy.

- 5.7 When considering the recommendation above, and when finalising the strategy, regard must be given to the public sector equalities duty to eliminate unlawful conduct under the Equality Act 2010. The duty is set out at Section 149 of the 2010 Act. It requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimization and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The strategy is fundamentally about addressing health inequalities and ensuring that the health needs of those in greatest need are addressed. Ensuring that action is concerted and impactful will be essential and this is the issue addressed in the paper.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 This paper is about ensuring the best use of the senior resource of the Health and Wellbeing Board and the strategy itself notes the issue of rising costs of the health and care economy in the context of declining resources and the need to integrate the system better to ensure efficiency.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Healthy Place is one of the five priorities of the strategy and there is a strong link between sustainability and health benefits.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Consultation has been essential to mitigate the risk that that strategy priorities and actions are in line with public perspectives and expectations. It is also essential for ongoing engagement and involvement on delivery

The main risk of the strategy is creating expectation and not delivering. This paper seeks to mitigate this risk by agree a way forward to oversee delivery and establish ownership by the Board of its priorities

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 Although the implications are not direct, the strategy makes the link between feeling safe and mental and physical health.

11. SAFEGUARDING IMPLICATIONS

- 11.1 The integrated system priority is an essential element of effective safeguarding

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 - Tower Hamlets Together - Tower Hamlets Health and Wellbeing Strategy 2017-20
- Appendix 2 - Consultation on Health and Wellbeing Strategy 2017-2020 - summary of findings and implications

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

- NONE

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TOWER HAMLETS TOGETHER

Tower Hamlets Health and Wellbeing Strategy 2017-2020



Tower Hamlets
**Health and
Wellbeing
Board**

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FROM THE MAYOR

I am delighted to support the Health and Wellbeing Board in taking this strategy forward.

In Tower Hamlets people start to develop poorer health ten years earlier than the rest of the country.

This is why this strategy is so vital for our borough. It is about partnership working to drive improvement, and how we can place local residents and communities at the centre of this change.

Only by working together can we start to tackle the inequalities we face and improve health and wellbeing for everyone in the borough.



John Biggs
Mayor of Tower
Hamlets

FOREWORD

As local residents, we know that Tower Hamlets is a fantastic place to live and work. But as a borough we also face many challenges – and poor health is one of the starkest. Compared to other places we have some of the highest levels of mental health problems and higher rates of many physical illnesses like diabetes, heart disease and stroke.

For us, this is a matter of fairness and social justice. It can't be right that children in our borough are at greater risk of health problems – and that older people are less likely to live as long – as others in more affluent parts of London. Of course, these persistent challenges remain at a time of drastically reduced budgets across all parts of the public sector.

As Chair and Vice Chair of the Health and Wellbeing Board, we are determined that the council and NHS, together with our partners, will prioritise action on some of the most significant challenges in the next three years. We can't do everything at once and hope to have an impact, so we have used evidence to focus on five key themes where through joint leadership we believe we can and must make progress. We will still work hard through our organisations to deliver services and support across the full range of health issues, but the priorities set out in this strategy are where we will particularly focus our leadership as a Board.

Empowering communities to lead their own positive change in health and wellbeing, creating a healthier place and environment, and joining up our local services are all areas where the power of the Health and Wellbeing Board partnership will be critical to success. Employment and health, and children's weight and nutrition are two issues where Tower Hamlets has persistently poor outcomes but through focused effort we can make a huge difference to the physical and mental health of local people.

We can't achieve these ambitious goals alone, so we look forward to working with the public and our partners to deliver positive change in Tower Hamlets.



**Cllr Amy Whitelock
Gibbs**
**Chair of Health and
Wellbeing Board**
**Cabinet Member for
Health and Adult
Services**



Dr Sam Everington
**Vice Chair of Health and
Wellbeing Board**
**Chair of NHS Tower
Hamlets Clinical
Commissioning Group**

HELLO & WELCOME

Welcome to the Tower Hamlets Health and Wellbeing Strategy – our aim is to make a difference to the physical and mental health and wellbeing of everyone who lives and works in Tower Hamlets.

To do this, we have brought together those who are in a position to help make that difference. They include local Councillors; the council (including social care, education, housing, environment, public health and employment services); the NHS; community groups; other key partners (including housing providers and the police); and, most importantly, organisations which represent the voice of local people, such as Healthwatch Tower Hamlets. Together we form the Tower Hamlets Health and Wellbeing Board.

We know we face some big health challenges in Tower Hamlets but also that by working together across services – and with our local communities – we can make a positive difference to everyone’s wellbeing in Tower Hamlets. Therefore, we have looked at the evidence and worked hard to find out what needs to be done and plan how we will do it.

This strategy will tell you:

- a. what we want to do**
- b. why we have chosen these areas to focus on**
- c. what we plan to achieve.**



WHAT MAKES FOR GOOD HEALTH?

Factors of good health

The quality of our lives is strongly dictated by the state of our health. We are all subject to a range of factors which can make the difference between feeling good and feeling poorly. These include our environment (how clean is our air and do we have parks nearby); where we live (the condition of our homes and do we have access to affordable healthy food); how safe we feel (in our home and on our streets); how happy we feel (are we supported emotionally and socially); and where we go when we need additional support or help (how good are local services).

There are also other factors which can affect us physically (genetics, ethnicity, gender, age), emotionally (early life and childhood experiences, family life, relationships) and mentally (education, income, employment, retirement).

Lastly, our lifestyle choices and the habits we develop also form part of our health equation; they may have a positive impact (e.g. regular exercise, healthy diet, managing stress) or a negative one (e.g. smoking, problem drinking, being overweight).

Because of these factors, all 300,000 of us in Tower Hamlets will have our own unique story, which will include our past, present and (not yet written) future health.

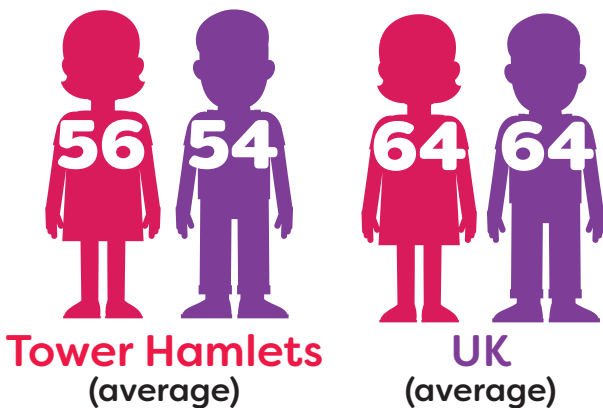
As individuals, we have the power to influence our own stories and to support others to improve their health. The council and its partners also play a key role in shaping the environment and services which help or hinder our health.



HEALTH IN TOWER HAMLETS

How we compare

In Tower Hamlets, people typically start to develop poorer health around ten years earlier than London and England. On average, a man living in the borough starts to develop health problems from the age of 54 compared to 64 in the rest of the country. For a woman, it is 56 compared to 64.



Reasons for poor health

The reasons for this are varied but include the health impacts of higher levels of poverty (low income, unemployment, insecure employment), poor housing quality, overcrowding, homelessness, social isolation, poor air quality, lack of access to affordable healthy food and lack of green spaces.

These factors are linked to low birth weight, dental decay in children, childhood obesity, smoking, unhealthy diet, alcohol consumption, high risk sexual behaviour and the use of illegal drugs.

The end result is reflected in our higher levels of physical and mental health conditions such as anxiety, depression, diabetes, heart disease, stroke, lung cancer, long-term lung diseases, liver disease, tuberculosis and HIV.

These are serious issues needing urgent solutions. The link between poverty and poor health is a social justice issue. That's why this strategy is so important.

WHAT WE INTEND TO DO

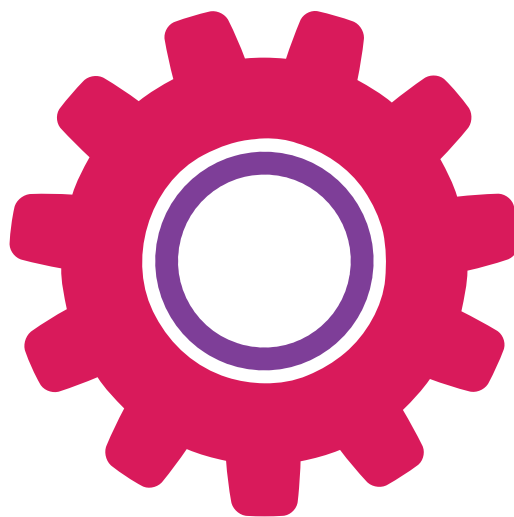
We need to take action now

The issues we face are urgent if we are going to be successful in combating the factors that will negatively impact the future health of people living in the borough.

However, we recognise that there are challenges – we will need to address issues such as rapid population growth, a transient population (high levels of people moving in and out of the borough), a diverse population with its individual needs, an ageing population, public expectations, scientific advances and welfare reform – all of this with less money available due to significantly reduced funding for local councils and lower levels of government spending on the NHS.

But we are prepared. Our Health and Wellbeing Board have the experience and expertise to approach these issues strategically; commission services that will have impact; and ensure that our residents are given the opportunities, guidance and support that will help them live healthier lives.

It is not right that people living in poverty do not live as long and face more unhealthy lives than those in wealthier areas. Together we can change this.



INTEND

Our next steps

We face lots of challenges, but we can't tackle them all at once. We want to drive change but if we spread ourselves too thinly, we will not have as big an impact. Our focus, therefore, will be on a small list high priority issues - where we know we face particular health challenges and where only by working together will we achieve the change we need for local people.

We will still be overseeing all strategic health issues across the borough, but we will be concentrating on five themes in the next four years which will have the most significant impact on the health and wellbeing of our residents.

How we decide

Our list of priorities was decided upon using the following criteria:

1. **Change** - Is the scale of the problem significant in Tower Hamlets and is there evidence that action will have a positive impact?
2. **Feedback** - What are the concerns of local residents?
3. **Feasibility** - Can change be supported by the system within the next four years?
4. **Motivation** - Is there enough collective will to achieve the change?



THE FIVE PRIORITIES

These are our five priorities:

1. **Communities Driving Change** - changes led by and involving communities
2. **Creating a Healthier Place** - changes to our physical environment
3. **Employment and Health** - changes helping people with poor working conditions or who are unemployed
4. **Children's Weight and Nutrition** - changes helping children to have a healthy weight, encouraging healthy eating and promoting physical activity
5. **Developing an Integrated System** - changes which will join up services so they are easier to understand and access.

What is in this report?

For each of the priorities, we have asked:

- > **Why is this important?**
- > **What is being done already?**
- > **What is our focus for action?**
- > **First 12 months - what will we do?**
- > **What will have changed in 3 years?**
- > **How will we know if it's working?**

How will it be reviewed?

We will review these priorities every year looking at what is working; what needs to change; what lessons have been learnt; and how our approach may need to be altered.

We have outlined how we will be monitoring this progress over the next three years, including what we intend to achieve within the first year.

These actions will be reviewed annually so as to set out a plan for the following year.

Tower Hamlets Health and Wellbeing Strategy 2017-20



1. COMMUNITIES DRIVING CHANGE

Why is this important?

- Evidence suggests that supporting people to take action addressing factors influencing their health and that of their communities has long-term benefits.
- Listening to what residents are saying about what matters to them and the issues they face gives organisations valuable insight into how services can be changed to respond to residents' priorities.
- In areas with higher deprivation and diversity, such as Tower Hamlets, it is particularly important for the contribution of local residents to health improvement to be valued and encouraged.



What is being done?

- Numerous projects involving residents are currently being run by the voluntary sector, housing associations, Healthwatch, the NHS and the council.
- Organisations who have developed (or are in the process of developing) community engagement strategies include the Clinical Commissioning Group (CCG), the council, Tower Hamlets Together, Barts Health and the Council for Voluntary Service.

What is our focus for action?

- We want to shift the focus from 'engaging' and 'involving' residents to supporting residents from all age groups and backgrounds to take leadership roles in identifying and acting on health challenges as well as improving the system's capacity to respond.
- We want to embed a culture across partner organisations that focusses on empowering and enabling people to have a sense of control over their lives, which evidence suggests leads to improvements in individual and community health.

VALUES CHANGE

First 12 months - what will we do?

We aim to:

- > implement a 'health creation' programme in which residents:
 - identify issues impacting on health and wellbeing that matter to local people
 - recruit other residents who have the energy and passion to make a difference
 - develop and lead new ways to improve health and wellbeing locally
- > implement a programme across the partnership to promote a culture in their organisations that empowers people to be in control and informed about how to improve their health
- > engage local residents with the work of the Board and to deliver this strategy by:
 - hosting an event in each area at least one month prior to our Health and Wellbeing Board meetings
 - following this up with a further meeting with the public to report back
 - using social media to communicate more regularly and creatively with a wider range of local people.

What will have changed in three years?

We would like more people to:

- > **feel in control of their health and informed to make positive changes**
- > **support each other around their health and wellbeing**
- > **take joint action on issues that affect their health and wellbeing**
- > **get involved in shaping local services.**

How will we know if it's working?

- > improvements to health outcomes or services which can be attributed to what local people are doing
- > an increase in the hours given by volunteers (relating to health and wellbeing), the range of their experiences and levels of satisfaction
- > we will develop further measures based on work we are currently doing with communities on outcomes that matter to them .

2. (CREATING A HEALTHIER PLACE

Why is this important?

- Evidence strongly suggests that our environment (both in and outside) has an impact on our health and wellbeing. This includes the quality of our air; the condition of our homes; the safety and infrastructure of our localities (e.g. parks and roads); the promotion of everyday walking and cycling; the availability of affordable healthy food; and access to places where we can meet and socialise with other people.
- These issues are important in Tower Hamlets due to our higher levels of air pollution; lower standard of housing; overcrowding; high number of fast food outlets; and a high number of road traffic accidents. To compound this, not only do we have one of the highest levels of new development in London, but also one of the lowest expanse of green space.

What is being done?

- A new Local Plan is being developed which sets out spatial and development management policies. Evidence supporting the links between health and development are set out in this plan.
- Strategies have also been written for the following – open spaces, leisure facilities, green grid development (which links green spaces in the borough), transport, air quality and town centres.

What is our focus for action?

- We will gather evidence showing the link between health and development so that health and wellbeing is central to planning and development decisions.
- We will make health impact assessment core to policy decisions across the partnership (not just the council).
- We will ensure that a healthy place is a priority for policy decisions around the Community Infrastructure Levy.

First 12 months - what will we do?

We aim to:

- > identify three areas in the borough where there is particular need to improve the physical environment (e.g. lack of green space, population growth) and engage with residents and local organisations on priorities for improvement to benefit health and wellbeing
- > develop a process to ensure that the impacts on health and wellbeing made by major developments are routinely assessed and considered in planning decisions
- > support the council's Air Quality Plan and implement an air quality communications campaign across the partnership targeted at residents and organisations to:
 - increase awareness of poor air quality, how to minimise exposure and adopt less polluting behaviours
 - introduce pledges from organisations to minimise their impact on air pollution



What will have changed in three years?

We would like:

- > **better and more creative use of open spaces**
- > **better connections between green spaces**
- > **reduced exposure to air pollution**
- > **more residents using public spaces for healthy activities.**

How will we know if it's working?

- > increase in active travel (e.g. walking, cycling)
- > increase in use, quality and satisfaction with open spaces
- > better air quality.

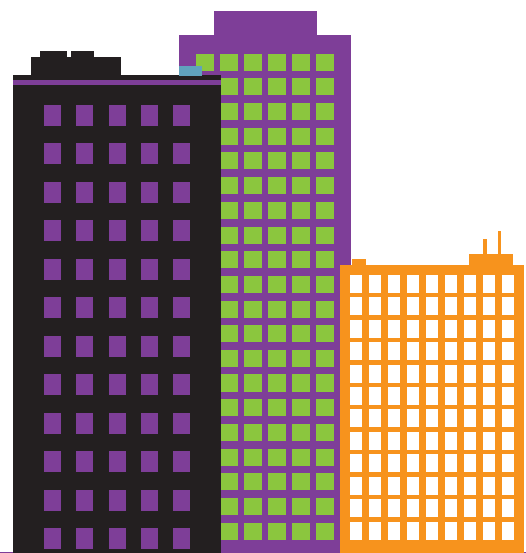
3. EMPLOYMENT AND HEALTH

Why is this important?

- Unemployment and poor working conditions (e.g. lack of control, low wages, job instability, physical hazards, poor or stressful culture and environment) affects people both psychologically and physically. Evidence shows that being unemployed or in poor employment can lead to:
 - increased levels of risk factors for poor health (e.g. smoking, problem drinking, poor diet, low physical activity)
 - mental health issues, and
 - higher rates of long-term health problems (e.g. heart disease, stroke and musculoskeletal conditions such as back pain and arthritis).
- These issues are particularly important in Tower Hamlets due to our high levels of:
 - unemployment
 - people on a low income or who are on health-related employment benefits
 - people for whom mental health or learning disabilities is a barrier to employment.

What is being done?

- Employment provision is currently being reviewed in order to shape the council's new employment strategy. The review states that 'close strategic and operational links between health and employment is critical to the way forward in Tower Hamlets; to prevent unemployment, to maximise work opportunities for those who experience health and mental health problems and to support the long term unemployed back to work.'
- The council, the NHS and voluntary organisations are working both individually and collectively on programmes to support this agenda including social prescribing, apprenticeships and volunteering schemes offering pathways into employment.



What is our focus for action?

- > We will take action that reduces unemployment and increases good or healthy employment.
- > We will strengthen the integration between health and employment services.
- > We will address health inequalities by developing the workplace as a setting for prevention and early help.

First 12 months - what will we do?

We aim to:

- > strengthen the integration between health and employment services by:
 - using social prescribing as a lever to strengthen links between health and employment services
 - reviewing best practice elsewhere
 - shaping and ensuring effective local delivery of the Department of Work and Pensions Work and Health programme
- > sign up our partner organisations to the London Healthy Workplace Charter and to:
 - undertake self-assessment
 - identify priorities for improvement and shared priorities for action to improve the level of healthy employment.

What will have changed in three years?

We would like:

- > **more unemployed people given the support they need to maintain or improve their health**
- > **an equal chance of good employment given to those with a physical or mental health condition**
- > **more local employers to actively support the health and wellbeing of their employees.**

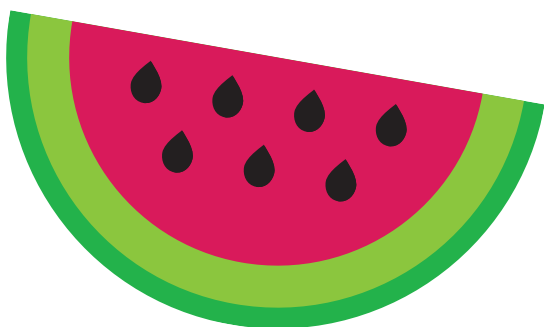
How will we know if it's working?

- > improvement in the health and wellbeing of those using employment services
- > improvement in the health and wellbeing of people who work in Tower Hamlets
- > increase in the rates of employment for those who have been unemployed due to a health barrier.

4. CHILDREN'S WEIGHT AND NUTRITION

Why is this important?

- A healthy weight and good nutrition in childhood sets you up for life. It is a key factor in our life-long general physical and mental wellbeing as well as preventing common long-term conditions such as diabetes, heart disease, stroke and some cancers.
- This issue is of particular importance in Tower Hamlets as childhood obesity levels of our 4-5 year olds and 10-11 year olds are significantly higher than national levels (although levels have been decreasing for those aged 4-5, but not 10-11).
- In addition, a very small proportion of children (around 2%) are underweight, which is also significantly higher than the national average.
- There is also evidence of widespread micronutrient deficiencies e.g. Vitamin D which is mainly due to lack of exposure to sunlight.



What is being done?

- Action is being taken to improve access to healthy food, parks and play areas.
- A range of programmes exist which promote healthy weight, good nutrition and physical activity for children. These include healthy start vitamins and food vouchers, breastfeeding support, health visiting, school nursing, active play, active travel, healthy schools, child and family weight management and healthy parenting programmes.
- New 'primary school neighbourhood pathfinders' to engage parents and communities in shaping local services and identifying new opportunities for their children to be more active and eat healthily.

What is our for action focus?

- We want to ensure that schools and early years providers are promoting child health and wellbeing, focusing on healthy weight and good nutrition.
- We want to find out the best way to communicate effectively with parents and communities.

HEALTHY WEIGHT NUTRITION

First 12 months - what will we do?

We aim to:

- > strengthen existing school programmes by:
 - identifying and supporting a 'health representative' on the governing body of every school
 - telling parents what each school is doing for their child's health and wellbeing
 - promoting the 'Healthy Mile' in schools, which is a scheme ensuring that pupils run or walk for a mile a day
 - inviting a representative from the Tower Hamlets Education Partnership onto the Health and Wellbeing Board.
- > develop and implement a community engagement and communications strategy around healthy weight and nutrition in children, with particular emphasis on high risk groups.

What will have changed in three years?

We would like:

- > **more 10-11 year olds to be a healthy weight**
- > **more schools and early years providers to promote child health and wellbeing**
- > **more parents and communities to be involved with improving the healthy weight and nutrition of children.**

How will we know if it's working?

- > increase in 4-5 year olds and 10-11 year olds who are a healthy weight
- > improvement in healthy weight by age, ethnicity, gender and school
- > improvement in physical activity and healthy eating (indicators to be developed).

5. DEVELOPING AN INTEGRATED SYSTEM

Why is this important?

- Many of our residents have multiple and complex needs and not everyone has the same access to services.
- A fragmented system is hard to understand therefore joined up services are needed to improve people's experiences (across health and social care, as well as other services).
- Even though our resources are diminishing, we still have a large and diverse range of community and voluntary organisations.
- We need to look at total investment so as to make best use of available resources.
- Nationally, the idea of integration is being promoted and all local areas have to have a plan for joined up services by 2020.



What is being done?

- 'Tower Hamlets Together' brings together partners across the council, NHS and voluntary sector to drive this change. Current actions include:
 - a new community model with GPs, local hospitals, social care and mental health providers working together
 - development of new models of integrated children's services across health, education, social care and community organisations
 - integrated personalised commissioning' pilot exploring how people can control their own budget for health and social care
 - extending the range of 'prescriptions' available to health and care providers to include wider council and voluntary sector services such as housing, employment and healthy living services ('social prescribing')
 - developing a single point of access for residents to easily access information and advice on healthy living, health and care services.

What is our focus for action?

- We will agree a shared vision.
- We will set out the system wide changes needed and prioritise these.
- We will ensure that the priorities are moving us towards achieving this vision.
- We will lead and inspire a campaign to support the cultural changes required across the system.

First 12 months - what will we do?

We aim to:

- create our shared vision and 'golden thread' developed through community engagement
- develop and agree our plan for a fully integrated health and care system by 2020
- campaign within our organisations to support the necessary culture change to join up services (see also Communities Driving Change).

What will have changed in three years?

We would like joined up health and social care for all (a vision which is based on community engagement and ownership) with more people saying:

- **'I have easy access to information, advice and guidance which helps me to find what I need.'**
- **'It's easy to get help from my GP practice and I can contact my Care Co-ordinator whenever I have any questions.'**
- **'There are different people involved in supporting me but everyone listens to what I want and helps me to achieve my goals.'**

How will we know if it's working?

- improvement in resident self-reported measures (to be developed) focussing on effectiveness of coordination
- increased number of staff in joint or multi-skilled roles
- measure of culture change (e.g. 'pulse check' for use across our joint workforce).

TOWER HAMLETS HEALTH AND WELLBEING BOARD

MEMBERS

Chair

Councillor Amy Whitelock Gibbs Cabinet Member for Health and Adult Services

Vice Chair

Dr Sam Everington Chair, NHS Tower Hamlets Clinical Commissioning Group

Councillor Rachael Saunders Cabinet Member for Education and Children's Services

Councillor David Edgar Cabinet Member for Resources

Councillor Sirajul Islam Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance

Councillor Danny Hassell Labour Group

Dr Somen Banerjee Director of Public Health, London Borough of Tower Hamlets

Dianne Barham Healthwatch Tower Hamlets

Simon Hall Acting Chief Officer, NHS Tower Hamlets Clinical Commissioning Group

Debbie Jones Corporate Director, Children's Services, London Borough of Tower Hamlets

Denise Radley Director of Adult Services, London Borough of Tower Hamlets

Det Ch Supt. Sue Williams Borough Commander, Metropolitan Police

CO-OPTED MEMBERS

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Aman Dalvi Corporate Director, Development and Renewal, London Borough of Tower Hamlets

Councillor Abdul Asad Independent Group

Deng Yan San Young Mayor

Dr Ian Basnett Public Health Director, Barts Health NHS Trust

Dr Navina Evans Chief Executive, East London NHS Foundation Trust

Jackie Sullivan Managing Director of Hospitals, Barts Health NHS Trust

John Gillespie Tower Hamlets Council for Voluntary Service

Christabel Shawcross Independent Chair, Safeguarding Adults Board

Stephen Ashley Independent Chair, Safeguarding Children Board

The Tower Hamlets Health and Wellbeing Board want to hear your thoughts about this strategy, the priorities we have identified, what we plan to do and how you would like to be involved in the future.

To provide your feedback please visit our consultation page on:

www.towerhamlets.gov.uk/healthandwellbeing

Consultation on Health and Wellbeing Strategy 2017-2020 - summary of findings and implications

1. Background and purpose of report

The consultation on the Health and Wellbeing Strategy was conducted between 11th November and 23rd December. This involved an online survey, an engagement event at the Ideas Store coordinated by Health Watch and presentation at a range of stakeholder meetings. This report summarises the findings and implications.

2. Survey findings

The survey addressed each of the priority areas in the strategy:

1. Help communities lead change to improve health and wellbeing
2. Change the physical environment to make Tower Hamlets a healthier place
3. Improve the health of people who are unemployed and promote health at work
4. Help children have a healthy weight, eat healthily and do regular physical activity
5. Make sure services are joined up so they are easy to understand and access

For each priority it asked the following questions (rationale for priority and proposed outcomes were set out in text)

1. How important is this priority to you?
2. Do you agree these are the right outcomes to focus on?
3. What do you think we can do to deliver these outcomes?

Overall there were 112 responses to the survey - the detailed survey response is available on request. Overall, the majority of responses were from the public but there were also responses from health and social care and voluntary sector. There was a reasonable although not entirely representative spread of responses around age, geography, ethnicity, religion and sexual orientation. However, it should be noted that females were significantly overrepresented (61% of respondents).

The findings indicated strong agreement that the priorities were important or very important and that the outcomes set out in the document were the right ones.

Table 1 Summary of responses for priorities and outcomes

	Very important or important priority	Agree with all outcomes
Communities leading change	96%	79%
Healthy environments	99%	84%
Employment and health	95%	83%
Healthy weight in children	96%	90%
Integrated system	92%	78%

For all priorities, there was also a number of qualitative responses on the question around how we could deliver outcomes. Some of the main themes and ideas were as follows:

Communities leading change (109 comments)

- Be inclusive and involve people with disabilities or mental health issues
- Involve a wide range of partners eg housing, health sector, enterprise
- Develop peer to peer, resident led approaches
- Understand resident perspectives on stronger neighbourhoods
- Develop outcomes with residents
- Address fast food, affordable healthy food, cooking skills, exercise and health literacy

Healthier place (104 comments)

- Take more action on littering and antisocial behaviour
- Encourage healthier fast food options in the borough
- Make better use of school facilities out of hours
- Raise more awareness on air pollution
- Implement carbon capture approaches eg planting tall trees
- Involve residents in shaping green spaces
- Involve park rangers in promoting physical activity
- Develop more pedestrian only areas
- Improve traffic flow, reduce speed limits
- Encourage less car use and promote walking and cycling
- Involve local artists more in public art

Health and employment (45 comments)

- Support unemployed people to lead health activities in neighbourhood
- Provide incentives for unemployed people to join gyms
- Use peer support to help people with mental health issues be employed
- Promote health screening at work
- Encourage employees to provide work experience for people with disabilities
- Encourage employees to incorporate wellbeing incentives
- Train and support staff in job centres more to work with people with health issues

Healthy weight and nutrition in children (54 comments)

- Focus education programmes on parents - particularly health cooking skills
- Restrict licensing junk food/fast food outlets and deals targeted at children
- Use a range of approaches to promote healthy eating including story telling
- Promote walking and cycling to school
- Promote out of school activities encouraging healthy eating and physical activity
- Review cultural norms/barriers around healthy eating and physical activity
- Promote sports participation and use local role models
- Engage the Young Mayor in promoting health

Developing an integrated system (42 comments)

- Co-locate services and support and take a one stop shop approach
- Develop a person outcome approach breaking down staff group barriers
- Improve access to clear, understandable information and advice
- Share systems across organisations eg referral forms, IT
- Take a joined up approach to commissioning
- See the voluntary sector as part of an integrated offer

In addition, there was a question asking whether respondents thought that there are other priorities the board should focus on. 54 people responded to this question and

the main themes were health and housing, older people, mental health, substance misuse, domestic violence, alcohol, smoking and GP access.

Finally, respondents were asked if they would like to be involved and for each priority there were around 20-30 people who were interested.

3. Engagement event findings

An engagement event took place on Saturday 26 November 2016 at the Whitechapel Idea Store. Extensive event promotion was undertaken by a team of Healthwatch Tower Hamlets volunteers who went out to local community groups, schools, shopping areas, children's centres, GP Practices, faith groups and the markets. Stalls were based around the five priorities of the strategy. A total of 126 people registered at the event (108 adults and 18 children). Sixty seven people left their email contact details at the event so that they could stay involved and find out what impact that their involvement had.

Key messages were as follows:

1. The strong cross cutting issues running across all five priority areas were environmental factors such as the ability to spend time outside in green spaces exercising, socialising or relaxing and being able to breathe clean air. Parks are very highly valued community assets which cut across generations, ethnicities and culture. They present the potential to bring people together more frequently through providing more equipment, activities and events.
2. Another cross cutting theme was the strong identification of walking as the preferred method of exercising; linked to a desire to be outdoors, in green space, with friends, family, neighbours, other parents etc. There is potential to link people's desire to walk more to reducing car journeys, air pollution and reducing childhood obesity.
3. Both children and adults understand that a good diet and exercise are important to a healthy lifestyle. Education programmes need to move their focus to helping parents to develop the skills and tools to apply what they know e.g. sharing tips on getting children to eat vegetables or encouraging young people to make healthy food choices.
4. For people who not working need to keeping active physically, socially and through community involvement is important. Providing good links to social networks and volunteering opportunities in their neighbourhood is key.
5. People are aware that services change with the availability of funding and were keen to see that money is being spent in the best way to deliver local services. How we involve them in making sure this is happening may be a next step.

The detailed report is available on request

4. Stakeholder meetings

The strategy was presented by public health and SPP officers at a number of stakeholder meetings including Health Watch, Tower Hamlets Housing Forum, Older Peoples Reference Group, Linkage Plus, Parent and Care Council, LGBT Forum,

Local Voices, Children and Families Board, Tower Hamlets Together, Community Options, a range of voluntary sector organisations, Tower Hamlets Clinical Commissioning Group and all Council Directorate Management Teams. The interim findings were also discussed at the Health and Wellbeing Board on the 13th December.

Overall, the feedback from these meetings reflected those of the survey and stakeholder event with support for the priorities. There were similar themes around building leadership in the community, mitigating impacts of fast food outlets, ensuring access to safe open spaces, reducing car use, focusing on family and intergenerational approaches, strengthening links between health and the housing sector and ensuring focus is maintained on specific groups (young people with mental health issues, older people, people with disabilities, women and employment)

5. Conclusions

The findings of the consultation indicated strong support for the priorities identified in the draft strategy. The qualitative feedback provides a rich source of insights to help shape the action plans of the strategy and it is encouraging that for each priority there were at least twenty people (mainly local residents) who expressed an interest in being involved going forward. Based on these findings it is proposed that the strategy is formally endorsed in its current form.

6. Delivering the Strategy

The approach to delivering the strategy was discussed at the Health and Wellbeing Board on the 13th December (see Appendix One). At this meeting it was agreed that each priority would have a number of Board Champions who, supported by officers, would lead discussion on plans, provide senior level leadership and champion and promote the priority outside the board. The high level dashboard was also presented and the key actions from these have also been integrated into the Strategic Plan. More detail on the approach is set out in the Appendix.

Delivering the Health and Wellbeing Strategy (discussion paper)

'We face lots of challenges, but we can't tackle them all at once. We want to drive change but if we spread ourselves too thinly we will not have as big an impact. Our focus, therefore, will be on a small list of high priority issues - where we know we face particular health challenges and where only by working together will we achieve the change we need for local people' (p9 Tower Hamlets Together, Health and Wellbeing Strategy 2017 Consultation Draft)

1. Whilst the strategy consultation period is not quite complete, the purpose of this paper is to start thinking ahead to how we, as a Board, will take forward the change that we have outlined in the strategy.
2. The table overleaf sets out a simple dashboard covering the 15 actions of the strategy based on the 5 priorities (and the action around a shared outcomes framework). It is proposed that this is updated on an ongoing basis and is a standing agenda item at Board meetings. It would also be an option to put this on a public website (with hyperlinks to more detailed strategies)
3. The Board is asked to discuss the following issues:

Board champions

One of the core principles of the new strategy is ownership of the priorities by the board. For this reason, the role of Board members in shaping the priorities of the strategy has been vital. In continuing, this engagement through the delivery of strategy it is proposed that a small group of Board Champions are allocated to each priority (the table overleaf sets out those who have been involved so far in these priorities)

The proposed roles of the Board Champions include:

- Leading discussion on plans, progress and review of priorities at the Board
- Providing senior level leadership, guidance and support to officers/staff who have lead responsibility for development and implementation of the 15 actions
- Championing and promoting the priority outside Board meeting

Focussing on and reviewing priorities from the Strategy at Board Meetings

There are 6 board meetings a year. In order to provide adequate focus for the priorities, a possible approach could be to:


- Bring each priority to the Board three times through the year (covering a cycle of plans, mid year progress and review)
- Manage this by 2-3 priorities coming to each Board and the remaining priorities coming to the subsequent meetings
- Having an annual strategy review workshop to set actions and review priorities for the next year

Questions for Board

1. Does the described role for the Board Champions sound right?
2. Should there be a principle that each Board member is a champion for at least one priority?
3. Does the approach to reviewing priorities at Board meetings sound right?
4. What are Board views on putting strategy updates on a public website?

HEALTH AND WELLBEING STRATEGY - What will do in 2017?
Proposed High Level Dashboard

	PROGRAMME OF ACTIVITY	PROGRESS	RAG
COMMUNITIES DRIVING CHANGE			
Board Champions: Dianne Barham, John Gillespie, Cllr Rachael Saunders			
1	Implement a 'Health Creation' programme in communities		
2	Implement a 'Health creation' programme in organisations		
3	Connect the Board to residents through engagement events and social media		
CREATING A HEALTHIER PLACE			
Board Champions: Cllr David Edgar, Cllr Hassell, Shazia Hussain			
4	Improving physical environment action areas		
5	Integrate health impact assessment into planning and policy		
6	Increase awareness of and take action on air pollution		
EMPLOYMENT AND HEALTH			
Board Champions: Cllr Whitelock Gibbs, Ian Basnett, Somen Banerjee, Jackie Sullivan			
7	Better integrate health and employment services		
8	Sign up to London Healthy Workplace Charter and identify priority actions		
CHILDRENS WEIGHT AND NUTRITION			
Board Champions: Cllr Rachael Saunders, Debbie Jones, Sam Everington			
9	Identify and support health representatives on school governing bodies		
10	Provide better information to parents on how school support health and wellbeing		
11	Implement the 'Healthy Mile' programme in schools		
12	Engage with communities on healthy weight and nutrition in children		
DEVELOPING AN INTEGRATED SYSTEM			
Board Champions: Cllr Whitelock Gibbs, Denise Radley, Simon Hall,			
13	Develop a shared vision for an integrated system		
14	Develop a plan for a fully integrated system by 2020		
AGREEING SHARED OUTCOMES			
Board Champions: Somen Banerjee			
15	Develop a shared health and wellbeing outcomes framework with partners		

<p>Cabinet</p> <p>7 March 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Aman Dalvi: Corporate Director Place Directorate</p>	<p>Classification: Unrestricted</p>
<p>LEASEHOLD ALTERATIONS REVIEW (including land and miscellaneous sales)</p>	

Lead Member	Councillor Sirajul Islam , Cabinet Member for Housing & Statutory Deputy Mayor
Originating Officer(s)	Mark Baigent: Interim Service Head Regeneration, Strategy, Sustainability & Housing Options
Author	John Kiwanuka: Housing Client Manager Richard Chilcott: Head of Asset Management
Wards affected	All Wards
Key Decision?	Yes
Community Plan Theme	Great Place to Live

Executive Summary

The Council’s policies for alteration of leasehold properties, and that for the disposal of housing land were last reviewed by Cabinet in 2004 and 2011 respectively. However, residents’ expectations and Council priorities have changed over this period which has necessitated re-examining these policies. The recommended policies seek to protect the interests of the landlord and residents.

Under the terms of their lease, leaseholders require permission from the Council as their landlord before they can carry out alterations or improvements that will affect the external or internal structure of their properties. The landlord must also have regard to the Landlord and Tenant Act 1927, Section 19(2) of the Act states that regardless of the lease, consent for alterations cannot be unreasonably withheld. This policy sets out a consistent approach by which the Council assesses requests from tenants and leaseholders wishing to make alterations to their properties. It also outlines the Council’s approach to retrospective permission when a leaseholder has made alterations to their property without first gaining permission from the Council.

This report also considers the policy around sale of housing land. The aim of the policy is to set out the Council’s updated approach for selling land held within the Housing Revenue Account (HRA). When disposing of assets, the Council is subject to statutory provisions, in particular, to the overriding duty, under section 123 of the Local Government Act 1972, to obtain the best consideration that can be reasonably secured for the disposal. This duty is subject to certain exceptions that are set out in the General Disposal Consent (England) 2003.

Recommendations:

The Mayor in Cabinet is recommended to: / The Mayor is recommended to:

1. Agree the Leasehold Alterations policy set out in **section 3**, and detailed in Appendix 1 and 2 of this report.
2. Agree the Housing Land Sales policy set out in **section 4**, and detailed in Appendix 3 of this report.

1. REASONS FOR THE DECISIONS

- 1.1 The Council's sale of housing owned land policy and procedure seeks to ensure that land sales are dealt with consistently and best value is always sought. The Council also has a separate responsibility to deal ethically and fairly with all potentially interested parties. This means that any party who may have an interest in making an offer for housing land has the opportunity to do so in circumstances no less favourable than any other party.
- 1.2 The Council is obliged to seek 'best consideration' upon disposal of any asset, (as required by Section 123 of the Local Government Act 1972). This means that the Council is under a statutory and public duty to obtain the best price reasonably obtainable for any property, or land, which it sells. In the last few years, the Council has received an increasing number of enquiries with regards to a) sales of communal grounds for use as private garden, and b) sales of communal drying rooms, lofts and storage spaces. Therefore it is necessary to review the original policy so as to set out an approach towards the discretionary sale of HRA Land and to make it clear from the outset what areas the Council will consider in terms of the disposal of its assets.
- 1.3 Under the terms of their lease, leaseholders are able to request that the landlord considers requests for alterations and the Council has a duty to consider such applications. This allows the Council, like other social landlords, to manage its assets by preventing unauthorised alterations and improvements which can adversely affect its buildings both internally and externally. The Council and Tower Hamlets Homes (THH) have become aware that there are an increasing number of such unauthorised alterations. Therefore, the Council has reviewed its approach to give clear guidance as to what type of alterations is acceptable and prevent the increase in unauthorised alterations.

2. ALTERNATIVE OPTIONS

- 2.1 Resident's expectations and Council priorities have changed since 2011 and 2004 when policies for leasehold alterations and housing land sales were agreed respectively.

- 2.2 Retaining the policies in the current form would not serve the aspiration of the Council and that of the residents. Therefore, it is of significant importance for the Council to refresh its policies to be consistent and equitable to the residents' expectations and its aspirations.
- 2.3 Leaseholders have applied for Council consent on a range of works both internal and external; this report proposes a new and more systematic policy for the Council with clearer definitions of the different types of alterations and the criteria for authorising them.

3. DETAILS OF REPORT

3.1 LEASEHOLD ALTERATION AND IMPROVEMENT POLICY

- 3.1.1 The revised policies in this report are designed to ensure a clear, fair, and consistent process for residents when applying for alterations to their homes or purchasing miscellaneous land from the Council. As a general rule the Council does not wish to place any obstacles in the way of leaseholders who would like to improve their properties since it recognises that this type of work can make a substantial contribution to their quality of life.
- 3.1.2 In implementing this policy revision THH will develop a communications plan. This will ensure that all policy changes are clearly and sensitively communicated to residents through its staff, the THH website, newsletters, resident events and other media as appropriate.
- 3.1.3 The Council has two types of leases, its own lease and the Greater London Council lease (GLC lease). The two leases require leaseholders to seek consent for alterations and improvement works on their properties, below are the relevant clauses for both leases:

Clause 4(k) of the GLC lease states that the lessee shall:

- Not at any time hereafter without the Council's prior written consent to make or permit to be made any alteration in the construction height elevation external or architectural appearance of the Flat or any part thereof or to alter or cut any of the principal walls or timbers thereof or to erect or build any additional or any substituted building whatsoever upon the Flat or any part thereof or enclose the portico thereof (if any) or to erect any fences or obstruction poles wires aerial or other erection upon the Flat or in any way alter or add to or interfere with the central heating or hot water system (where applicable) or other installations for the supply of electricity water or gas for space heating in the Flat.

Clause 3 (5) of the LBTH Lease states that the lessee shall:

- Not at any time during the said term to make any alteration in or additions to the Demised Premises or Without any part thereof or to cut maim alter or injure any of the Consent walls or timbers thereof or to

alter the landlords' fixtures without first having made a written application (accompanied by all relevant plans and specifications) in respect thereof to the Lessors and secondly having received the written consent of the Lessors thereto such work to be completed to the satisfaction of the Lessor.

- 3.1.4 However, the landlord must also have regard to the Landlord and Tenant Act 1927, Section 19(2) of the Act states that regardless of the lease, consent for alterations cannot be unreasonably withheld.
- 3.1.5 The Council recognises that alterations and improvement works can make a substantial contribution to the leaseholder's and tenant's quality of life, therefore the Council should not be a hindrance to leaseholders who would like to improve their properties. However consideration also has to be given in some cases to the effect of the planned work on the structure of the building and the possible impact on other residents. The aesthetics of any alterations also need to be carefully assessed in order to maintain the uniform appearance of the building. In addition, matters relating to the overall quality of home design are also very important.
- 3.1.6 **Reasonable grounds for refusing landlord consent:** The Council will normally not consider some types of alterations, such as the subdivision of flats, and extensions and conservatories in blocks of flats. More details are given in Appendix 1.
- 3.1.7 **Landlord consent and Planning Permission:** Landlord consent differs from planning permission. Planning permission is subject to the planning laws and regulations (including the Building Regulations). It is managed by the Council's Planning Department who shall send copies of **all** planning applications relating to Council housing to the Leasehold Services Team at THH so these can be checked to ensure that landlord permission has already been granted. It is the applicants' responsibility to seek appropriate planning and building control consents, however the award of these consents does not guarantee the award of landlords consent, they are separate considerations. An outline process for this application is provided in Appendix 1.
- 3.1.8 In response to a request for an alteration, **Landlord's consent takes priority.** It takes account of the requirements for the management of the building and the various criteria listed in paragraph 3.2.1 below. Landlord's Full Consent will be required before any physical works are undertaken.
- Conditional consent will require the meeting of certain criteria both before works can start and the meeting of all conditional requirements prior to formal consent being granted.
 - Formal consent will only be granted when these obligations have been fully met and agreed by a Council representative.
 - Should a lessee not fulfil these terms they will be deemed to be in breach of their lease and the Council will seek to take whatever action it deems appropriate to remedy the situation.

3.2 **Principal criteria for granting landlord permission to leaseholders**

3.2.1 Until now there has been no comprehensive list of the different types of work which leaseholders may consider doing and the Council's policy regarding them. Thus in order to improve clarity a detailed list has been drawn up of the categories of work requiring landlord consent and this is provided in Appendix 2. The following is a summary of the main criteria which are used in deciding whether the Council can authorise a proposed alteration. More details are provided in Appendix 1. These need to be considered in conjunction with the different types of work listed in Appendix 2.

3.2.2 **Internal work:** The Council will generally grant consent for proposed alterations to the inside of the property subject to a number of important qualifications. Subdivision of a property into two flats will usually not be allowed. Bedroom size must be acceptable. A flue for a new boiler or gas fire must not cause damage to the wall. Please see Appendix 1 for details.

3.2.3 **External, structural, safety or environmental criteria**

- When reaching its decision on whether to grant or withhold consent, the Council must have regard to a variety of criteria. The proposed work must not cause or be likely to cause any maintenance or structural problems. It must not encroach onto or affect the present or future use of any land which is not part of the flat.
- Building extensions or conservatories in the garden is not permitted within flats or blocks and any proposed alteration must not adversely affect other residents. Alterations must be aesthetically acceptable, and a professional opinion will be provided in this matter.. In the case of alterations the Planning Case Officer dealing with the individual case will determine what is acceptable. Any proposed works must fit in with the general style and appearance of the building and the estate. Consent will be considered for extensions and conservatories belonging to town houses or stand-alone properties that are not in an estate environment.
- Consent may be given to the placing of sheds and gazebos in gardens where this is reasonable and does not affect adjacent dwellings.
- Grilles over windows and security doors constitute a possible hazard in the event of fire and so can only be permitted where they conform to the most recent London Fire Brigade advice on this issue.
- The Council will not agree requests to fit laminate flooring and requires that a property must be covered with carpet and underlay other than kitchen and bathrooms.
- Consent for a replacement fire door will only be given if it is proposed to replace this with a door of the same specification.

- Consent for satellite dishes will not normally be granted and can only be considered if there is no TV communal reception system for the building.

3.2.4 Windows

- Ownership of windows lies with the Council and there is no expressed right on the part of the Lessee to replace or renew windows. The Council retains a full maintenance obligation for the upkeep of windows. However, it is custom and practice that Leaseholders have been allowed to replace windows, especially in situations where a window renewal programme has not been planned.
-
- Windows will be refused if a window replacement is planned within 3 years, landlord consent will only be considered subject to the provision that the applicant is still liable for the cost of future window replacement works.

3.3 Conditions which applicants must meet before they can obtain landlord consent for work which the Council can agree in principle

3.3.1 Permission cannot be granted if:

- the applicant has arrears of service charges, Council Tax or any other debts with the Council, without an agreement to pay
- the Council is about to take or is taking action for any breach of the lease.

3.3.2 Subject to meeting 3.3.1 above, if the Council considers proposed alterations to be possible in principle the leaseholder must provide the following **before start of work so that conditional consent can be granted**

- Planning Permission (as required)
- Conservation Area requirements - relating to doors and windows and any external work - information available from the Planning Department
- Full description of the proposed work including a diagram or plans if appropriate
- Architectural plans for structural work or reconfiguration
- Structural calculations or engineers report
- Compliance with the Party Wall Act - party wall agreement with adjacent owners if the structure of the party wall is affected
- Cost estimate for insurance revaluation in the case of major work
- Fees - payment of the necessary landlord fees in advance
- Payment of a premium of up to 25% (if required in relation to major work) in respect of a reasonable sum, in respect of any damage or diminution in value.
- Site inspections - pre or post work as required. These will generally be carried out by THH Property Management

3.3.3 In some circumstances, no permission is required (for instance, internal decorations, repair or like for like replacement) and the Leaseholder will be informed of this at this stage.

3.3.4 **Following completion**

- Certificates - Building Control approval, certificates of Gas Safety, NICEIC (electrical safety) - to be provided by the leaseholder following completion of the work
- Post work inspection, if required
- Defects or non-compliance. Any faults or issues of non-compliance must be rectified at the leaseholder's own expense within 6 weeks.
- Major works - such as a loft conversion. This will require a Licence or, Deed of variation.

3.4 **Landlords Formal Consent**

3.4.1 The type of authorisation in relation to leaseholders depends on the nature of the work and whether it requires changes to their lease. Different forms of works will require different forms of authorisation. The administration involved generally depends on the extent and impact of the proposed works/improvements.

- Letter of Consent-a letter of agreement for works that are deemed to be reasonable and uncomplicated
- Licence for alterations – this is where there is a more substantive request for changes in the layout ,structure or otherwise that might require a Landlord permission (i.e. the installation of an ensuite shower room or the removal of a chimney breast.)
- Deed of variation - This is for anything that alters the demise (description of the property in the lease). This will generally mean a change in the number of rooms, for example in the case of a loft conversion; or where the Council agrees to sell a garden to the leaseholder

3.5 **Retrospective permission**

3.5.1 Appendix 2 lists the various types of work which require the permission of the Council as the landlord before it can be carried out. Where the Council becomes aware of alterations that have been undertaken without landlord consent, the leaseholder will have to submit a retrospective application for consent. The following criteria will apply:

- The policy as set out above will apply in all cases and the Council will take every effort to ensure that consent is not unreasonably withheld. The Council and THH will ensure that any issues relating to unauthorised alterations are reviewed in accordance with the surveyor's report

- Where permission is granted this will be subject to all conditions being met and fees/charges paid plus an administrative premium of between £350 and £2000.
- The Council will consider each application on its merits but are highly unlikely to agree retrospective permission for large scale works such as extensions or conservatories in blocks or flats which have a detrimental impact on either the maintenance obligations of the Landlord or the design consistency of the building
-
- Where retrospective consent cannot be granted, the leaseholder will be required to reinstate the property to its former condition that is before the alterations were carried out, at no cost to the Council.
- An inspection of the property will be carried out to confirm that any work required by the Council as the landlord has taken place and that it is to a satisfactory standard. Advice will be sought from the Legal Service regarding appropriate enforcement action in respect of any failures to comply with the Council's conditions.

3.5.2 **Charges:** Section 19(2) of the Landlord and Tenant Act enables the landlord to require the payment of a reasonable sum to cover any legal or other expenses properly incurred as a precondition to the granting of a licence or consent.

3.5.3 **Appeals** There is no Council procedure for appealing against an application that is **not** approved. However the leaseholder may raise issues through the Council's Formal Complaints Procedure and the Housing Ombudsman

3.6 **Authorisation documents and fee structure**

3.6.1 Current charges levied by THH have not changed since the Cabinet report in 2011 and currently stand at £150 alteration application fee, and £171 structural surveyor's fee if required. However, this can vary depending on the extent and detail of the application and whether a site visit is required.

3.6.2 Some other authorities levy much higher charges for applications for example City West Homes application fees are £400, Lambeth Living £250 and Camden £417 for internal alterations and £747 for structural. The table below shows the different documents required by the issuing department and the revised charges being proposed.

3.6.3 All work which requires a licence or deed of variation must be authorised by the Council. **Table 1** below shows the different documents required by the issuing department and the standard charges. Further charges are necessary in some cases and these are described in the notes following the table.

	Services responsible for issuing authorising document and fee payable			
Type of approval	THH Leasehold & Council Housing		Property Services	Legal Services
	❖ Minor work	Major work		
No permission required	No charge – letter sent by THH following Council Notification	Not applicable	N/A	N/A
Letter of consent on behalf of the Council	£250	£300	N/A	N/A
Licence of alterations	£250	£300	£500	£750
Deed of variation	£250	£300	£500	£750

❖ Minor work: Not exhaustive but including kitchens, bathroom suites, new flooring, decorations.

3.6.4 In addition to the proposed standard fees in table 1 above, THH (Leasehold Services) will charge for a structural assessment of the proposals and to carry out a post inspection. The charge for this shall be levied at **£90 per** hour. In addition, the Leasehold Services Team will charge **£50** per hour for any significant administrative work required to resolve matters arising out of a failure by the leaseholder to undertake their responsibilities with regard to the works they carry out.

3.6.5 Compensation for damage or diminution in value of the premises:

This is a charge the Council has not previously pursued. Section 19(2) of the Landlord and Tenant Act 1927 states that a clause requiring landlord consent for alterations is deemed to be subject to a proviso that consent is not to be unreasonably withheld but this does not prevent the landlord from requiring as a condition of such licence or consent the payment of a reasonable sum in respect of any damage to or diminution in the value of the premises or any neighbouring premises belonging to the landlord. Each case is to be assessed by Asset Management sections and the appropriate advice given accordingly.

3.6.6 Disputed valuation: If the leaseholder disputes the valuation as determined by Asset Management or by a Valuer acting on behalf of the Council, then he or she may commission their own valuation of the work they propose at their own cost. However their costs will not be refundable even if their alternative valuation is accepted by the Council. The valuer they choose must be a member of the Royal Institute of Chartered Surveyors and must be agreed as being properly qualified by the Head of Property Services.

4 LAND AND MISCELLANEOUS ASSETS SALES

4.1 AIMS OF THIS POLICY

- 4.1.1 The Council has fairly wide discretion to dispose of its assets (such as land or buildings) in any manner it wishes. When disposing of assets, the Council is subject to statutory provisions, in particular, to the overriding duty, under section 123 of the Local Government Act 1972, to obtain the best consideration that can be reasonably obtained for the disposal. This duty is subject to certain exceptions that are set out in the General Disposal Consent (England) 2003.
- 4.1.2 This Policy detailed in Appendix 3 sets out the procedure to be adopted in connection with the disposal of surplus and under-used assets and ensures that requests to purchase housing owned assets are dealt with in a fair and consistent manner and that any person who may have an interest in making an offer to purchase, has the opportunity to do so in circumstances no less favourable than anybody else. The policy distinguishes requests for small areas of land or space that may be considered for sale by private treaty and larger areas with development potential that should be sold on the open market.
- 4.1.3 The way the Council manages its land/property assets can have a significant impact both on the quality of services delivered to the public and the local environment. Effective asset management is essential to ensure the delivery of the Council's goals and objectives are realised in a sustainable manner, at the right time and on budget.
- 4.1.4 The Council shall consider the business case for disposing of any housing land that is no longer of any use to it and is unlikely to be in the future or which provides only a benefit that is disproportionate to the opportunity cost of the capital tied up in the asset.
- 4.1.5 Each land or space disposal shall be treated on its own merits and nothing in this Policy will bind the Council to a particular course of action in respect of a disposal. Alternative methods of disposal not specifically mentioned in this Policy may be used where appropriate, subject to obtaining the necessary authority.
- 4.1.6 Although this Policy will normally be followed, there will be occasions where the procedure may need to be changed, particularly for larger, more complex land/property sales.

4.2 THE 'SURPLUS' TEST

4.2.1 Land/property will be deemed surplus to the Council's requirements where:

- a. it makes no contribution to the delivery of the Council's services, strategic or corporate objectives;
- b. an alternative site has been identified which would be more cost effective in delivering the Council's services, strategic or corporate objectives;
- c. it has no potential for strategic or regeneration/redevelopment purposes in the near future;
- d. it will not contribute to the provision of a sustainable pattern of development;
- e. it makes no contribution to protecting and enhancing the natural, built and historic environment, including making no contribution to helping to improve biodiversity.

4.2.2 The Council is required to publish details of land/property which it has declared surplus to requirements or under used¹.

4.3 THE 'UNDER-USED' TEST

4.3.1 Land/property will be deemed to be under-used if:

- a. part of the site is vacant and is likely to remain vacant for the foreseeable future;
- b. the income being generated from the site is consistently below that which could be achieved from:
 - (i) disposing of the site and investing the income;
 - (ii) an alternative use;
 - (iii) intensifying the existing use;
- c. only part of the site is used for service delivery and this could be delivered from an alternative site;
- d. it makes no contribution to protecting and enhancing the natural, built and historic environment, including making no contribution to helping to improve biodiversity.
- e. In the case of open spaces, amenity areas and similar sites, the under-used test should also consider the 'community value' of the asset, which would include visual amenity and not be limited solely to income generation or whether the site is vacant etc.

4.4 **Meaning Of Disposal:** For the purposes of this Policy, a disposal means any freehold disposal, by sale or exchange, of Council owned land/property (including buildings) and any disposal by the granting of a lease or licence for a period greater than 7 years. Leases of 7 years or less or assignment of a term which has not more than 7 years to run are not covered by this Policy, as they are exempt from the statutory requirement to obtain best consideration. Disposal takes place at the time of completion and not exchange².

¹ Local Government Transparency code 2014

² Section 128(2) Local Government Act 1972 and R (on the application of Structadene Ltd) v Hackney LBC [2001] 2 All ER 225

4.5 **Meaning of Best Consideration:** Best consideration' means achieving maximum 'value' from the disposal, not just maximum price. Disposal at less than market value must contribute to the 'promotion or improvement of the economic, social or environmental wellbeing of the area [see section 1.2 of Appendix 3].

4.6 **Means Of Identifying Surplus Or Under-Used Land/Property:** Surplus or under-used land/property may be considered for disposal:

- a. following an asset management review;
- b. following the identification of development opportunities;
- c. through a corporate property portfolio review;
- d. through the declaration of specific sites as being surplus to requirements;*
- e. through Local Plan designation;
- f. following a direct approach from an interested party;
- g. where the disposal helps to deliver other Council objectives e.g. the provision of housing in the Borough;
- h. where management of the land/property is considered suitable for community ownership or has been determined as an 'asset of community value'.

*Where an under-used asset is generating an income, a cost/benefit analysis must be carried out to establish whether it is in the Council's best interests to dispose of the site.

4.7 **Amenity land** - certain rights, environmental or economic conditions may preclude the sale of amenity land for example:

- a. the land is subject to rights of way over it;
- b. the land is a landscaping feature of the local environment, or designated public open space;
- c. sale of the land would incur additional costs for the Council (for example, the re-siting of lamp posts or telephone cables) unless the applicant is willing to finance the additional costs (payable in advance);
- d. the land has been identified for future regeneration or development by the Council;
- e. following a request to purchase amenity land, a review identifies future regeneration or development opportunities for the Council;
- f. the sale of the land may prejudice future development by the Council;
- g. there are management or other issues that would cause inconvenience to the Council if the land was to be sold.
- h. Applications to purchase loft or roof space may be refused due to risks of landlord liability for structural repairs and liabilities emanating from such proposals.

4.7.1 Approaches from private individuals to buy Council owned amenity land (e.g. green space land on Council housing estates) to benefit their existing residential property will be considered where:

- there is a broader community benefit to the disposal e.g. a rationalisation of small parcels of 'backland' open space, either rarely used or often misused; or
- there are management/financial issues for the Council e.g. the land is costly to maintain; or
- the applicant has extenuating circumstances e.g. there are health grounds in relation to the applicant and/or their family and the sale of the land would improve their quality of life and would not adversely affect the quality of life of others in the neighbourhood – (the applicant will need to provide evidence to support and justify the application to purchase).

4.7.2. Where the Council considers that amenity land has development potential and agrees to dispose of the land, the valuation will reflect this. An overage clause may be applied and/or restrictive covenants placed on any future development. The Council as landowner may, through a development agreement, engage a developer to carry out the development of the site on its behalf. Arrangements may comprise a grant of a lease of the whole site with the developer receiving a fee based partly upon the development value.

4.7.3 Disposals of amenity land will normally be by private treaty. However, where the Council considers that the amenity land may be of interest to persons other than the applicant, the Council may dispose of the land on the open market.

4.8 MEANS OF DISPOSAL

4.8.1 **Private Treaty: This is** a sale of land/property negotiated with one or a small number of interested parties either through a direct approach from an individual/s, or through a marketing exercise. A private sale without marketing the land may be justified where for example:

- a. the land to be disposed of is relatively small in size and an adjoining or closely located landowner is the only potential or likely purchaser;
- b. the Council's corporate objectives and best consideration can best be achieved by a sale to a particular purchaser;
- c. the purchaser has a particular interest in purchasing the land or a particular association with the land;
- d. the nature of the Council's land ownership and that of the surrounding land ownership is such that the land must be sold to adjoining or surrounding
- e. the Council's land is part of a larger area of land that is proposed for development, redevelopment or regeneration and the nature and complexity of the proposed development of the overall site is such

that the Council's corporate objectives and best consideration can only be achieved by a sale to a purchaser with an existing interest in land in the Background and main details of the report.

- 4.8.2 **Public Auction: When this option is pursued by the Council** the sale of land/property will be by open auction available to anyone. The sale will be publicly advertised in advance. A binding legal agreement is created upon the acceptance of a bid by the auctioneer. Reasons justifying sale by this method and how the reserve price is determined must be recorded in writing.
- 4.8.3 **Formal Tender** – a sale of land/property by a process of public advert and tenders submitted by a given date. This is a suitable mechanism where there are identified development proposals. A fair and transparent tender process will need to be adopted.
- 4.8.4 **Exchange of Land** – a transaction involving the exchange of Council owned land with another land owner. The land acquired by the Council will meet at least one of its corporate objectives and will be 'equal' in commercial worth to the land exchanged whether from the value of the land itself or where a payment is made in addition to the land exchanged.
- 4.8.5 **Informal Negotiated Tender** – a transaction involving a public advert that requests informal offers or bids that meet a given specification or set of objectives. The Council may then negotiate further or more detailed terms with one or more individuals who submitted the most advantageous bid or bids.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 This report requests the Mayor in Cabinet to agree the Leasehold Alterations policy set out in section 3 and detailed in Appendices 1 and 2, and to agree the Housing Land Sales policy set out in section 4 and detailed in Appendix 3.

Leasehold Alterations Policy

- 5.2 The aim is to provide clarity about the types of work that leaseholders may consider carrying out, and to set out what the Council's policy is with regards to each of these. In relation to leaseholders obtaining landlord consent, paragraph 3.3.1 sets out that permission will not be granted if the applicant has any outstanding service charge arrears or other debts owed to the Council where no agreement to pay is in place.
- 5.3 Paragraph 3.3.2 sets out the conditions that leaseholders must meet before the Council will consider granting agreement in principle to proposed alterations, including that any necessary landlord fees must be paid in advance, and that the leaseholder pay a premium of up to 25% (if required in relation to major work) in respect of a reasonable sum in respect of any damage or diminution in value.

- 5.4 In relation to where leaseholders request retrospective permission, paragraph 3.5.1 sets out that where this is granted by the Council, an additional administrative premium will be charged, and where retrospective permission is denied, that the leaseholder will be required to reinstate the property to its former condition, at no cost to the Council.
- 5.5 The table at paragraph 3.6.1 outlines the charges to be levied by the Council where a licence or deed of variation are required, and paragraph 3.6.2 sets out the proposed charge per hour for a structural assessment of the proposals, and for carrying out a post inspection.
- 5.6 So far in 2016/17, £16,650 in application fees has been received. This report proposes the introduction of a range of fees, which should lead to additional income in future years, although this is not quantifiable as the volume and type of permissions sought is unknown and also includes charges in relation to retrospective permission.
- 5.7 The charges will be reviewed on an annual basis as part of the review of Fees and Charges.

Land and Miscellaneous Assets Sales

- 5.8 The aim is to set out a procedure to be followed in relation to the disposal of surplus and under-used assets, and, as set out in paragraph 4.5, of ensuring that the Council achieves 'maximum value' from such sales. There will need to be a corporate review of 'surplus' assets before disposal.
- 5.9 Disposal of assets held under HRA powers means that any receipt is 100% usable to fund the HRA capital programme. The receipt could however instead be used within the General Fund, but if the receipt were used within the General Fund for purposes other than the provision of affordable housing or regeneration, then an adjustment must be made to the HRA's Capital Financing Requirement (CFR). This would have the effect of reducing the capital financing charges allocated to the HRA and increasing those allocated to the General Fund.
- 5.10 It will be necessary to seek Commissioner approval (under the terms of the Secretary of State's directions of 17th December 2014) for any property or land disposals.

6. LEGAL COMMENTS

- 6.1 The report proposes changes to Council policy in respect of alteration of leasehold properties and disposal of housing land.
- 6.2 Alterations: The leases granted by the Council include provisions dealing with alterations or improvements to the external or internal structure of these properties. The Council's prior consent will usually be required where alterations or improvement are permitted within the lease. Section 19(2)

Landlord and Tenant Act 1927 provides for consent not to be unreasonably withheld. The report sets out the criteria for granting landlord's consent.

- 6.3 Disposal of land held under Housing Revenue Account: Whenever a local authority disposes of land held by it for housing purposes it has to have regard to section 32 of the Housing Act 1985. Section 32 states that a local authority may not dispose of any land held by them without the consent of the Secretary of State. In order to facilitate the disposal of land held for housing purposes the Secretary of State has issued a series of general consents, which permit the disposal of land held for housing purposes without the need to obtain express consent. The consents are collectively known as The General Housing Consents 2013.
- 6.4 In accordance with paragraph A2.2 of the General Housing Consents a disposal includes the conveyance of a freehold interest and grant of a lease of any duration. Paragraph A3.1.1 of the General Housing Consents provides that a local authority may dispose of land for a consideration equal to its market value.
- 6.5 Disposal of Land not held under Housing Revenue Account: By virtue of section 123 of the Local Government Act 1972 ('the 1972 Act'), the Council may dispose of its land in any manner that it may wish. However, except in the case of a short tenancy (i.e. leases of less than 7 years), the consideration for such disposal must be the best that can reasonably be obtained. Otherwise the Council requires consent of the Secretary of State for the disposal.
- 6.6 Where land is designated as open space, s122 (2A) of the 1972 Act requires the Council to advertise its intention to dispose land for two consecutive weeks in a local newspaper and consider any objections
- 6.7 The Direction: The Direction issued by the Minister on 17th December 2014 (as amended) requires the Council, until 31st March 2017, to "..... *obtain the prior written agreement of the Commissioners **before** 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.*" Commissioners consent will therefore be required for relevant disposals occurring during the Directions period.
- 6.8 The Council's procedure for disposals and lettings: The Council's procedure for disposals and lettings, adopted at Cabinet on 8th April 2015, specify that disposals may be by one of the following means: (a) informal tender; (b) formal tender; (c) auction; and (d) sale by negotiation. The procedures provide that the Service Head, Corporate Property and Capital Delivery will determine the most appropriate method of disposal, based on the type and

location of the property and the prevailing property market and subject to the Council meeting its legal requirements.

- 6.9 Section 3 Local Government Act 1999: The Council is obliged as a best value authority under section 3 of the Local Government Act 1999 to “make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness’. It is considered that obtaining best consideration by market value contributes towards this duty and the fulfilment of this duty is further addressed in paragraph 7 below.
- 6.10 Section 149 Equality Act 2010: 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

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 Equalities Impact Assessment (EIA) has been considered and there are no specific equalities implications arising from this report. The policies in the report are designed to ensure a clear, fair, and consistent process for residents when applying for alterations to their homes or purchasing miscellaneous land from the Council. Following the decision, services to residents will remain the same as before. It is the council’s duty to ensure that THH deliver efficient and effective services; accessible to all that meets the needs of different people.
- 7.2 Under the terms of their lease, leaseholders require permission from the Council as their landlord before they can carry out alterations or improvements that will affect the external or internal structure of their properties. Similarly, the Council’s sale of housing owned land policy and procedure seeks to ensure that land sales are dealt with consistently and best value is always sought.

8. BEST VALUE (BV) IMPLICATIONS

- 8.1 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. Paragraph 5 above notes in detail the steps the council will take to ensure best consideration is obtained for this proposal. When disposing of assets, the Council is subject to statutory provisions, in particular, to the overriding duty, under section 123 of the Local Government Act 1972, to obtain the best consideration that can be reasonably secured for the disposal.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 There are no specific greener environment implications arising from this report.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 Retaining the policies in the current form would not serve the aspirations of the Council or that of residents. Leaseholders have applied for Council consent on a range of works both internal and external; this report proposes a new and more systematic policy for the Council with clearer definitions of the different types of alterations and the criteria for authorising them. Under the terms of their lease, leaseholders are able to request that the landlord considers requests for alterations and the Council has a duty to consider such applications. Equally, the council is obliged to seek 'best consideration' upon disposal of any asset, (as required by Section 123 of the Local Government Act 1972).

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 11.1 The Council, like other social landlords, manages its assets by preventing unauthorised alterations and improvements. Unauthorised alterations and improvements can adversely affect the Council's buildings both internally and externally and can put residents' lives at risk. The Council and Tower Hamlets Homes (THH) have become aware of an increasing number of unauthorised alterations. Therefore, the Council has reviewed its approach to give clear guidance as to what type of alterations is acceptable and prevent the increase in unauthorised alterations.

12. SAFEGUARDING IMPLICATIONS

- 12.1 There are no specific safeguarding implications arising from this report
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Linked Reports, Appendices and Background Documents

Linked Report: NONE

Appendices

- Appendix 1: Principal Criteria For Approving Alterations
- Appendix 2: Types Of Alterations Requiring Landlord Permission
- Appendix 3: Council Housing Amenity Land Disposal

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012: NONE

Officer contact details for documents: John Kiwanuka x2616

Appendix 1

PRINCIPAL CRITERIA FOR APPROVING ALTERATIONS

This Appendix describes the main criteria which the Council as the landlord uses in relation to applications for alterations to its properties. It should be noted that where an alteration can be agreed which significantly affects the exterior or the structure of the building, the leaseholder will have to accept complete responsibility for any work required in relation to its future maintenance or replacement or the cost of the rectification of any damage to the rest of the building. Each of these criteria should not be regarded as being self-contained since they often have implications for other types of alterations.

A. Internal work

Consent will normally be given for proposed alterations to the inside of the property subject to the following considerations: -

Change of the layout (reconfiguration). The Council can only give consideration to this type of proposal if a change in the use of a room does not impact on other flats in the building (for instance see 'bedroom position'). It must not cause additional noise or disturbance on account of changes in the habitation or the use of the premises that could not have been envisaged in the original design of the building and of the adjacent living spaces. Any proposed change in layout should not reduce the possibility of escape from the flat in the event of a fire nor should it increase the likelihood of the onset or spread of fire and smoke.

Subdivision: subdividing the property into more than one dwelling unit will generally not be allowed

Structural alterations must not be such that they could affect the stability of the building

Bedroom size: the proposed size of a bedroom must not fall below the minimum reasonable and acceptable standard. See the Governments 'Nationally Described Space Standard' the minimum single bedroom size is 7.5m² and for a minimum double bedroom size, 11.5m².

Bedroom position: a bedroom must not be situated above or below a living room or kitchen of another flat

Overcrowding: any alterations must not make the property likely to become overcrowded, as defined by the Housing Act 1985 c. 68 Part X .

New window or door openings: the creation of a new window or doorway in the outside wall will not be allowed, except for windows or doors in approved extensions

Fireplace: creation of a new fireplace or the opening up of one that has been sealed. This will not normally be permitted in view of the burden of the additional maintenance for the landlord in relation to the flue and chimney in the building.

Loft alterations: unless it is clearly included as part of their property under the terms of their lease, Leaseholders have no right to make any alterations to this area

Alterations to a loft will not be allowed where communal services run through a roof. Where there are not, alterations to these areas will only be allowed where they will not adversely affect the roof, be likely to cause noise in adjacent flats or cause potential liabilities for the Council.

Applications to purchase loft or roof space may be refused if there are risks of landlord liability for structural repairs or liabilities emanating from such proposals (see Appendix 3-Miscellaneous Sales Policy)

Boilers and flues: Any work in relation to installing a new flue or changing an old one must be agreed beforehand by the Council. Any damage caused to the outside of the building will be repaired by the Council at full cost to the resident concerned.

Flooring alterations:

- a. **Laminate flooring:** The leaseholder is required to cover and keep covered the floors of their property with carpet and underlay other “than those of the kitchen and bathrooms”. Consequently, requests to fit Laminate permission will be refused.

Where laminate flooring has already been fitted without permission by a previous occupant, this will only be granted retrospective permission where is full documentation of the specification that demonstrates work of a good standard and a high degree of sound insulation.

- b. **Solid timber, flooring finishes in stone, tiles and so on.** Permission can only be granted if the Council is satisfied that the main structure of the floor is capable of supporting the additional loading. The specification must be of good quality and documents must be provided indicating the exact nature of what is proposed. In addition it must be shown that the sound insulation will be sufficient to prevent footfall noise from causing inconvenience to neighbouring properties
- c. **Carpet and floor coverings** must be used on all floor surfaces wherever necessary to prevent excessive footfall noise from disturbing neighbouring properties.

B. EXTERNAL, STRUCTURAL, SAFETY OR ENVIRONMENTAL CRITERIA

When reaching its decision on whether to grant or withhold consent, the Council as landlord will have regard to the following: -

- a. **Making the property structurally dangerous or unstable:** The Council maintains the absolute right to withhold consent if the proposals could make the property dangerous or unstable. This normally includes proposals such as removing a supporting wall or where the foundations could be weakened by the alterations. Even in such cases, the Council may consider granting

consent subject to it being satisfied that appropriate and properly validated structural remedies are included within the proposed works.

- b. Causing nuisance or inconvenience to other residents:** Permission will not be granted where there is the possibility that other residents may be adversely affected, for whatever reason. Where other residents are required to be consulted, only one objection will be necessary for the council to withhold consent. Some proposals will have greater potential than others to cause a nuisance or inconvenience to other residents. The extent to which this is the case will have a bearing on the landlord's decision on whether to grant or withhold consent.
- c. Aesthetic considerations:** The Council has the right to withhold consent if it is considered that the proposals are not in keeping with the building or surrounding area. A professional opinion will be provided in this matter. All cases will be considered on their merits and the Landlord will not adopt a blanket approach. A decision to grant consent in one area or with regard to a particular type of building will not bind the Council when considering other similar proposals, since different criteria may apply, such as those of a stylistic nature in relation to the building or the neighbourhood.

Furthermore, while the Council may grant consent to erect a conservatory or extension to the leaseholder of a flat in a 'traditional' semi-detached dwelling (if the construction is in keeping with the features of the building), it will not normally grant consent to the leaseholder of a flat in a block of flats for this type of development.

d. Exterior minor work

- **Exterior brickwork:** Any changes to the exterior, such as painting of the brickwork require landlord permission but will not normally be allowed
- **Exterior fixtures and fittings:** The attachment of anything outside the property requires permission from the Council. Examples are security cameras, burglar alarm boxes, external signage and exterior lighting

e. Conservatories

A conservatory will not normally be permitted where the flat is situated in a block of flats and will have a negative impact on the design consistency of the buildings and the maintenance obligations of the Landlord. —

Permission for a conservatory can usually only be considered where the garden belongs to a maisonette, a house or flat and is for the sole use of the residents who live in it.

It must not extend above ground floor level and it should occupy no more than one third of the garden area. Please see previous paragraph c. Other issues which may prevent this type of development are:

- Maintenance of the upper maisonettes and the rest of the building — for instance a new conservatory may make it very difficult to set up scaffolding to access the rear elevation
- Access to underground drainage for long term maintenance purposes may be impeded
- Rainwater run off gutters or pipes may be impaired
- A new opening in the rear wall may incur extra liabilities for the landlord.

As part of the agreement (deed) with the Council, a leaseholder must agree to undertake all the necessary work relating to the new development including its future maintenance, its replacement or removal and any making good of the exterior or structure or the rest of the building or any part of the garden which may be required as a result of it.

f. Gardens

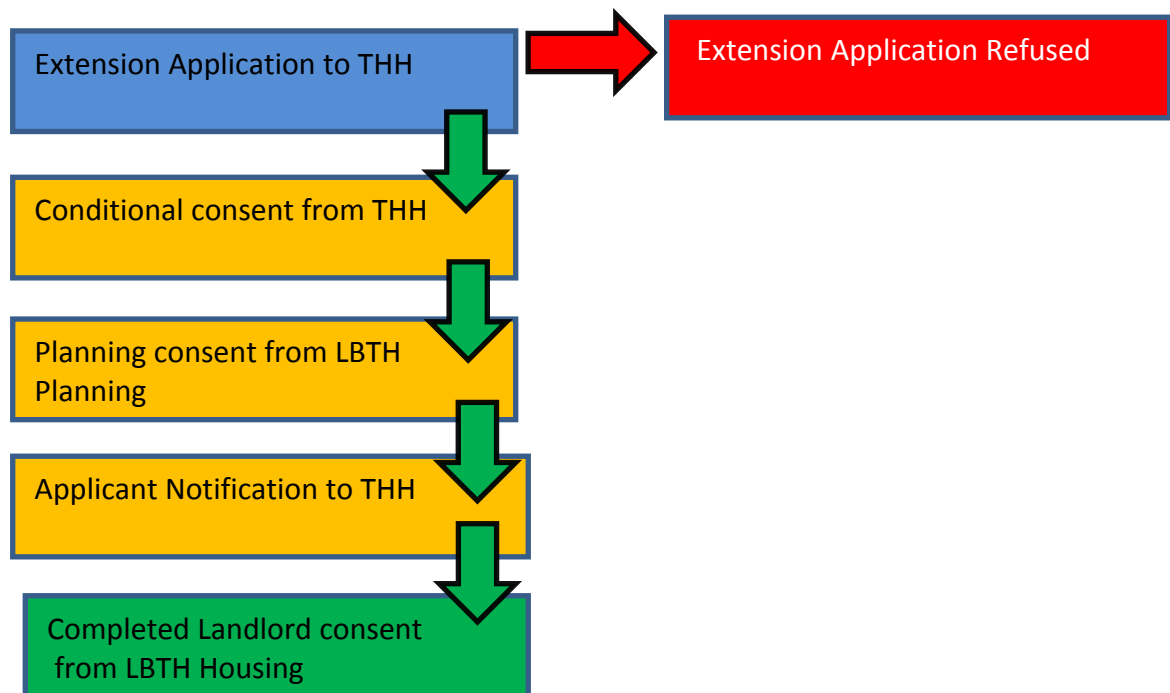
The Council will only consider applications for extensions in a garden area (which is part of the demise of the property) in exceptional circumstances.

Furthermore consideration of this type of application will only normally be given in relation to converted (street) properties rather than flats within blocks. In processing such a proposal, the Council will consult with other residents to find out whether they have any reasonable objections (see also the other paragraphs in this Appendix).

g. Extensions

The Council will not generally agree any requests for an extension in a block, of maisonettes or flats (see above).

An overview of the applications process is illustrated below.



Where the Council can agree to the building of an extension (please also see h below), the following conditions will apply. Under the planning regulations, planning permission is always required (as well as landlord consent) for this type of development in relation to a flat or maisonette. The new structure must not be greater in height than the flat to which it belongs.

Other issues which may prevent this type of development are:

- The capacity of the existing drainage and sewage pipes may be insufficient to serve it adequately
- The new structure may interfere or adversely affect the access of other residents to the building or the garden
- Access to underground drainage for long term maintenance purposes may be impeded
- Rainwater run off gutters or pipes may be adversely affected
- A new opening in the rear wall may incur extra liabilities for the landlord

As part of the agreement (deed) with the Council, a leaseholder must agree to undertake all the necessary work relating to the new development including its future maintenance, and any making good of the exterior or structure of the rest of the building or the garden which may be required as a result of it.

h. Windows

Ownership of windows lies with the Council and there is no expressed right on the part of the Lessee to replace or renew windows. The Council retains a full

maintenance obligation for the upkeep of windows. However, it is custom and practice that Leaseholders have been allowed to replace windows especially in situations where a window renewal programme has not been planned.

Windows will be refused if a window replacement is planned within 3 years, landlord consent will only be considered subject to the provision that the applicant is still liable for the cost of future window replacement works.

i. Communal areas

Any proposals that might affect access to or the use of a communal area including corridors, stairs, entrances, basement areas, gardens and lofts will not be permitted.

j. Building on land which is not part of the flat

The Council will not grant permission to any leaseholder who seeks to encroach or trespass onto land outside the demise of their lease. Furthermore it will take all necessary action to prevent any such encroachment.

Granting permission to extend onto land not defined in the lease can have a detrimental effect on the future use of that land. It can reduce the quiet enjoyment and use of the land by other residents as well as bind future occupiers of neighbouring properties to restricted use of what was originally land demised to their property.

Although providing the potential for income, the sale of small parcels of land could also reduce the long term potential of the Council to meet housing need by limiting the use of its retained land and property assets. In exceptional cases it could reduce development opportunity if land sold to a leaseholder could have been put to better use by including it in an adjacent plot to improve its development potential.

k. Preventing light or air reaching other residents

The Council will not generally allow any development that will significantly reduce the light and air for other residents. It will have regard to the extent that any proposal adversely affects the quality of light or air to other residents and will seek advice from the relevant professionals within the Council before reaching a decision. The Council has the right to refuse permission where it is considered the proposal has a disproportionate and adverse effect on other residents.

l. Digital TV aerials and satellite dishes

The Council does not generally permit the installation of individual satellite dishes by tenants or leaseholders on its buildings since this frequently causes considerable damage to roofs and the outside fabric of the building. Its policy is for the removal of all unauthorized installations and to recharge the resident responsible for the cost of doing so.

Consideration can only be given to a request for the installation of a dish if there is no communal dish or TV aerial for the building. Furthermore in the case of blocks of flats, planning permission is invariably required for the installation of TV aerials or dishes as well as landlord consent.

m. Conservation areas and local byelaws

Landlord consent will not be granted where the proposed alterations contravene local bye-laws, conservation areas or where the decision is at odds with the prevailing tenancy conditions of Council property in the area.

n. Health & safety implications

All applications to make alterations will be subject to the health and safety regulations and to any considerations arising from them. The Council will adopt this approach both when reaching a decision to grant or withhold consent and in determining the terms of the formal Licence to alter.

o. Security grilles

Consent to fit grilles over windows and security doors constitute a possible hazard in the event of fire and so can only be permitted where they conform to the most recent London Fire Brigade advice on this issue.

The Council will therefore only agree to security grilles being installed over either windows or doors where it is evidenced that these regulations are complied with. Where a security gate and grilles are already fitted the Leaseholder has the responsibility of ensuring that it conforms to the latest London Fire Brigade regulations.

p. Fire safety doors: Agreement will only be given to remove a fire safety door when it is proposed to replace it with a door of a similar specification

Appendix 2

TYPES OF ALTERATIONS REQUIRING LANDLORD PERMISSION

Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge?
Bathroom — new/ replacement	No, if replacing fittings like for like and the existing service connections are re-used	No	No	No	No	No	No
Boiler (gas) — new, change or replacement	Yes, we need to have a copy of the Gas Safe Certificate	Yes	Yes where no previous central heating	N/A	£150 + VAT	N/A	N/A
Boiler (new flue)	Yes, if a new opening in the external wall is required	Yes	N/A	N/A	£150 + VAT	N/A	N/A

Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge?
Carpets and floor coverings to be used to prevent footfall noise	No	No	N/A	N/A	N/A	N/A	N/A
Chimney breast — reduction/removal	Yes. Building Regs Consent also required — see also 'Reconfiguration' below	N/A	Yes	N/A	£200 + VAT	£500	£500
Conservatory (If landlord agrees, Planning Permission and Building Regulations Consent also required)	Yes	N/A	Yes	Yes probably	£200 + VAT	£500 – see note 2	£750

Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge?
Doors — external (new/replacement) — please see note 2	Yes — please also see 'Windows' below	Yes – see note 2	N/A	N/A	Yes	N/A	N/A
Doors — internal	No	N/A	N/A	N/A	N/A	N/A	N/A
Doorway (internal) — creation of a new opening	Yes	N/A	Yes	N/A	N/A	N/A	N/A
Doorway (external) — creation of a new opening— Planning Permission required	Yes (but generally not permitted)	N/A	Yes	Yes	£200 + VAT	£500 – see note 2	£750

Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge ?
Electrics — new fitting (e.g. additional wall socket)	Yes and NICEIEC 1 Yes Certificate required	Yes	Yes, if major	N/A	£200 + VAT	N/A	N/A
Electrics — replacement fittings	Yes and NICEIEC Certificate required	Yes	N/A	N/A	N/A	N/A	N/A
Extension (If Council agrees, Planning Permission and Building Regulations Consent also required)	Yes, but not permitted under terms of lease. Each case dealt with on its merits but agreement unlikely if application is in a flat or block.	N/A	Yes	Yes	£200 + VAT	£500 see note 2	£750

Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge?
Exterior — security cameras, burglar alarm boxes, external signage and lighting	Yes, if in a House or Maisonette Yes, in a Block or flat-Landlord responsibility	Yes, but depends on nature of proposal	N/A	N/A	£150 + VAT	N/A	N/A
Exterior brickwork — any change, but see also 'Boiler' above for new vent	Yes but not usually permitted under the terms of the lease	N/A	Yes	N/A	£200 + VAT	£500	£750
Fences — must not be more than one metre (39 inches) in height	Yes	Yes	N/A	N/A	N/A	N/A	N/A

Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge?
Fireplace — new or opening one that has been sealed — not generally permissible	Yes	N/A	N/A	N/A	N/A	N/A	N/A
Flooring — laminate/ wooden	Yes, must provide proof of the use of a suitable underlay to reduce impact noise	Yes	N/A	N/A	N/A	N/A	N/A
Flooring — installation of timber/stone or other form of solid floor	Yes	N/A	Yes	N/A	£150 + VAT	N/A	N/A
Garden — any new structure (please note — it must not be used for	Yes, if within provisions set out in Appendix 1	N/A	Yes, but Deed of Variation may be required	N/A	£200 + VAT	£500 see notes to table	£750

parking vehicles, or storage)							
Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge?
Heating system and air conditioning	Yes, if additional radiators, re-routing of pipe work and so on.	Yes	Yes for Air conditioning	N/A	£150 + VAT	N/A	N/A
Kitchen — new/replacement	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Loft — any change must be licensed. Is the loft space part of the flat?	Yes but loft must be ' part of the flat under the lease	N/A	Yes, but Deed of Variation may be required	Yes	£200 + VAT	£500 see notes to the table	£750

Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge?
Pipe work (including waste pipes)	Yes, if re-routing necessary	Yes	N/A	N/A	£150 + VAT	N/A	N/A
Plumbing – re-plumb the flat or install additional sink, WC and so on	Yes	Yes	Yes for new fitting	N/A	£150 - £200 + VAT	N/A	N/A
Reconfiguration of flat (change in layout/increase in number of bedrooms)	Yes	N/A	Yes	Yes	£200 + VAT	£500 see notes to the table	£750
Redecoration of the inside of the flat	No	No	N/A	N/A	N/A	N/A	N/A
Rewiring — electrical wiring	Yes, Electric certificate required	Yes	N/A	N/A	£150 + VAT	N/A	N/A
Roof — any changes (e.g. roof terrace, roof light,	Yes	N/A	Yes	N/A	£200 + VAT	£500 see notes to the table	£750

boiler vent,etc)							
Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge?
Shed — new or replacement - considered case by the garden case	No	N/A	Yes	N/A	£150 + VAT	N/A	N/A
TV aerial or satellite dish (if landlord agrees. Planning permission generally required)	Permission can only be considered where there is no communal system	Yes	N/A	N/A	£150 + VAT	N/A	N/A
Walls – any changes to the position or the structure of internal walls	Yes, please also 'Reconfiguration' above	Yes	Yes	N/A	£150 to £200 + VAT	N/A	N/A

Type of alteration	Does leaseholder require permission?	Council Consent Letter?	Licence for Alterations	Deed of Variation	LBTH Client and THH Leasehold Services Charge?	Property Service Charge?	Legal Charge?
Window – like for like replacement of broken window glass	No	N/A	N/A	N/A	N/A	N/A	N/A
Windows – new/ replacement	Yes – please see also ‘Doors’ above	Yes	N/A	N/A	£200 + VAT	£500+ VAT	N/A

Notes to the table

- a. **Arrears:** The applicant must have no arrears outstanding, such as unpaid rent or service charges, Major Works, Decent Homes or Council Tax and so on or any other breach of the lease
- b. **Council consent Letter** — A letter issued. Required for minor internal alterations.
- c. **Licence for Alterations** — A formal legal document. Required for major internal/external alterations/additions
- d. **Deed of Variation** — A formal legal document required where there is a change in the demised premises in the lease. Required where additional land is purchased or the description of the property changes i.e. 1 bed flat to a 2 bed flat. This document is registered at the HM Land Registry.

Appendix 3

COUNCIL HOUSING AMENITY LAND DISPOSAL

1. Approaches from private individuals to buy council housing owned amenity land to benefit their *existing* residential property will be considered where:

- there is a broader community benefit to the disposal e.g. a rationalisation of small parcels of 'backland' open space, either rarely used or often misused; or
- there are management/financial issues for the Council e.g. the land is costly to maintain; or
- the applicant has extenuating circumstances e.g. there are health grounds in relation to the applicant and/or their family and the sale of the land would improve their quality of life and would not adversely affect the quality of life of others in the neighbourhood – (the applicant will need to provide evidence to support and justify the application to purchase.

2. **Is the land owned by the council?** Before applying to purchase land the applicant should check whether land is owned by the council by contacting the Housing Department.

3. **Sale price**

3.1 The Council is obliged by law to obtain the best price for any property, or parcel of land, which it sells.

3.2 The sale price is dependent on a number of factors. The price will be negotiated through the Council's consultant valuer. The applicant may seek own independent advice. Please let the council have the contact details of the appointed agent.

3.3 Even if one or more of the criteria in section 1 above apply, there may be other restrictions imposed on the land (such as restrictive covenants or planning policies) which result in the Council making a decision not to sell.

3.4 Where open space land is concerned, it may also be necessary for the proposals to be advertised and any objections considered.

3.5 Before any sale is approved, the Council's strategic priorities and planning policies will be considered and a recommendation to proceed will only be made if the sale has no adverse impact on the Council's priorities, policies etc.

4. **Fees and other charges**

4.1 Following the initial internal consultation process, should application progress to the next stage, before council can start work on your application, you will need to pay the consultant valuer's fee to offset the costs in processing your application e.g. inspection of the site, consideration of any restrictive covenants, council policies and historical background, valuation of the site and production of a report. Note - payment of the fee will not guarantee that the application is approved.

4.2 If the consultant valuer agrees to the disposal and the applicant wish to proceed, the council's legal fees shall be paid in advance of any legal work on the application.

4.4 Any costs associated with making an application to the Secretary of State for consent and where applicable, advertisement costs, shall be charged to the applicant.

4.5 Fees and other costs must be paid in advance and are non – refundable. If the sale proceeds, on the completion date, the applicant will also have to pay the agreed purchase price.

4.6 There are no exemptions to the payment of fees and ancillary costs. The applicant will be provided with an invoice detailing the payment method.

5. Open market sale

5.1 The Council is obliged by law to sell land for the best price reasonably obtainable. This means that in some cases if the consultant valuer considers that the land you have asked to purchase could be of interest to other parties or could be sold for development land, the Council must advertise it for sale on the open market. In such circumstances, you will be sent sales details once prepared and will be able to make an offer for the land along with any other interested party. Costs will be recovered from the eventual purchaser.

6. Right to Buy rules

6.1 The ‘right to buy’ rules only apply to Council house tenants who wish to purchase their Council house. These rules cannot be used to purchase additional parcels of land.

7. Legal advice

7.1 The Council’s Legal Services cannot provide the applicant with legal advice; an applicant is advised to seek independent legal advice.

8. Planning, building regulations and restrictive covenants

8.1 Planning consent may be required for change of use or development of the land, or for other matters such as fencing and boundary treatment. . It is likely that land not previously used for garden purposes, building extensions or parking etc. will need planning consent for a change of use. The applicant is responsible for finding out if planning consent is required. Therefore, although the applicant may be granted planning consent, this does **not guarantee** that application to purchase Council owned land will be approved by the Council (as landowner).

8.3 When carrying out work on buildings, there are two issues that need to be considered - whether planning permission is required and whether building regulations consent is required. Work on buildings requiring building regulations consent may also require planning permission. Similarly, applications requiring planning permission may also require building regulations consent. The applicant can do this by contacting the council’s Planning & Building Control Department.

8.4 Any decision by the council to sell the land to the applicant is separate from any decision by the council on your planning or full plan or building notice application. The applicant must not assume that planning permission or building

regulations consent will be granted automatically if for example the applicant is intending to change the use of the land. It is applicant's responsibility to check the planning status of the land and building regulations.

8.5 Planning and building control regulation fees are payable by the applicant and are in addition to the Council's consultant valuer's and Legal Services fees and other applicable costs charged under this Policy.

8.6 The council will disclose any restrictive covenants relating to the land you wish to purchase.

9. Complaints

9.1 There is no appeals procedure against a decision to refuse to sell you the land. However, if you feel that you have additional information, or justification to support your application that has not already been considered, or if you amend your application in some way, we may be able to process your application again, based on the new information. Please note that the council reserve the right to charge further fees.

9.2 If you consider that the Council has not followed its procedures, you may raise a complaint through the Council's Corporate Complaints Procedure details of which are on the Council's website www.towerhamlets.gov.uk. If you remain dissatisfied with the response, you may complain to the Local Government Ombudsman.

10. How to apply

10.1 The applicant completes an application form or writes to the council. The application must be accompanied by a sketch plan identifying the area of land the applicant wish to purchase. The applicant shall detail as much information as possible, including the approximate dimensions of the land.

10.2 On receipt of the application, the council will decide if it wishes to dispose of or keep the land/property requested to purchase. This involves an internal process of consultation with Council Officers before a decision is made, and before any negotiations can take place. If at this stage, if a decision is taken not to sell to the applicant the land/property, the applicant will be notified in writing, with reasons. If, following the initial internal consultation stage, the matter goes forward to the next stage; the consultant valuer will ask applicant to pay a non-refundable fee of £500 plus VAT before proceeding with any work on the application. The application will not be progressed until the consultant valuer's fees have been paid.

11. Consultant valuer's decision

11.1 Providing applicant meets the criteria referred to in section 1 above and the consultant valuer's fees are paid in advance, within three months of receipt of the consultant valuer's fee, the consultant valuer will:

- a. undertake any due diligence checks, inspect the site and value the
- b. land;

- c. write to the applicant or appointed agent, confirming whether the disposal is approved; and
- d. if approved, detail the terms for the disposal of the land and the price payable. If the timescale cannot be met, the consultant valuer will notify applicant.

11.2 If the disposal is approved by the consultant valuer, it is for the applicant to form a view on any restrictive covenants, the planning/building regulations position and the suitability of the land for your intended purposes. The applicant proceed at own risk.

11.3 If the disposal is not approved by the consultant valuer, the applicant will be notified of the decision in writing with reasons.

13. Land transfer process


13.1 The applicant's acceptance of the consultant valuer's terms and price payable for the land need to be confirmed in writing, addressed to the Head of Legal Services with payment in advance, of the Council's legal fees. The land transfer process will not be started, until the legal fees are paid. The Council's legal fees are in addition to any fees your solicitor may ask you to pay. The applicant's solicitor's fees are own responsibility.

13.2 The transfer documentation will be prepared by the council's Legal Services. Providing applicant has paid the council's legal fees, the date for completion of the sale will vary depending upon the complexity of the matter and the type of searches and enquiries that are made by you or on your behalf but the process may take up to approximately 3 months from the date you notify the council in writing, that you accept the terms and price to be paid for the land. If the require longer to process the transfer documentation, we will notify you.

13.4 The applicant will pay the purchase price on completion. Completion of the sale of the land ends the Council's involvement in the process. The applicant will however need to deal with land registry registration and (stamp duty land tax) post completion.

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Agenda Item 5.4

<p>Cabinet</p> <p>7 March 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Aman Dalvi, Corporate Director, Place</p>	<p>Classification: Unrestricted</p>
<p>Approval of the allocation of S106 and Community Infrastructure Levy (CIL) Funding to projects:</p> <p>a) Roman Road Town Centre Delivery Project</p>	

<p>Lead Member(s)</p>	<p><u>Covering Cabinet Report</u> Councillor Rachel Blake, Cabinet Member for Strategic Development</p> <p><u>Project Initiation Documents:</u> Councillor Joshua Peck, Cabinet Member for Work and Economic Growth</p>
<p>Originating Officer(s)</p>	<p><u>Roman Road Town Centre Delivery Project</u> Melanie Aust</p>
<p>Wards affected</p>	<p>Bow East</p>
<p>Key Decision?</p>	<p>Yes</p>
<p>Community Plan Theme</p>	<p>A Great Place to Live; A Fair and Prosperous Community; A Safe and Cohesive Community</p>

1. EXECUTIVE SUMMARY

- 1.1 This document has been prepared in order to seek approval from the Mayor in Cabinet to:
1. Approve the allocation for £331,197 of Section 106 (S106) funding to the expenditure proposals set out in the Roman Road Town Centre Delivery Project Initiation Document (PID) that is attached to this Cabinet Report;
 2. Adopt a Capital Budget for the project described in this document and the attached PID;

1.2 The funding will be expended on the following:

Interact Hub, Roman Road

- Developing the legacy for the Interact Hub as a site for cultural and artistic residencies and passing the leasehold interest of the building from LBTH to Roman Road Trust/Public Works to ensure continuity.

Tackling retail vacancies

- Develop project action plan and bring empty retail units back into use through identifying lease length and cost, size of units and site location, planning implications and use class definition, rental strategy
- Start up/fit out costs to deliver a range of works to vacant units in order to bring them back into use
- Identification and subsequent acquisition of suitable retail units
- Commissioners advice sought on defining selection criteria for retail vacancies project
- Negotiate lease with sub tenant
- Project delivery phase and evaluation

Street Market Developments

- Work with Market Services to develop feasible proposals for action
- Identify suitable locations within the existing market to deliver action plan proposals
- Develop associated communications plan to advertise and promote these interventions
- Deliver interventions including the upgrade/installation of new power points and fitting of tarpaulins for markets
- Evaluate

Shopfront improvements

- Develop and agree action plan and funding
- Design, consult and agree concept
- Present proposed scheme and concept to generate commitment from businesses
- Commissioners advice sought as appropriate on defining selection criteria
- Implement scheme which will deliver a range of capital shop front improvements to participating businesses

1.3 In terms of cost profile, specifically the capital funding is being expended on:

- Interact Hub improvements to building (£10,000) (Council owned building)
- Vacant units (£70,000) (to be procured externally)
- Shopfront Improvement project (£158,000) (to be procured externally)

- Improvements to Street Market (£89,000) working with Market Services which includes:
 - New power points £62,000 (procured by Highway Services)
 - Tarpaulins £27,000 (to be procured externally)

The need for this investment to enhance the retail offer, the market and increase footfall has been identified in the recent Area Profile and audit undertaken by ATCM, and the Retail Group in developing the Council’s Town Centre Strategy (December 2016).

- 1.4 The Council will identify appropriate contractors to carry out improvement works to shopfronts, the street market and vacant units, following a procurement process. All capital works will be procured works and will not require a grant. Businesses taking part in the vacant unit and shopfront improvement projects will make a contribution towards capital costs and will pay this contribution to the Council. The appointed contractors will be managed by and paid directly by the Council. The Council will manage all payments to contractors.
- 1.5 The revenue funding (£4,197) is being used to work closely with Roman Road Trust to enable them to take on responsibility for the Interact Hub (working with Public Works), deliver events and support town centre management going forward. It is also funding an evaluation project which will assess the work undertaken in this project and recommend a way forward for the project.
- 1.6 The Interact Hub was designed and built by Public Works and Cass University students with funding of £10K from the Council. The Interact Hub is a timber-frame, free standing structure measuring <20sqm and sits on land owned by Circle Housing, and is accessed via the Council’s car park. The transfer of the Interact Hub is being reported on regularly through the regular reporting channels and legal advice has been sought on how to do this in line with Council policies and protocols.
- 1.7 Table 1 below sets out the amount requested for the **Roman Road Town Centre Delivery Project**, including the source of requested funding related to CIL and S106. Table 2 sets out the project and the amount that requires a capital budget to be adopted.

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

Project Title	Amounts		
	Overall Request	S.106	CIL
Roman Road Town Centre Delivery Project	£331,197	£331,197	-

Table 2: Adoption of Capital Budget > Requested Amount

Project Title	Amounts	
	Overall Request	Adoption of Capital Budget > Request Amount
Roman Road Town Centre Delivery Project	£331,197	£327,000

RECOMMENDATIONS

The Mayor in Cabinet is recommended to:

1. Approve the allocation of **£331,197** of S106 funding to the **Roman Road Town Centre Delivery Project** as profiled in the Project Initiation Document attached at Appendix A and Table 1.
2. Approve the adoption of a capital budget for **£327,000** as profiled in the Project Initiation Document attached at Appendix A and Table 2.

If it is not considered appropriate to approve the allocation of S106 funding to all of the projects described in the attached PID, 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 projects/ PIDs.

2. REASONS FOR THE DECISIONS

2.1 Approval is sought to deliver this project for the following reasons:

1. The project will 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 Fair and Prosperous Community;
 - A Safe and Cohesive Community.
2. They will improve the wellbeing of residents and workers; improve the economic vitality of Roman Road East Town Centre, including employment and enterprise opportunities, as well as overall levels of public participation.

2.2 Please refer to the attached Project Initiation Document (PID) for more information about the projects.

3. ALTERNATIVE OPTIONS

- 3.1 The expenditure items within the attached PID 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 development acceptable which would otherwise be unacceptable in planning terms.
- 4.2 S106 contributions 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.

PID

- 4.3 The background to the projects is provided below. For further information on the projects described in this report it is necessary to consult the PID attached at Appendix A.
- 4.4 In 2012 the Council's Economic Development Service secured £388,442.00 of Section 106 (S106) funding for the regeneration of Roman Road Shopping Centre (PA/07/03277). This contribution is time limited for a period of 10 years. The Council received the payment totalling £388,422.00 on 9th March 2012, and the expiration for the contribution is 9th March 2022.
- 4.5 In 2013 PCOP approved a PID which consisted of:
 - an Enterprising Town Centre Initiative pilot project to bring vacant units back into active use,
 - commissioning and production of a town centre audit, and

- funding towards the employment of a town centre manager during the project delivery phase.
- 4.6 In December 2015, a revised PID was considered by PCOP and approved to refocus and replace the 2013 PID. This came about as a consequence of the new administration coming into office in June 2015 and changing corporate priorities. This necessitated a review of the activities previously approved under the Roman Road town centre regeneration programme to ensure alignment with these new corporate priorities.
- 4.7 It was also an opportunity to agree a revised vision for Roman Road with the Roman Road Trust's role as the local town team. This resulted in the development of some new areas of work to respond to the more active involvement from local organisations in Roman Road.
- 4.8 This PID is now seeking approval of:
- identified spend on delivering the predominantly capital elements of the programme and
 - an extension of the programme timeframe to enable spend in 16/17 and 17/18 on the elements of the programme as contained in the 2015 PID.
- 4.9 From the original approval of £388,422, a total of £57,245 has been expended from S106 sources in the financial years 13/14 to 15/16. There is, therefore, a balance of £331,197 remaining from the original £388,422 approved to be expended on the regeneration activity in Roman Road East as contained in this PID as shown in the table below:

Planning Application PA/09/00203 (S106) for Project	Approved budget '13-'17	Actual S106 spent '13/14	Actual S106 spent '14/15	Actual S106 spent '15/16	Funding currently sought	Budget '16/'17 to '17/'18
Roman Road Town Centre Regeneration (2013 PID)	£388,442	£20,000	£0.00	£37,245	£62,642	£268,555
Roman Road Town Centre Development Project (2015 PID)	£305,800	£20,000 (Town Centre audit)	£0.00	£37,245 (Staffing costs)	--	£268,555
Final S106 budget	£388,442	£20,000	£0.00	£37,245	£62,642	£331,197

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 This report seeks the approval of the Mayor in Cabinet to approve the allocation of Section 106 resources of £331,197 to finance the Roman Road Town Centre Delivery Project.

- 5.2 Under the terms of the Section 106 agreement for the development at 2 Gladstone Place (PA/07/03277) the authority received a financial contribution of £1,200,000 of which £388,442 was specifically to be used “towards the Roman Road district shopping centre regeneration works”. £57,245 of these resources have previously been applied (see paragraph 4.9) leaving a balance of £331,197. In accordance with the terms of the Section 106 agreement all contributions associated with the development must be used by 9th March 2022.
- 5.3 This project will be a capital scheme and as such it must be incorporated into the capital programme. Approval for the adoption of the necessary capital estimate of £327,000 is sought in this report. The residual £4,197 will be used to finance revenue expenditure associated with the project.
- 5.4 The proposed scheme includes the council undertaking capital improvement works to shop fronts and vacant units (paragraph 1.4). Businesses will be able to participate in these projects subject to them making a contribution (set at 10%) in advance of the works commencing.
- 5.5 Bringing vacant properties back into use will generate additional business rates that will be retained by the council. There are currently approximately 20 vacant units in the area, with each property that is trading likely to generate approximately £10,000 to £12,000 of business rate income, depending on the use and size of the premises.

6 LEGAL COMMENTS

- 6.1 Section 106 Planning Obligations are obligations secured pursuant to section 106 of the Town and Country Planning Act 1990. Such Planning obligations, commonly known as s.106 agreements, are the mechanism whereby development proposals which would otherwise not be acceptable can be made acceptable in planning terms. They are focused on site-specific mitigation of the impact of development. They can impose financial and non-financial obligations on a person or persons with an interest in the land and become binding on that parcel of land.
- 6.2 As a contract the Council are required to spend any monies received in accordance with the terms of the s.106 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.
- 6.3 This report is asking the Mayor in Cabinet to approve the allocation of s.106 resources to the Roman Road Town Centre Delivery Project that was recommended for progression by the Infrastructure Delivery Steering Group on the 11th January 2017 and to adopt the necessary capital budget. The allocation of this section 106 funding is considered to be in accordance with the s.106 agreement and therefore lawful.

- 6.4 Following this meeting the project will need to be approved by a decision of the Director of Development and Renewal if they are not subject to a review by the Mayor.
- 6.5 To the extent that the spending of the monies amounts to a grant, then the directions made under sections 15(5) and 15(6) of the Local Government Act 1999 (the Directions) by the Secretary of State on the 16th of January 2017 will apply. These Directions provide that until the 31st of March 2017 any functions exercised by the Council in respect of grants shall be under the direction and to satisfaction of the Commissioners.
- 6.6 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.

7 ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 This report proposes to allocate funding to help deliver infrastructure at a local level. In scoping this project, 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 project referred to in this document is 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 Whilst not related to greening of the environment, it is partly focussed on improvements to the public realm and environment more broadly.

10 RISK MANAGEMENT IMPLICATIONS

- 10.1 The risks relating to the delivery of this project as well as mitigating measures are set out in detail in the attached PID.

11 CRIME AND DISORDER REDUCTION IMPLICATIONS

11.1 It is hoped that this project will improve places in the borough including underutilised spaces and buildings, 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: **Roman Road Town Centre Delivery Project:**

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

- None

Officer contact details for documents:

Fiona Crehan, High Streets and Town Centre Manager
Tel: 020 7364 4944

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PROJECT INITIATION DOCUMENT

30th January 2017

ROMAN ROAD TOWN CENTRE DELIVERY PROJECT

Project Initiation Document (PID)

Project Name:	ROMAN ROAD EAST TOWN CENTRE DELIVERY PROJECT		
Project Start Date:	1st April 2016	Project End Date:	31st March 2018
Relevant Heads of Terms:	Employment and Enterprise		
Responsible Directorate:	Development and Renewal		
Project Manager:	Fiona Crehan		
Tel:		Mobile:	
Ward:	Bow East		
Delivery Organisation:	N/A		
Funds to be passported to an External Organisation? ('Yes', 'No')	No		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	No		
Supplier of Services:	Council		
Is the relevant Lead Member aware that this project is seeking approval for funding?	Yes – Lead Member for Growth and Economic Development has been briefed		
Is the relevant Corporate Director aware that this project is seeking approval for funding?	Yes – the Corporate Director of Place has been briefed		
Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's	No		

Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	No
<u>S106</u>	
Amount of S106 required for this project:	£331,197
S106 Planning Agreement Number(s):	PA/07/03277
<u>CIL</u>	
Amount of CIL required for this project:	
Total CIL/S106 funding sought through this project	
Date of Approval:	

This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):

Organisation	Name	Title
LBTH – D&R	Aman Dalvi	Corporate Director
LBTH – D&R	Owen Whalley	Service Head – Major Project Development
LBTH – D&R	Paul Leeson	Finance Business Partner
LBTH - D&R	Andy Scott	Acting Service Head for Economic Development
LBTH – D&R	Matthew Pullen	Infrastructure Planning Manager
LBTH – Legal	Fleur Francis	Team Leader - Planning Legal
LBTH - Legal	Marcus Woody	Planning Lawyer
LBTH - D&R	Andy Simpson	Business Improvement & S106 Programme Manager

Organisation	Name	Title
LBTH – D&R	Afiya Begum	S106 Portfolio Coordinator
LBTH - CLC	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH - CLC	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH - Adults	Tim Madelin	Senior Public Health Strategist
LBTH – Children’s	Pat Watson	Head of Building Development
LBTH – D&R	Adele Maher	Strategic Planning Manager
LBTH – D&R	Paul Buckenham	Development Manager
LBTH – D&R	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – D&R	Richard Chilcott	Head of Asset Management
LBTH – D&R	Jonathan Taylor	Sustainable Development Team Leader
LBTH – D&R	Abdul J Khan	Service Manager - Energy & Sustainability
LBTH – D&R	Joseph Ward	Development Viability Team Leader
LBTH – D&R	Christopher Horton	Principal Growth and Infrastructure Planner

Related Documents

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

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1.0	Purpose of the Project Initiation Document.....	6
2.0	Section 106/CIL Context.....	7
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1.0 Purpose of the Project Initiation Document

- 1.1 This project is the final delivery phase of a project that originally commenced in 2013 under the previous administration. It was refocused when the current administration came into office in June 2015 with a PID approved in December 2015. This new PID now aims to deliver the activity required to improve the town centre management and associated activities in the Roman Road East area of the borough. The project will improve the street market, undertake shopfront improvements, bring vacant units back into use, deliver an events programme, transfer the ownership of the Interact Hub (a Council owned building in Roman Road) to Roman Road Trust (the organisation established as part of the Portas pilot town centre activity) and Public Works and support Roman Road Trust to take on town centre management responsibilities in the Roman Road East area. It will aim to improve footfall in the area, improve the look and feel of the Centre and improve the market. A benchmarking exercise is being undertaken in 2016, which will apply the ATCM key indicators of a successful town centre to Roman Road. This will enable the council to measure the impact of any activity undertaken in the area. A final audit of the area will be undertaken at the end of the project as part of the Town Centre Strategy assessment which will provide access to performance indicators at the end of this project.
- 1.2 This Project Initiation Document (PID) will define the Roman Road Delivery project and building on the work already delivered in the Roman Road area refocus project priorities and funding on meeting the needs of a successful town centre. 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 S106 contributions funding 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.

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 a 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 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.
- 2.5 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 2 Gladstone Place (PA/-07/03277).
- 2.6 The agreement dated 28 November 2008 obliged the developer to pay the Council £388,442 to be spent 'towards Roman Road Regeneration works'.
- 2.7 The contribution was received on 9th March 2012. It is time limited for a period of

10 years with an expiry date of 12th March 2022 and if the monies are not utilised by that date any unexpended amounts must be repaid immediately to the owner of the relevant development.

CIL

2.9 This PID does not seek approval for the expenditure of CIL funding.

3.0 Legal Comments

3.1 We consider that the funding of the capital works set out in this PID are in accordance with the requirement of the S106 agreement that the contribution be used towards the Roman Road district shopping centre regeneration works. Although an element of such funding shall involve expenditure associated with investigating feasibility, we regard this a necessary component of the works and in line with the purposes of the agreement.

3.2 When approving this PID, 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.

3.3 These comments are limited to addressing compliance with the terms of the s106 agreement 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 In 2012 the Council's Economic Development Service secured £388,442.00 of Section 106 (S106) funding to be spent 'towards Roman Road Regeneration works' (PA/07/03277). This contribution is time limited for a period of 10 years. The Council received the payment totalling £388,422.00 on 9th March 2012, and the expiration for the contribution is 9th March 2022.

4.2 In 2013 PCOP approved a PID which consisted of:

- an Enterprising Town Centre Initiative pilot project to bring vacant units back into active use,
- commissioning and production of a town centre audit, and
- funding towards the employment of a town centre manager during the project delivery phase.

- 4.3 In December 2015, a revised PID was considered by PCOP and approved to refocus and replace the 2013 PID. This came about as a consequence of the new administration coming into office in June 2015 and changing corporate priorities. This necessitated a review of the activities previously approved under the Roman Road town centre regeneration programme to ensure alignment with these new corporate priorities. It was also an opportunity to agree a revised vision for Roman Road with the Roman Road Trust's role as the local town team. This resulted in the development of some new areas of work to respond to the more active involvement from local organisations in Roman Road.
- 4.4 This PID is now seeking approval of:
- identified spend on delivering the predominantly capital regeneration elements of the programme and
 - an extension of the programme timeframe to enable spend in 16/17 and 17/18 on the elements of the programme as contained in the 2015 PID.
- 4.5 From the original approval of £388,422, a total of £57,245 has been expended from S106 sources in the financial years 13/14 to 15/16. There is, therefore, a balance of £331,197 remaining from the original £388,422 approved to be expended on the regeneration activity in Roman Road East as contained in this PID as shown in the table below:

Planning Application PA/09/00203 (S106) for Project	Approved budget '13-'17	Actual S106 spent '13/14	Actual S106 spent '14/15	Actual S106 spent '15/16	Funding currently sought	Budget '16/'17 to '17/'18
Roman Road Town Centre Regeneration (2013 PID)	£388,442	£20,000	£0.00	£37,245	£62,642	£268,555
Roman Road Town Centre Development Project (2015 PID)	£305,800	£20,000 (Town Centre audit)	£0.00	£37,245 (Staffing costs)	--	£268,555
Final S106 budget	£388,442	£20,000	£0.00	£37,245	£62,642	£331,197

- 4.6 The funding will be expended on the following:

Interact Hub, Roman Road

Developing the legacy for the Interact Hub as a site for Site for Cultural and Artistic Residencies and passing the leasehold interest of the building from LBTH to Roman Road Trust/Public Works to ensure continuity.

Tackling retail vacancies

- Develop project action plan bring empty retail units back into use through identifying lease length and cost, size of units and site location, planning implications and use class definition, rental strategy
- start up/fit out costs to deliver a range of works to vacant units in order to bring them back into use
- Identification and subsequent acquisition of suitable retail units
- Commissioners advice sought on defining selection criteria for retail vacancies project
- Negotiate lease with sub tenant
- Project delivery phase and evaluation

Street Market Developments

- Work with Market Services to develop feasible proposals for action
- Identify suitable locations within the existing market to deliver action plan proposals
- Develop associated communications plan to advertise and promote these interventions
- Deliver interventions which includes the upgrade/installation of new power points and fitting of tarpaulins for markets
- Evaluate

Shopfront improvements

- Develop and agree action plan and funding
- Design, consult and agree concept
- Present proposed scheme and concept to generate commitment from businesses
- Commissioners advice sought as appropriate on defining selection criteria
- Implement scheme which will deliver a range of capital shop front improvements to participating businesses

4.7 The capital funding is being expended on:

- Interact Hub improvements to building (£10,000) (Council owned building)
- Vacant units (£70,000) (to be procured externally)
- Improvements to Street Market (£89,000) working with Market Services which includes;
- New power points £62,000 (procured by Highway Services)
- Tarpaulins £27,000 (to be procured externally)
- Shopfront Improvement project (£158,000)(to be procured externally)

The need for this investment to enhance the retail offer and the market and increase footfall has been identified in the recent Area Profile and audit undertaken by ATCM and the Retail Group in developing the Council's Town Centre Strategy (December 2016).

The Council will identify appropriate contractors to carry out improvements works to: shopfronts, the street market and vacant units, following a procurement process. *All capital works will be procured works and will not require a grant.* Businesses taking part in the vacant unit and shopfront improvement projects will make a contribution towards capital costs and will pay this contribution to the Council. The appointed contractors will be managed by and paid directly by the Council. The Council will manage all payments to contractors. The need for this investment to enhance the market and increase footfall has been identified in the recent Area Profile and audit undertaken by ATCM and the Retail Group (December 2016).

- 4.8 The revenue funding is being used to work closely with Roman Road Trust to enable them to take on responsibility for the Interact Hub (working with Public Works), deliver events and support town centre management going forward. It is also funding an evaluation project which will assess the work undertaken in this project and recommend a way forward for the project.

The Interact Hub was designed and built by Public Works and Cass University students with funding of £10K from the Council. The Interact Hub is a timber frame free standing structure measuring <20sqm and sits on land owned by Circle Housing and is accessed via the Council's car park. The transfer of the Interact Hub is being reported on regularly through the regular reporting channels, legal advice has been sought on how to do this in line with Council policies and protocols.

- 4.9 A Capital estimate is required for the capital expenditure identified in this report in the sum of £331,197.

5.0 Business Case

Overview/General

The proposals contained within the PID are designed to align with a number of council strategies and policies aimed at improving the well-being of town centres. It has already been agreed by Cabinet in December 2016 that Roman Road East will be included in Town Centre Strategy and that an Action Plan will be developed in the area.

5.1 Project Drivers

The drivers behind this project are the following:

- Overview and Scrutiny review of Town Centres (2015)

- Roman Road Trust vision for Roman Road Town Centre
- Town Centre Strategy (currently being drafted) and being presented to Cabinet for approval in April 2017
- Approved Area Profile and pilot project for Roman Road East (approved by Cabinet in December 2016)
- Local Plan
- Town Centre Spatial Strategy

Deliverables, Project Outcomes and Benefits

This project will deliver the following:

- 10 units benefitting from shopfront improvements
- 2 vacant units brought back into use
- Regular meetings held with market services and agreement of an Action Plan of activity to be delivered by this project
- Improved market services including – pitch markings repainted, additional electricity power points to enable the inclusion of food stalls in the market and new tarpaulins for all market traders
- Agreement signed between LBTH and Roman Road Trust/Public Works to transfer the ownership of the Interact Hub from the Council.
- Completion of evaluation report
- Agreement reached with Roman Road Trust about their legacy role in terms of town centre management responsibilities

Other Funding Sources

Match funding has been provided by Market Services for the improvements to the Roman Road East Market. Retail units included in the Shopfront Improvement programme are contributing 50% of the costs of the work. The Council will deliver these works and counter-charge the businesses for their proportion of the costs.

6.0 Approach to Delivery and On-going Maintenance/Operation

- 6.1 The capital elements of the project will be procured in accordance with the Council's procurement processes.

Shopfront improvements:

- Businesses identified April to July 2016
- Consultant surveyors appointed October 2016
- Proposals developed for units November 2016 to February 2017

- Commissioners advice sought January 2017
- Suitable building contractors appointed March 2017
- Project delivery April 2017 to March 2018

Vacant units

- Vacant units identified March 2017
- Negotiations concluded June 2017
- Suitable businesses purchased August 2017
- Leases for sub tenants completed March 2018

Market improvements

- Install new power points December 2016
- Purchase new tarpaulins using Council's procedures March 2017

Interact Hub

- Roman Road Trust and Public Works to undertake roof replacement works July 2016
- Conclude negotiations on new lease to Roman Road Trust/Public Works March 2017

6.2 Revenue funding

- Project evaluation completed December 2016
- Agreement reached with Roman Road Trust on their successor role in terms of town centre management March 2017

7.0 Infrastructure Planning Evidence Base Context

7.1 Chapter 7 of the Evidence Base refers to Council Markets and Roman Road is listed.

8.0 Opportunity Cost of Delivering the Project

8.1 This project is fulfilling a specific S106 obligation as included in the original PA and is not available to be expended on anything else as the funding agreement is restrictive 'towards Regeneration Works in Roman Road'.

9.0 Local Employment and Enterprise Opportunities

9.1 Local companies will be approached to undertake the capital and revenue elements of the project, as far as is practicable. Local businesses are the key client group –

both retail and market traders – to benefit from the improvements proposed. This fits with the Council’s Employment and Enterprise Strategies and with the emerging Town Centre Strategy. The key aim is to improve footfall and economic prosperity in the Roman Road East area.

10.0 Financial Programming and Timeline

Project Budget

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
Street market development	89,000	S106	89,000 Capital
Interact Hub	10,000	S106	10,000 Capital
Tackling vacancies	70,000	S106	70,000 Capital
Roman Road Shopfront scheme	158,000	S106	158,000 Capital
Project evaluation	4,197	S106	4,197 Revenue
Total including VAT	£331,197		

Project Management

This project is being managed by Fiona Crehan whose costs are associated with the Thriving High Streets NHB funded project.

Financial Profiling

Table 2									
Financial Profiling									
Description	Year 16/17				Year 17/18				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Street Market development			50	10	29				89
Interact Hub				10					10
Tackling vacancies				10	30	30			70
Shopfront improvements			40	40	40	40	18		158
Project evaluation			4,197						4,1
Total			94,197	70	99	70	18		331,197

Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	Street Market improvements	89,000	31st March 2017
2	Agreement reached between council and Roman Road Trust/ Public Works regarding the Interact Hub	10,000	31st March 2017
3	10 shopfronts improved	158,000	31st March 2018
4	2 vacant units back into use	70,000	31st March 2018
5	Project evaluation	4,197	30th December 2017
Total		£331,197	

11.0 Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor: Melanie Aust, Business and Town Centres Manager
- Project Manager: Fiona Crehan, Town Centres and High Streets Manager

12.0 Project Reporting Arrangements

Group	Attendees	Reports/Log	Frequency
IDSG Sub Group	Numerous – defined in ToR.	Monitoring Report	As required
IDSG	Numerous – defined in ToR.	Monitoring Report	As required
IDB	Numerous – defined in ToR	Monitoring Report	As required

13.0 Quality Statement

13.1 Quality standards will be defined in accordance with London Borough of Tower Hamlets' standards. All delivery will be procured and managed to the quality required by the Council.

14.0 Key Risks

14.1 The key risks to this project are set out in the Table 6 below:

Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
2	Market traders not engaging in street market improvements	Market traders losing or misplacing tarpaulins	Need to replace tarpaulins and increase in cost	Identification of a managing agent	1	1	1
3	Roman Road Trust unable to take on Town Centre Management responsibilities	Roman Road Trust indicates that it is unable to take on this role	Roman Road East does not have a key focus	Council to discuss this with RRT early to agree the scope of their involvement	2	4	8

15.0 Key Project Stakeholders

15.1 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 5			
Key Stakeholders	Role	Communication Method	Frequency
Josh Peck, Lead Member for Growth and Economic Development	Lead role for delivering Town Centres as part of portfolio	Briefing meetings	Monthly
Local Ward Councillors	Local representatives	Briefing papers	Monthly
Roman Road Trust	Town Centre representatives	Meetings	Monthly
Market Services	Delivery of market services in the area	Meetings	Monthly

16.0 Stakeholder Communications

16.1 As shown above.

17.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Service Head for the Service Area leading the project.			
Role	Name	Signature	Date
IDSG Chair	Aman Dalvi		
Service Head, Growth and Economic Development	Andy Scott		

Project Closure

Project Closure Document			
1.	Project Name:		
2a.	Outcomes/Outputs/Deliverables I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations.	Please Tick ✓	
		Yes	No
		<input type="checkbox"/>	<input type="checkbox"/>
2b.	<ul style="list-style-type: none"> • Key Outputs <i>[as specified in the PID]</i> • Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> • Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> 		
	Please Tick ✓		
	Yes	No	<input type="checkbox"/>
3a.	Timescales I confirm that the project has been delivered within agreed time constraints.	Please Tick ✓	
		Yes	No
		<input type="checkbox"/>	<input type="checkbox"/>
3b.	<ul style="list-style-type: none"> • Milestones in PID <i>[as specified in the PID]</i> • Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i> • Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback) 		
	Please Tick ✓		
	Yes	No	<input type="checkbox"/>
4a.	Cost I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	Please Tick ✓	
		Yes	No
		<input type="checkbox"/>	<input type="checkbox"/>
4b.	<ul style="list-style-type: none"> • Project Code • Project Budget <i>[as specified in the PID]</i> • Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i> • Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i> 		
	Please Tick ✓		
	Yes	No	<input type="checkbox"/>

5.	Closure of Cost Centre I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> • Staff employment terminated • Contracts /invoices have been terminated/processed 	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
6.	Risks & Issues I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
7.	Project Documentation I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>					
8.	Lessons learnt				
	<ul style="list-style-type: none"> • Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Outputs <i>[Please include brief narrative on any issues faced/lessons learned in delivering outputs as specified in the PID, including the management of any risks]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Spend <i>[Please include brief narrative on any issues faced/lessons learned regarding project spend i.e. sticking to financial profiles specified in the PID, under or overspend]</i> <hr/> <hr/>				
	<ul style="list-style-type: none"> • Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i> <hr/> <hr/>				
<ul style="list-style-type: none"> • Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i> 					

	<p>-----</p> <p>-----</p>		
9.	<p>Comments by the Project Sponsor including any further action required <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <p>-----</p> <p>-----</p>		
10.	<p>The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.</p>		
	Sponsor (Name)		Date
	Project Manager (Name)		Date

<p>Cabinet</p> <p>7 March 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Aman Dalvi, Corporate Director of Place</p>	<p>Classification: Unrestricted</p>
<p>Local Implementation Plan Delivery Plan 2017/18</p>	

Lead Member	Councillor Ayas Miah, Cabinet Member for Environment
Originating Officer(s)	Margaret Cooper, Head of Engineering
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	Creating and maintaining a vibrant, successful place

Executive Summary

The Council adopted a 3 Year Delivery Plan to implement the existing long term strategy set out in the Local Implementation Plan (LIP) in December 2011. The Delivery Plan is updated on an annual rolling basis. This report gives a short overview of the LIP document and reports progress in the delivery of the current year's programme before focussing on the funding allocations 2017/18 which have been approved by Transport for London (TfL) in December 2016 through the Annual Spending Submission.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the reallocation of the schemes proposed for funding in the LIP Delivery Plan 2017-18 (Appendix 1)
2. Note that the schemes were approved in the Council's 2017/18 Capital Programme in the January 2017 Cabinet Budget Report.
3. Agree that where possible the Council's Framework Contracts for Highways (CLC 4371) be used for the implementation of these works as appropriate.

1. REASONS FOR THE DECISIONS

- 1.1 Financial Regulations require the adoption of capital estimates for specific schemes to authorise expenditure by Council Officers on the delivery.

2. ALTERNATIVE OPTIONS

- 2.1 None considered

3. BACKGROUND

- 3.1 It is important that Members understand the context of borough highway funding overall to understand the importance of the LIP funding to improving traffic management and highways throughout the borough. Such schemes can be funded from 4 main potential sources and the current level of funding available is as follows:-

- TfL LIP : which must be allocated to schemes which comply with the criteria set out by the Mayor for London. £2.827million p.a. The rest of this report concentrates on the allocation of this funding.
- S 106 / CIL development schemes –
 - £2.379m in total approved by Planning Contributions Overview Panel previously and ringfenced to specific schemes identified within relevant planning applications
 - £2.503m in total ringfenced to specific schemes identified within relevant planning applications and awaiting approval by the Infrastructure Board
- S278 Highways Agreements fund essential reconstruction of surrounding footways following completion of development works - £1m p.a. approximately
- LBTH capital would be the only source of funding with full flexibility to be used to deliver Mayoral priorities for enhancing the streetscene and general public realm.

In addition, modest revenue budgets are available for planned maintenance work and reactive minor traffic management schemes.

Traffic Enhancements Revenue	: £ 198,600 p.a.
Streetscene Enhancements Revenue	: £ 532,800 p.a.

- 3.2 Local Authorities in London were each required to develop a long term strategy for sustainable transport improvements 2011 until 2031 to support healthier, greener lifestyles in line with strategic objectives and plans. Known as the Local Implementation Plan (for Transport) it identifies how the Borough will implement the Mayor of London's Transport Strategy (MTS) locally, taking into consideration other sub-regional and borough transport strategy priorities which are embedded in the Strategic Plan, LDF and supporting documentation. The LIP must be approved by the Mayor for London. The LIP includes a delivery plan for a three year rolling period which is revised on an annual basis and boroughs are allocated funding by Transport for London

(TfL) for delivering this programme. The TfL LIP contribution in 2017/18 is £2.8m.

- 3.3 A revised long term strategy (LIP 3) will be required to be developed by all boroughs once Mayor Khan has confirmed his new Mayoral Transport Strategy (MTS). The Mayor issued a “direction of travel” document in November 2016 giving an indication of how the Mayor’s Transport Strategy will evolve, with a target of publishing a draft MTS in March 2017 alongside the TfL Business Plan, and his Environment, Economic Development and Housing Strategies. Draft LIP3 guidance will be issued to boroughs around this time. The draft London Plan also links closely to the MTS and this is currently expected to be published in draft in June 2017. Boroughs will be asked to start preparing LIP3 strategies in November 2017 for approval some time in 2018. This draft timetable is subject to change but allows time for the future LIP3 to take the new LBTH Local Plan policies and strategies as its basis. There will however be an interim period of potentially two years (2017-19), when funding allocations will need to consider previous and potential future transport priorities.
- 3.4 This report gives a short overview of the current LIP document and reports progress in the delivery of the current year’s programme before focussing on the detail of schemes included in the 2017/18 LIP Delivery Plan.

4. THE LOCAL IMPLEMENTATION PLAN 2011-2031

- 4.1 The document informs the basis of future transport and highways capital investment aimed at delivering local priorities and objectives in the Community Plan, Strategic Plan and the LDF. This includes the sustainable, safe and efficient movement of people and goods within and through Tower Hamlets, contributing to the overall improvement of the quality of life in the borough for residents, workers and visitors.
- 4.2 The Council is expected to demonstrate how it contributes to achieving six goals in the Mayor of London’s Transport Strategy, namely:
- MTS1 : To support economic development and population growth;
 - MTS2 : Enhance the quality of life for all Londoners;
 - MTS3 : Improve the safety and security of all Londoners;
 - MTS4 : Improve transport opportunities for all Londoners;
 - MTS5 : Reduce transport’s contribution to climate change and improve its resilience;
 - MTS 6: Support delivery of the London 2012 Olympic and Paralympic Games and its legacy
- 4.3 Taking the above factors into account, the core Tower Hamlets Council Borough Transport Objectives were set as:
- LBTH1: To promote a transport environment that encourages sustainable travel choices

- LBTH2: To ensure the transport system is safe and secure for all in the borough
- LBTH3: To ensure the transport system is efficient and reliable in meeting the present and future needs of the borough's population
- LBTH4: To reduce the impact of transport on the environment and wellbeing
- LBTH5: To ensure travel is accessible for all
- LBTH6: To encourage smarter travel behaviour
- LBTH7: To better integrate land use and transport planning policy and programmes
- LBTH8: To contribute towards protecting and advancing the Borough's cultural and heritage assets.

5. PROGRESS ON DELIVERY IN 2016-17

- 5.1 Road safety work has been focussed on addressing the most serious patterns and trends observed in the collision statistics for the borough over the last few years, seeking to maintain an overall reduction in collisions throughout the borough. Key projects delivered are :-
- A review of the experimental borough wide 20mph limit to inform Cabinet's decision in September to make it permanent ;
 - Reviews of traffic management have also been carried out in 8 20mph zones to improve the effectiveness of traffic calming in achieving compliance with the speed limit. Consultation has been completed in 5 of these with implementation work having commenced in January 2017 which will continue into 2017/18.
- 5.2 The main Cycle Safety hotspot on borough roads is Cable Street – which is part of Cycle Superhighway 3. Whilst TfL have reviewed the existing scheme, the modifications introduced have not addressed the main problems which give rise to complaints to local Members i.e. rat running traffic and conflicts between cyclists and pedestrians. An alternative design for a Cycle Street and area-wide changes to traffic management was therefore consulted on earlier in the year and revisions to proposals are now being discussed with TfL prior to further consultation on a revised scheme.
- 5.3 Bow Area Traffic Management Review: a one-way system in Driffield Road to reduce traffic conflicts on the narrow road was introduced in January. Further design work on Tredegar Rd and related signal junctions is also continuing to reduce rat running through the area and improve street conditions for cyclists and pedestrians.
- 5.4 On-going programmes for installation of “halos” (LED flashing lights surrounding belisha beacons) at zebra crossings and bus stop accessibility improvements have both been very successful and are approaching full completion this year, with 17 pairs of new halos installed this year. The on-going extension of Legible London way finding across the borough still has a further 2 years to reach completion with Stepney and Wapping currently being earmarked for new signage.

- 5.5 The resurfacing of a number of cobbled streets in Conservation Areas has been identified as necessary on a needs basis in the Council's 3 year Resurfacing Programme, however, the hand-laying of recycled historic granite setts is time consuming and costs more than standard road resurfacing. These streets have therefore been removed from the main resurfacing programme and included in the LIP as an Historic Streetscene improvement category. Work along Redchurch St has been particularly well received by local residents and reinstatement of cobbles in Peary Place, opposite Albert Bishop House, Roman Road, has transformed that link.
- 5.6 A series of pedestrian streetscene enhancements to North-South links between the A13 and A11 has been continuing as part of the Aldgate Connections and Whitechapel Vision Public Realm masterplans. High quality paving and greening of the streets has been carried out along John Fisher Street and is due to continue into New Road and Sidney Street area.
- 5.7 The third year of streetscene improvements in Wentworth Street is underway with the introduction of more gates to protect the market area during permitted closures. The programme also includes improved road and footway conditions providing a better foundation for the market operations and improved pedestrian facilities with carriageway surfaces raised to provide continuity of levels across junctions, targeting the Goulston St section .
- 5.8 Preliminary work on a corridor improvement scheme on Ben Johnson Road to complement the Ocean Estate regeneration has commenced. The scheme includes introduction of loading bays, relocation of a new crossing to provide a clear North-South pedestrian route and lighting improvements as well as some resurfacing. Design and modelling work has been commissioned for a new signalled junction at Harford Street and further footway resurfacing is planned, but delivery progress has been hampered by other development and utility work in the vicinity.
- 5.9 Design of a Chrisp Street corridor streetscene improvement scheme is being undertaken to complement Poplar HARCA initiatives and the new Poplar Baths. This will incorporate improvements to pedestrian crossings of Chrisp Street itself and side roads, carriageway and footway resurfacing and lighting enhancements. Consultation and delivery is programmed to follow in 2017/18.
- 5.10 Priorities for resurfacing of Principal Roads are determined by a London wide Condition Survey and work has been carried out along Manchester Road (up to the Blue Bridge) and Rothbury Road (as the gateway from the Borough to the Olympic Park).
- 5.11 Delivery of "Supporting Measures" interventions throughout the year concentrates on cycle training, minor infrastructure improvements, and road safety education and awareness. In 2016/17 these initiatives include the following and similar funding provision will be made in future years :
- Cycle parking - on-street, off street in estates and in employment places Approximately 100 new spaces provided each year.

- 1500 hours of adult cycle training
- Bike packs for children to learn about safe cycling and cycle training
- Minor cycle permeability improvements
- Road Safety Education in schools including Theatre in Education productions and facilitating the Junior Road Safety Officer scheme
- School Travel Plan development and support for initiatives arising;
- Bike Week and Walk to School promotions
- Exchanging Places cycle / HGV safety awareness sessions

6 DELIVERY PLAN 2017/18

- 6.1 The majority of LIP funding is determined by formulae for Corridors and Neighbourhoods and Supporting Measures based on population, accident data, traffic flow and road length. Tower Hamlets allocation for 2017/18 is £2.546m in total. Other LIP funding is determined on a London wide prioritisation framework for Principal Road Maintenance and Structures (£281k), and via a competitive bidding process for Major Schemes (over £2m in value). The borough submits its proposals for allocating this funding through the Annual Spending Submission forms in October each year.
- 6.2 Separately, a Major Scheme Bid for Bethnal Green Gateway was submitted in September 2016 but has not yet been successful in securing funding. The area covered includes Cambridge Heath Road between Old Ford Road and Three Colts Lane, and particularly focusses on the junction with Roman Road and Bethnal Green Road. It seeks to create a greater sense of place, building on the wealth of cultural and leisure facilities in that area and current regeneration developments.
- 6.3 Transport for London advised borough's to focus on the following priorities which were expected to complement the Mayor for London's emerging priorities:-
- Prioritisation of road safety targeting critical sites – which is entirely consistent with the approach the Council already set out in its Delivery Plan;
 - Maintaining the level of LIP expenditure previously committed to cycling to complement the additional investment being promised through Quietways and cycle training programmes;
 - Creating more pedestrian-friendly streets;
 - Consider air quality issues, both in terms of prioritising locations for interventions and supporting the Mayor's Air Quality Fund initiatives.
 - LIP funding can be used to support delivery of the objectives of the London Freight Plan and complementary borough strategies, particularly in the areas of HGV Safety, Planning: for Freight in development proposals and parking and enforcement plans; retiming and efficient deliveries; sharing data on servicing activities.
- 6.4 Last year's Delivery Plan was therefore reviewed in the light of that guidance and progress on delivery and a Delivery Plan for 2017/18 was submitted to

TfL in October and received approval in December. This programme, attached as Appendix One, is based on :

- Continuing funding for larger corridor schemes delivered over more than one financial year;
- Continuing funding for delivery of road safety and cycling strategies which enables many local issues arising from Member's Enquires to be addressed ;
- Continuing funding for delivery of schemes arising from Masterplan work, particularly in Whitechapel, Aldgate and the Housing zone;

6.5 There was £281k of funding available to allocate to new schemes which was allocated to complement related Strategies and Action Plans. These are also listed in Appendix 1 :-

- Additional Green Grid link improvements - £50k
- Schemes to tackle ASB driving in cul de sacs £50k
- Sustainable Drainage Scheme St Leonards Rd £21k (greening the street)
- LED Bridge Height Signs (2 year programme) : £90k p.a. (preventing bridge strikes)
- Secure motorcycle parking £10k
- Minor Local Accessibility improvements £60k

6.6 Financial Regulations require the adoption of capital estimates for specific schemes to authorise expenditure by Council Officers on their delivery. In order to ensure the efficient delivery of the work programme, this report seeks approval for the adoption of capital estimates for all schemes in the LIP Delivery Plan 2017/18 on the basis of the budget allocations listed in Appendix 1, which is consistent with the information provided in Appendix 9A and 9B of the Budget Report to January Cabinet.

7. COMMENTS OF THE CHIEF FINANCE OFFICER

7.1 Cabinet on the 2nd February 2016 approved £2.150m of indicative TfL funding in the Capital Programme for 2017/18. In February 2017 Cabinet approved further adjustments to this funding.

7.2 The report sets out the proposed funding in the Local Implementation Plan (LIP) Delivery Plan 2017/18 confirmed by TfL in December 2016. Cabinet is requested to note the proposed LIP programme and note the allocation of funding for each scheme as outlined within Appendix One.

7.2 The proposed LIP funding allocation for 2017/18 totals £2.827m and is broken down under the following themes:

	£m
• Corridors and Neighbourhoods	2.106
• Principal Roads Maintenance	281
• Local Transport	100
• Supporting Measures	340
	<u>2.827</u>

- 7.3 In utilising the Measured Term Contracts for the implementation of the schemes, the Service must be satisfied that these represent value for money for the Council.

8. LEGAL COMMENTS

- 8.1 Pursuant to the Greater London Authority Act 1999, boroughs are required to produce a Local Implementation Plan (LIP) setting out their priorities and associated proposals to deliver a better transport system within the borough. This needs to be in the wider context of the Mayor's Transport Strategy (MTS) for London and other local policy documents.
- 8.2 Financial Regulations require the adoption of capital estimates for specific schemes to authorise expenditure by Council Officers on their delivery. In order to ensure the efficient delivery of the work programme, this report seeks approval for the adoption of capital estimates for all schemes in the LIP Delivery Plan 2017/18 on the basis of the budget allocations listed in Appendix 1. This is consistent with the information provided in Appendix 9A and 9B of the Budget Report to Cabinet on 10th January 2017.
- 8.3 The Council has a duty 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 consideration of this report and the adoption of a capital estimate assist to ensure compliance with the best value.
- 8.4 When deciding whether or not to proceed with the proposals, 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). To inform the Council in discharging this duty there is relevant information in the One Tower Hamlets Consideration of the report below.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 An Integrated Equality Assessment was undertaken on the schemes proposed in the Local Implementation Plan and this confirmed that all proposals sought to address the requirements of the entire community through detailed assessment at the design stage

10. BEST VALUE (BV) IMPLICATIONS

- 10.1 All works will be delivered through Contract CLC 4371 which commenced on October 1st 2014 after an extensive competitive tendering process. This contract includes 4 LOTs for highway maintenance, capital improvements, streetlighting maintenance and streetlighting improvements

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 11.1 All proposals in this LIP are consistent with the aims of delivering a sustainable transport policy including support to the delivery of the Council's Air Quality Management Plan, the Green Grid and Sustainable Drainage schemes.

12. RISK MANAGEMENT IMPLICATIONS

- 12.1 In order to minimise financial risk, no expenditure will be incurred without confirmation of allocations being approved by TfL.
- 12.2 In order to minimise road safety and construction risk, road safety audits are carried out on all scheme designs, contractors are required to provide site specific health & safety plans and works are monitored through the Network Management permit process

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 13.1 LIP guidance requires schemes to take into consideration the Council's duties under Sn17 of the Crime & Disorder Act. This is exemplified by the scheme to tackle ASB driving, which may target areas of prostitution and road racing at the direction of the local Police.

14. SAFEGUARDING IMPLICATIONS

- 14.1 Appropriate DBS checks are required on all contractors staff entering schools to provide road safety and cycle training where they are in charge of children directly

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1: 2017/18 LIP Delivery Plan

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

- NONE

Officer contact details for documents:


N/A

.Appendix One : LIP funded Capital Programme Schemes 2017/18

TfL LIP Theme		2017/18
Corridors & Neighbourhoods	Scheme details	Estimated Scheme Cost (£k)
Road Safety : worst 5 junctions and 20mph review:-	Area-wide traffic management reviews targetting areas where further signage and traffic calming measures are required to make the 20 mph speed limit more self-enforcing. TfL have identified priority links and nodes for review in 2017-18 which will be taken into consideration in prioritising works.	300
Implementing Cycle Strategy	Implementation of schemes arising from the Cycle Strategy 2016 will be brought forward including a new cycle facility along Manchester Road, improved north –south link through the central area of the borough, smaller permeability improvements, improved signage and additional cycle parking.	375
Bow area traffic management	Roman Road market town centre £125K to support economic development programmes	125
Legible London Improved wayfinding:	This is a map based wayfinding system now recognised as a London-wide standard. Ongoing programme completing work in Stepney and Wapping, Whitechapel in 2017/18, then Bow and Bromley-by-Bow.	75
Historic Streets	Streetscene improvements including hand-laying of recycled cobbles and improvements to pedestrian space in conservation areas. Potential target sites : Old Nicholl Street, Wilkes St., Princelet St.	250
Aldgate and Whitechapel Connections .	Interventions to create high quality north-south pedestrian and cycle routes supporting the Green Grid Strategy on key North - South pedestrian routes between Commercial Road and Whitechapel as recommended by Whitechapel Public Realm Strategy focussing.	200
Ben Johnson Rd area	Ongoing streetscene improvements including a new zebra crossing on the key north-south pedestrian route, street tree planting, raised junctions, a new signalised junction at Harford Street and further footway improvements along the length of Ben Johnson Road.	250
Chrisp St corridor	Streetscene improvements to complement the scale of development along this corridor incorporating improvements to pedestrian crossings on Chrisp Street itself and side roads, carriageway and footway resurfacing and lighting enhancements.	150

Housing Zone	This theme will provide support for measures to improve local accessibility in Poplar area which have been included in the Housing zone proposals. The scope includes new pedestrian bridges over the Lea and enhancements to connecting routes, as well as measures around Oban St to complement Leaway A13 crossing improvements.	100
Green Grid	Link to be targeted to be identified	50
Tackling ASB driving	Stopping road racing in cul de sacs	50
Sustainable Drainage Scheme	St Leonards St Suds scheme	21
LED Bridge Height sign replacement	As the borough is criss-crossed by many railways with substandard bridge heights, there are 90 bridges which would benefit from new LED bridge height signs : better visibility protecting the bridge from strikes and damage by overheight vehicles, and making maintenance more efficient. The bulk replacement programme would bring all bridges in line with current legislation over two years with £90k funding p.a.	90
Secure Motor Cycle Parking	Addition of points in existing parking bays to secure motorcycles to	10
Improving local accessibility	Minor works for dropped kerbs or decluttering to assist passage of people in mobility scooters, wheelchairs or those pushing buggies and shopping trolleys.	60
Sub Total		2106
Principal Road Maintenance	Resurfacing works to A-roads prioritised from annual condition surveys. Bethnal Green Road to be treated in 2017/18	281
Local Transport	Funding for preliminary feasibility and strategy development to be allocated to: <ul style="list-style-type: none"> • LIP 3 Development • Car Club / EV charging point feasibility, • Travel awareness communications strategy; • Freight Management strategy; • Construction Management Scheme development; • Healthy Streets audits 	100
Supporting Measures	Schools and Adult and Special Needs cycle training; road safety education; safe urban driving; support for School Travel Plans.	340
Total LIP Delivery Plan		2827

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<p>Cabinet</p> <p>7 March 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Debbie Jones, Corporate Director, Children’s Services and Graham White, Interim Corporate Director, Governance</p>	<p>Classification: Unrestricted</p>
<p>Academy Conversions: Bygrove and Stebon Primary Schools.</p>	

Lead Member	Councillor Rachael Saunders, Deputy Mayor and Cabinet Member for Education and Children’s Services.
Originating Officer(s)	Layla Richards, Service Manager Policy Programmes and Community Insight. Peter Stone, Academy Conversions Project Manager.
Wards affected	Lansbury and Mile End
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 transfers, related to the academy conversions of Bygrove and Stebon Primary Schools.

Both schools have indicated their wish to convert to academies on 1 April 2017.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree to the grant of a 125-year lease to the new academy trust for Stebon Primary School;
2. Note that the proposed grant of a 125 year lease to the new Academy Trust for Stebon Primary School will be subject to the Commissioners’ consent;
3. Agree that the Council’s existing lease for Bygrove Primary School site may be surrendered, in order to allow a new lease to be agreed between

the Westminster Diocese and the academy trust;

4. Authorise the Corporate Director, Place, to agree the final terms and conditions for the grant of the new lease for Stebon Primary School and the surrender of the existing lease for Bygrove Primary School;
5. Approve the Council to enter into commercial and staffing transfer agreements for both schools;
6. Authorise the Corporate Director, Children's Services, after consultation with the Acting Corporate Director, Governance and the Corporate Director, Resources to enter into and undertake any remaining issues and/or agreements associated with the conversion of the two schools;
7. Authorise the Acting Corporate Director Governance to execute all documentation required to implement the decisions;
8. Authorise the Corporate Director, Resources to execute the Local Government (Contract) Act 1997 Certificate required to implement the decisions.

1. REASONS FOR THE RECOMMENDATIONS

- 1.1 Both schools are maintained community schools and received academy orders dated 17 October 2016. The schools intend to convert simultaneously and form a new multi academy trust.
- 1.2 Both schools have indicated their wish to convert to academies on 1 April 2017.

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, associated assets and liabilities and is effected 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. The Council owns the land on which Stebon School is situated but holds the Bygrove site on a lease from Westminster Diocese. The expectation is that the Council will transfer the land of Stebon School to the Academy Trust and will, if necessary, surrender its lease of the Bygrove site if that is required for the Trust to acquire an interest. The Guidance from the Department of Education is that the transfer of Council land 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. The 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.

Conversion process – property implications

- 3.4 The Council owns the land and buildings of Stebon School. It is proposed that the Council will enter into a lease for 125 years with the trust under the standard form of academy lease. There are no special matters requiring additional consents.
- 3.5 The Council holds the Bygrove site on a lease from Westminster Diocese. The current lease is for 10 years until 2020. The school, the DfE and the Diocese are working to agree the lease arrangements for the academy trust. The Council is not party to the proposed new lease but will agree to surrender the existing lease for a new lease to take effect.

Conversion process – commercial transfer

- 3.6 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.
- 3.7 In both 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 2006 as amended. The newly formed trust must inform the current employer (the LA) in writing, of any measures it envisages taking in relation to staff after transfer. For Bygrove Primary School this may affect up to 48 LA employees and for Stebon Primary School, up to 112 employees.

- 3.8 The consultation will be led by the Schools in conjunction with the Local Authority.
- 3.9 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.
- 3.10 The contribution rate is made up of two elements; the cost of future benefit accrual and a proportion of the cost of meeting the past service deficit. In setting the rate for recovery of the past service deficit, specific advice has been sought in relation to pensions liabilities. The recommended approach, in accordance with guidance from the Pensions Committee is to allow for a twenty year recovery period for the amount of deficit attributable to active transferring members, together with that attributable to deferred and pensioner members of the LBTH Local Government Pension Scheme, to all schools converting to academies on or after 1st April 2017.
- 3.11 Both schools have a number of Service Level Agreements ("SLAs") with the Council. It may be that the schools will confirm their intention to carry on with these arrangements post conversion, 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)

- 3.12 An asset register is being completed and all "other" assets will be transferred to the respective academies.

Conversion Process - Contracts

- 3.13 All contracts and licences currently held by the schools are being confirmed, along with the schools' intentions regarding the continuation of the contracts.
- 3.14 If the contracts are to cease, any remaining liabilities will be transferred via the CTA. All continuing contracts will be novated.

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.
- 4.2 The Council retains the responsibility for ensuring that all children and young people in the borough have a school place. Stebon and Bygrove schools have expressed their intention to adopt the admissions arrangements that the Local Authority uses for its community schools. Each school is aware that it **must** continue to participate in the Local Authority's arrangements for the co-ordination of admissions at the various points of entry as well as the local Fair Access Protocol, which ensures that - outside the normal admissions round - unplaced children, especially the most vulnerable, are placed in school quickly.

Special Education Needs

- 4.3 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 Local Authority 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.

Exclusions

- 4.4 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.

Trading

- 4.5 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 date of conversion.

School Forum

- 4.6 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.

Insurance

- 4.7 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

- 4.8 Where the Council owns the freehold of a school site it will become the landlord in respect of the 125 year academy lease. The Council's landlord role is limited, consistent with the existence of a long term lease. It has a right to check that the academy is meeting its obligations under the lease including as to repairs and maintenance, statutory compliance and insurance.

Policies

- 4.9 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 As Academies the schools will in future receive funding from the Education Funding Agency, 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.
- 5.2 Schools which convert to academy status between April and August 2017 will receive Education Services Grant funding at the current rate of £77 per pupil prorated to the number of days open as an academy. 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 available to assist with their cost of conversion.
- 5.3 The Council currently does not receive a direct source of funding to cover the costs linked to academy conversion. However there is an opportunity to apply for the '*Academy conversion grant for local authorities*', a one-off grant of between £35,000-£65,000. The deadline for applying was 10th February 2017. An application was made and the outcome expected on 24th February. An update will be given to Cabinet on 7th March. If grant funding is not awarded, this is likely to impact project timescales and incur additional Council expenditure.
- 5.4 Any accumulated surplus of the schools will also transfer with them on conversion. However, these amounts will be updated for 2016/17 when the year end balances are finalised.

- 5.5 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.

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 Council 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 Council 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 Both schools are maintained community schools. The 2010 Act requires Academies to follow the same statutory framework for Special Educational Needs (SEN) as Council schools. Schools will receive funding for children with statements of SENs/Education Health Care Plans ('EHCP') 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 Council, 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 Council schools. This means that in both types of school, children will be supported according to the level of need and involvement of external agencies.
- 6.3 The Council owns the land and buildings at Stebon School. The Council will be required to grant the Trust a 125 year lease for a peppercorn rent. The Bygrove school site is currently held by the Council under a 10 year lease expiring in 2020 from the Diocese of Westminster. The parties will need to agree a surrender of existing lease and agree to grant a new 125 year lease to the Trust.
- 6.4 The DfE's expectation is that all land and facilities used wholly or mainly for the purpose of the converting school will transfer on an "as is" basis and be made available to the academy in accordance with the mechanisms set out in the guidance titled "Land Transfer Advice 2013". 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.

- 6.5 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.
- 6.6 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.
- 6.7 The Direction issued by the Minister on 17th December 2014 (as amended) requires the Council, until 31st March 2017, to “..... *obtain the prior written agreement of the Commissioners **before** 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.
- 6.8 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.
- 6.9 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.
- 6.10 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
- 6.11 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
- 6.12 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.

6.13 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.

6.14 The Council is currently engaged via external counsel in negotiating a CTA with another school in the borough which also wishes to convert. This document should form a standard template for use in further school conversions. This will ensure parity of treatment of any schools that seek to convert in the future and produce efficiencies in the Council's internal processes.

7 ONE TOWER HAMLETS CONSIDERATION

7.1 Both schools work collaboratively to enable all children to experience the best possible educational opportunities, outcomes and life chances. Bygrove and Stebon schools are members of the developing Tower Hamlets Education partnership.

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:

Layla Richards
Service Manager Policy Programmes and Community Insight
Ext: 2364

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Cabinet 7 March 2017	 TOWER HAMLETS
Report of: Graham White, Interim Corporate Director Governance	Classification: Unrestricted
Best Value Plan Final Update & Arrangements for 2017-18	

Lead Member	Mayor John Biggs
Originating Officer(s)	Sharon Godman, Divisional Director Strategy, Policy & Equality
Wards affected	All wards
Community Plan Theme	All
Key Decision?	Yes

Executive Summary

This report provides the final update on the Council's Best Value Action Plans which respond to the Secretary of State's Directions. It also details the Council's proposed Best Value arrangements for 2017-18 including implementing a Best Value Improvement Plan.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree the final 6 monthly update prior to submission to the Secretary of State (Appendix 1);
2. Agree the Best Value arrangements for 2017 – 18 as set out in paragraph 3.6.
3. Agree the Best Value Improvement Plan 2017-18 (Appendix 2) which will be monitored on a six monthly basis by Cabinet and the Overview and Scrutiny Committee;

1. REASONS FOR THE DECISIONS

- 1.1 The Council is required to monitor the Best Value Action Plans to comply with Secretary of State Directions. The Best Value Improvement Plan 2017-18 details the Council's improvement journey during the next financial year.

2. ALTERNATIVE OPTIONS

- 2.1 The Council is required to comply with Secretary of State Directions. The actions within the plans have been the subject of consultation with a range of parties, and the Commissioners, which has considered alternative options.
- 2.2 The Council can take no actions next year. This is not recommended as the Best Value Improvement Plan supports the continuous improvement across the areas found in the Best Value Plans.

3. BACKGROUND

- 3.1 This is the last in a series of update reports on the Council's progress in meeting the actions and milestones set out in the Best Value Action Plans. The previous progress report was submitted in September 2016. Since then the Secretary of State has removed the Direction on Procurement, removed the original Direction on Grants, which is now subject to a new oversight Direction and reduced the number of Commissioners from 4 to 3.
- 3.2 During the last six months work has intensified to deliver the outstanding actions in the Best Value Action Plan which has included meetings with the Commissioners, workshops to focus on key deliverables and evidence submission to the Commissioners on how these work streams have been or are being delivered. These updates were considered at the Public Best Value Board on 24th January 2017. The Council is now reporting all 205 actions in the Best Value Action Plans have been delivered with on-going work to embed some work during 2017-18.
- 3.3 The Council has successfully delivered a by-election in December 2016 which was overseen by the Commissioners. Work has begun to consider how the Council can be involved in the pilot voter identification scheme for the local elections in 2018. The process for recruitment of Statutory Monitoring Officer has begun and the final Member interviews are scheduled to take place by mid-March 2017. Alongside this the Council is also recruiting to the vacant corporate structure positions which came into force in January 2017.
- 3.3 Considerable progress has been made in the work of the Clear Up Project who have received 66 allegations. All investigatory work will be completed

and reported by the end of March 2017. Engagement with staff has intensified with Chief Executive's Road Shows taking place at the end of last year and a Staff Survey completed which is resulting in revised vision and values for the organisation. In addition staff declaration of interest is complete for all staff apart from those on long term leave from work.

- 3.4 The implementation of the Council's approach to community buildings has led to the development of the first community hub in Christian Street and progress has been made in entering into leases with tenants. In February 2017 Cabinet endorsed the proposals relating to our wider Corporate Accommodation and Space Management Policy. This demonstrates the links between different aspects of our approach as well as those relating to the Asset Rental Account.
- 3.5 A comprehensive review of the Council's constitution has begun which includes updating members' code of conduct and members and officers protocol. The Governance Review Working Group is overseeing this piece of work and will further develop work around member development, leadership and conduct. Appendix 1 provides a detailed report on the outstanding areas of Directions as noted in September 2016 and progress against these areas.

BEST VALUE IMPROVEMENT ARRANGEMENTS 2017 - 18

- 3.6 The current Directions are set to expire on 31st March 2017 and if the Secretary of State is minded to remove all Directions the Council will put in place the following robust arrangements:
- Implement a Best Value Improvement Plan (BVI Plan) 2017 -18 (Appendix 2) that has 5 key priority areas comprising 26 strategic actions. These priorities areas are a continuance of those found in the Best Value Plans arising from the original Secretary of State's Directions. This Plan is designed to demonstrate continued implementation where current activity cannot be implemented before the Directions expire as well as continued improvements.
 - Submit progress report on the BVI Plan to the Overview and Scrutiny Committee and Cabinet twice a year along with the publication of an annual improvement report, which will also be submitted to DCLG.
 - Establish a BV Improvement Board which will be chaired by the Mayor with a remit to oversee the Council's continuous improvement journey as well as ensure the delivery of the BVI Plan 2017 – 18. It is envisaged the BVI Board will meet every quarter and places will be offered to cross party members and the Council will seek external member representation through the LGA. Representatives from DCLG will also be invited to be part of this Board.
 - Engage the services of the Local Government Association (LGA) to provide external challenge and best practice guidance and learning opportunities. This would involve entering into programmes that provide Member development and support, subject specific guidance and best practice on elections, grants

and voluntary sector as well as explore opportunities to take part in external programmes such as One Public Estate.

- Attend the LGA conference where the Mayor and Lead Commissioner, Sir Ken Knight will share lessons learnt.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The Best Value Action Plan is a priority for the Council, and requisite resources have been identified within the budget in order to deliver the outcomes.

5. LEGAL COMMENTS

- 5.1 The Council is a best value authority within the meaning of Part 1 of the Local Government Act 1999. As a best value authority, the Council has an obligation 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).
- 5.2 Where the Secretary of State is satisfied that an authority is not meeting its best value duty, the Secretary of State may: (1) direct the authority to take action to bring itself into compliance with that duty; (2) direct that specified functions be carried out by the Secretary of State or a nominee and that the authority follow the Secretary of State’s instructions and provide such assistance as may be required (Local Government Act 1999). In accordance with this power the Secretary of State gave directions to the Council on 17 December 2014, 29 April 2015 and 6 May 2015. Revised directions were also given on 16 January 2017.
- 5.3 The directions are enforceable by the Secretary of State, who may seek an order in the High Court requiring the Council to remedy any breach. In the circumstances, it is appropriate for the Council to take steps to comply with the directions and to monitor its compliance with the directions. The report relevantly informs members of progress and appropriately indicates that Cabinet approval will be sought before presenting the required update to the Department of Communities and Local Government.
- 5.4 Although the Directions are set to expire on 31st March 2017 and the specified functions to be carried out by the Commissioners on behalf of the Secretary will return to the authority, it is open to the Secretary of State to issue fresh directions to the Council for it to take specific action which is considered necessary or expedient to secure the Council’s compliance with its best value duty without specifying that specified functions be carried out by the Secretary of State or a nominee. This could include matters set out in 3.7 or one of more of the options in 3.8.

- 5.4 When taking action in response to the directions, 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). Compliance with this duty has been a feature, to the extent relevant, of the Council's action in response to the directions.
- 5.5 There are no immediate legal implications arising from this report

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The Council needs to deliver its functions, including in relation to those elements transferred to the Commissioners through Directions, in particular paying due regard to equality. Any significant policy changes emerging from the improvement planning activity will be subject to equality analysis to understand its impact. The Best Value arrangements for 2017-18 will strengthen local community leadership through controls being given back to democratically elected local officials.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 No specific environmental implications.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. Delivering the actions within the Plans will mitigate risks to the Council in delivering best value.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 No specific crime and disorder implications.

10. EFFICIENCY STATEMENT

- 10.1 Through ensuring the Council meets its best value duty, the plans will improve efficiency and effectiveness of the key functions covered within them.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- **Appendix 1- Best Value Action Plan –Final 6 monthly update report**
- **Appendix 2- Best Value Improvement Plan 2017-18**

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

- None

Officer contact details for documents:

- Sharon Godman, Divisional Director Strategy, Policy & Equality

**Best Value Action Plan
Final 6 monthly update report**

The Council is pleased to provide the final report setting out the progress made implementing the Best Value Action Plan as required under the Directions of December 2014. This report notes that the Council has met all actions in the Best Value Action Plan against the six areas of Property, Election, Organisation Culture, Procurement, Grants and Communications. In total 205 actions in the Best Value Action Plan have been delivered.

The Council's progress against the Directions was acknowledged by the Secretary of State in January 2017 when he confirmed the removal of the Direction on Procurement and powers returned to the Council on determining grants with a new oversight Direction on Grants. The Secretary of State also reduced the Commissioner team from 4 to 3.

The Council has benefited from the skills and experience Commissioners have brought to our improvement journey and this report details the changes we have made as well as related impact. The Council is keen to continue on this journey and has developed a Best Value Improvement Plan which details work that will be delivered during 2017-18. This includes working with a range of external partners such as the Electoral Commission, Local Government Association, Central Government Departments, ADASS and Investors in People. Also engaging local residents and working with local statutory partners and the voluntary and community sector to improve Tower Hamlets.

It is recognised that implementing significant organisational change is a long-term, iterative process. As such, this update report also addresses issues, which fall outside of the formal Best Value Plans agreed with the Secretary of State, that have been identified by the Council or the Commissioners as matters where further work is required and underway.

Recruitment to Statutory Monitoring Officer

The recruitment process for the Statutory Monitoring Officer has begun and long listing will be completed by mid-February 2017 and the final Member interviews are scheduled to take place by mid-March 2017. At the same time recruitment to the vacant corporate structure roles are also being undertaken.

Procurement

All actions in the Procurement Best Value Action Plan have now been successfully delivered and the Secretary of State has written to the Council to confirm this Direction has been removed. As part of our broader Procurement Strategy 2016-2019 commitments, work is underway in delivering further improvements within procurement, commissioning and contract management.

Our Procurement Strategy 2016-2019 sets out in broad terms how the Council intends to organise its procurement and commissioning resource and skills to continue to secure value for money whilst stimulating local markets. The strategy focuses on the Council's strategic approach to enhancing the management and development of our suppliers through improved

commercial and contract management, introducing a centralised operating model that ensures better integration between these service areas, provide insightful analysis on supply markets, develop better relationship with our strategic contractors to inform the Council's strategic planning and ensure best value duties are fully discharged.

Grants

All actions in the Grants Best Value Action Plan have been delivered and significant progress has been made in relation to all aspects of grant management, including establishing the Grants Determination Sub-Committee which met for the first time on 17th January 2017. This is a Sub-Committee of Cabinet and at the meeting it was agreed that the Mayor would Chair this Committee. The meeting took place in public and a Commissioner was present. This Committee builds on the work undertaken previously by the Commissioners and considers comments from the Grants Scrutiny Sub-Committee before decision is reached on each item. As with all other Committee public participation and submissions are considered relating to items on the agenda. The Grants Determination Sub-Committee also met on 14 February and will be meeting on 28 Mar 2017. During 2017-18 a number of follow up work will be delivered which includes completing the third sector team restructure, review of Grants Determination Sub-Committee and delivering the pilot co-commissioning of the Community Cohesion theme of the current MSG programme.

Communications

In January 2017, Communications and Marketing presented a Communications Action Plan to Commissioners to detail the work that has been done to resolve outstanding issues in four areas – complete team structure; determine costs of publications; ensure the effective delivery of campaigns; resolve the future of Statutory Public Notices. The Commissioners had asked to see plans for the delivery of these four areas following the presentation of the fully costed business plan for the Communications and Marketing Service in August 2016. The action plan showed that all four areas had been resolved. The Communications and Marketing Service restructure was completed in January 2017. The cost of publications such as Our East End, the quarterly magazine, has been determined three issues have been published in 2016. The Council has moved to a campaign model and used it to deliver two major campaigns at the end of 2016 on the Council's three year budget setting process.

The future of statutory notices has been decided following legal advice. The decision was to enter into a three year contract to advertise with the East London Advertiser. The notices will be bought through a media buying company to provide the Council with better rates, and the process is currently being advertised through procurement and is expected to be awarded in April 2017. A timetable detailing the procurement process has been supplied to the Commissioners. In the meantime the Council continues to advertise through East London Advertiser via a temporary contract with media buying company TMP.

Property

Further progress has been made in this area over recent months. The Council has carried out a carefully managed disposals programme securing significant capital receipts for application towards council priorities. A continued key area of focus over the next period will be

implementing the Council's approach to Community Buildings. This was set out and agreed in a report to Cabinet in November 2016 and will include the development of new community hubs, entering into leases with some tenants, and moving some properties out of the community buildings portfolio, particularly to provide much-needed housing. In addition, in February 2017, Cabinet endorsed the proposals on Asset Rental Account, in particular how such a model fits within a wider corporate Accommodation and Space Management Policy as well as the wide strategic context

Organisational Culture

The Council's Organisational Culture Plan provides a robust framework to support current and future activity in this area. This is complemented by a new Workforce Strategy with significant emphasis on areas such as leadership, staff engagement and core values. The Council's Transformation Programme 'Smarter Together' will transform the way Council operates by becoming a modern Council that uses a range of technology and information to provide better services and reduce demand on Council services. At the same time ensuring we can harness economic growth and deliver the best outcomes for our residents.

The Council continues to be more outward facing by being actively involved in national and sub-regional discussions and in particular working with our neighbouring boroughs to improve cross borough working. We have developed a draft Community Engagement Strategy which will strengthen our engagement and involvement with local people and stakeholders and ensure this reflects in our service design and delivery. We have reconstituted the Tower hamlets Strategic Partnership which met for the first time in January 2017 and is currently developing a work programme for the coming year including the development of a new Community Plan in 2018 for a shared vision for Tower Hamlets.

The independent 'Clear Up Project' was launched in September 2016 with a three month nomination period for submission of previously unconsidered allegations. The project is overseen by a Project Board consisting of the 3 Statutory Officers and a Commissioner and will report the findings and recommendations on the 66 allegations they received by March 2017.

The review of the Council's constitution and governance arrangement has been overseen by a cross party Constitutional Working Group and will report to Full Council in March and May 2017. A group leaders and whips group has been established to take forward the work of Members conduct and in particular at Full Council meetings. This will consider findings from the Solace review and enable greater dialogue and understanding of the key issues. The work on Officer Scheme of Delegation started in Summer 2016 and the roles and responsibilities of the Chief Executive and Mayor has been clarified and reported to Full Council on 21st September 2016.

During 2017-18 internal and external communication channels will be enhanced with better capacity to understand need and target communications.

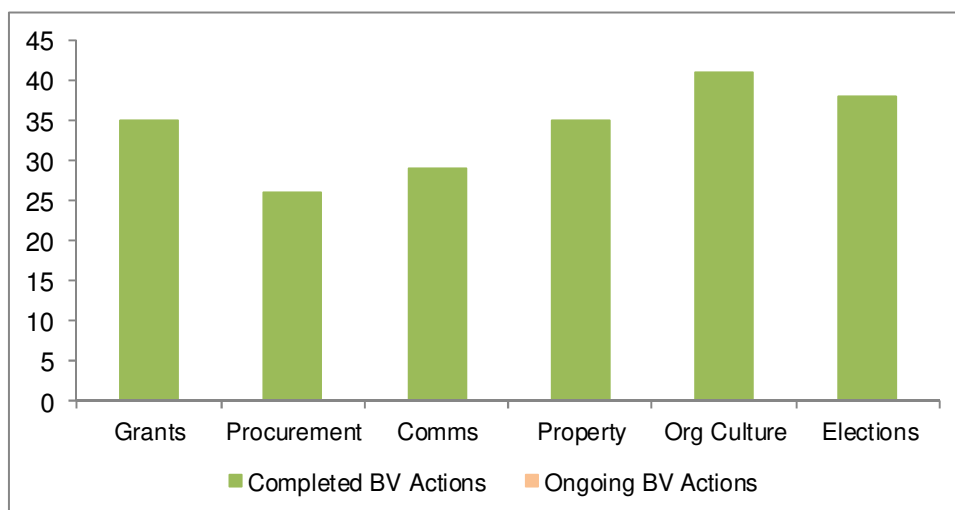
Elections

All actions in the Election Best Value Plan have been completed which includes satisfactory delivery of 2 major elections on the EU Referendum and the Mayor of London election. Since the last update the Council has also successfully delivered a local by-election in December 2016. Following the Governments response to Sir Eric Pickles' Review, in conjunction with key partners, we are meeting Government officials at the end of February 2017 to express our interest in participating in the proposal for voter identification pilot scheme for the local elections in 2018.

A key focus for the service in 2017-18 will be to prepare for the 2018 local elections. This will be a challenging election but based on current experience and early engagement of relevant stakeholders the Council is confident of delivering another successful election.

Overall progress against Best Value Action Plans

The charts below shows progress against the 205 milestones identified within the Best Value Plans first agreed with the Secretary of State in March 2015. The Council has now delivered against all the milestones in the Action Plan with on-going work in 2017-18 detailed in the Best Value Improvement Plan.



Further details on the Best Value areas of Communication, Property and Organisation Culture which had outstanding actions as reported in the previous submission to the Secretary of State in September 2016, are detailed over the next few sections.

Best Value Area	Communications	Overall Delivery Status: GREEN
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Progress Summary

Background

Communications in Tower Hamlets had a history of being reactive with a heavy reliance on the Council's weekly publication, East End Life. Many of the messages and activities being communicated were determined by services' willingness and ability to pay and there was little use of insight or data to identify appropriate communication channels and support the delivery of effective communications campaigns. Since the Best Value Action Plan was introduced there has been significant progress in reforming the way the Council deals with internal and external publicity management.

Key achievements

- A new Communications Strategy and a model for communications work for 2016/7 which ensures that communications activity is clearly linked to the Strategic Plan and residents' priorities as set out in the Annual Residents' Survey has been developed. In addition, the Council used feedback from an LGA review of its communications activity to develop its own digital communications and a more pluralistic approach to communicating with residents;
- A new Content Management System was procured to improve access to, and user experience of the Council's website, and enable us to improve our SOCITM rating. The new system went live in December 2015;
- A new e-newsletter was launched on 24 March 2016, and is being distributed regularly to just under 20,000 residents with plans to further drive up the circulation list.
- The Council has been compliant with the Code of Recommended Practice on Local Authority publicity since 18 May 2016, with the final edition of East End Life published on 16 May 2016;
- A new quarterly publication, Our East End, was developed and launched on 13 June 2016 with an increased distribution of 120,000 to reflect the growth in population since the initial production of East End Life. 17,000 bulk drops are also made to Council and community buildings. Three issues of Our East End have been published in 2016 with the next edition due for publication in march 2017;
- The Communications Protocol has been updated, agreed by the Corporate Management Team (CMT) and promoted widely via internal communications channels;
- Training on the Communications Protocol has been delivered to relevant Mayor's Office staff (including new members of staff);
- The service has rolled out of the Print and Design framework. The majority of the Council's marketing collateral now goes through Communications Service enabling us to achieve significant savings for the Council as a whole;
- A Digital Communications Strategy has been developed and agreed by CMT to support the emerging Digital Strategy;
- We have a continued focus on engagement via social media, which has seen a significant increase in the numbers of residents engaging with the Council through Twitter, Facebook and Instagram. We currently have 12,550 followers on Twitter, 1,006 on Instagram, 1,678 Facebook likes, 4,232 LinkedIn followers.
- We are focusing on the ongoing delivery of communications campaigns for directorates aligned with Council and Mayoral priorities, and residents' priorities as reflected in the Annual Residents' Survey;
- An updated communications strategy to the end of the financial year and action plan has been agreed with the Commissioners with agreed new campaigns and will also be further developing our communications infrastructure and channels.
- A new suite of internal communications is being developed with key elements already in place (including poster sites in Council buildings, use of plasma screens and the launch of weekly staff e-newsletter).

Measurable outcomes for existing work

A set of outcomes have been designed to measure the effectiveness of the work the service carries out. They include:

- E-newsletters are regularly sent out (latest figures are to just under 20,000 subscribers). The (government) industry standard is for an open rate of 22.38 per cent, click rate of 2.7 per cent. Our average open rate is 40.5 per cent with a click rate of 7.7 per cent. E-newsletter no.20 had an open rate of 40.9 per cent and a click rate of 5.2 per cent. These rates are monitored for each e-newsletter. 89 per cent positive/neutral coverage of the Council in the media as assessed in our quarterly performance monitoring reports;
- 100 per cent of relevant Mayor's Office staff received training on Communications Protocol;
- Audit of compliance with Communications Protocol to provide substantial assurance - substantial assurance awarded;
- Target of 10,000 Twitter followers by end of 2015 met, currently we have over 12,550 followers

Areas where work continues to progress

Further development of communication infrastructure will be undertaken including building our resident profile and segmentation of this to enable our communication channels to target to appropriate audiences.

The statutory notices contract will be awarded for a period of three years and discussions taking place whether this could be placed on-line.

Deliver the 2017-18 work on the Smarter Together Programme for both internal and external audiences building on lessons learnt from 2016-17.

Best Value Area	Property	Overall Delivery Status: GREEN
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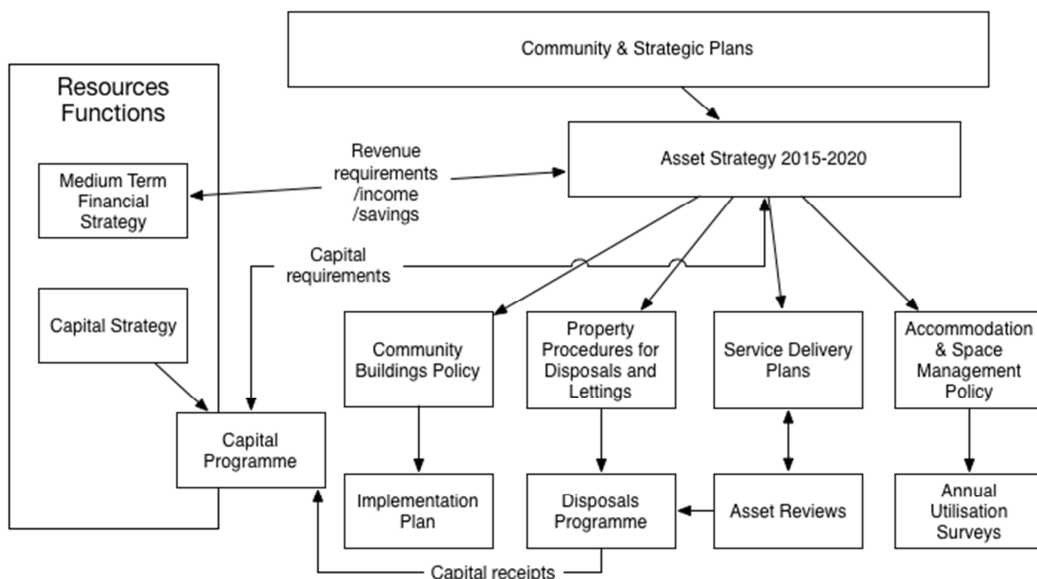
Progress Summary

Background

The Council owns, occupies or maintains around 860 non-HRA properties, valued at £1bn, located within the borough. The Council also owns around £800m of HRA properties (the housing element is managed and maintained by Tower Hamlets Homes, the Council’s arms-length management organisation) as well as a further £50m of community assets.

Key achievements

A number of key strategy and policy documents have been through the appropriate governance processes and been adopted by the authority. These include the Property Procedures for Disposals and Lettings, the Asset Strategy: Scoping, Principles & Priorities Paper, and the Community Buildings Policy. In addition, the Terms of Reference for the Asset Management Working Group and Board have been updated as well as the s151 officer’s financial instructions in relation to disposals. In addition, the Mayor and Cabinet will – at February Cabinet – be asked to endorse the mechanism by which the property service, in its capacity as the corporate landlord, will recharge services for their occupation of space. The Mayor and Cabinet are also being asked to endorse the strategic context in which property is managed and property decisions are made. The strategic context, and the relationship between these documents and strategies, is set out below.



The adoption of the Asset Strategy has set out a framework for how the Council will determine its ongoing and future property needs, and move to a more fit for purpose, effective and efficient estate for the future. A high level operational property review will be undertaken in 2017/18, following the completion of recruitment exercises to key posts in the team. This will take a broad look at the Council’s estate to identify those parts of it that represent the poorest performers, in terms of cost to the Council. Those sites would then be scrutinised further and services asked to justify their continued retention. The aim is to develop a transparent approach to demonstrating the cost of poor premises, and to focus challenge to the areas of greatest potential early gain. In addition to these reviews, thematic reviews will be carried out across some key areas of the Council’s estate. The first of these will be a review of the council’s depots, to be followed by a review of leisure facilities. These reviews will be carried out in the context of current or emerging procurement activity as well as the latest (adopted or draft) strategies for those areas. The review will also take into account evidence on need/demand that has been gathered as part of the production of the Local Plan.

The Community Buildings policy has also set out a framework for the future management of the council's portfolio of community buildings. This includes reaffirming a number of principles, including rental for exclusive possession leases being set at the open market value (for community use), signed agreements needing to be in place, and ensuring a clear demarcation of responsibilities is agreed between the council and the tenant/user. The Council has also established a Community Benefit Rent Reduction Scheme, a mechanism through which the council will assess, quantify and recognise the community benefits being delivered by some tenants in the form of a rent reduction.

The Council has started the process of entering into some leases as part of the implementation of the policy. The first tranche of leases are with the nurseries whose leases will be based on the open market rent (for D1 use) with no eligibility for the rent reduction scheme. These leases are due to be completed before the end of the year (31st March 2017). In addition, the Council is reviewing the vacant buildings with a view to returning some community buildings to housing use (as they previously were) as well as other alternative uses (e.g. for use by THH caretakers).

Cabinet also agreed a proposal that the Council create a number of 'community hubs'. These will provide low-cost and flexible spaces for local community groups and TRAs to use on a sessional and shared basis, either based on a licence or a hire agreement. This will increase utilisation levels of the community buildings estate and ensure there are appropriate usage/property agreements in place for all building users/tenants. The creation of these hubs will also generate surplus properties as existing tenants move out of their current premises. The public consultation exercise and more specific consultation with the community and voluntary sector indicated there is strong support for this.

The feasibility study for the first hub has been completed and the Council is currently looking to procure the works necessary to convert the building into a hub. As this will be the first of a network of community hubs, the Council is keen to ensure that the right facilities are put in place, that suit the needs of a wide range of user groups. The target date for the completion of works is by the end of March. Additional hubs will be delivered in 2017/18.

One of the key challenges for the service, but also for the Council, will be the delivery of a new civic centre. The Council purchased the Royal London Hospital site in February 2014 for this purpose and this site was confirmed as the preferred location by the Mayor in Cabinet in November 2015. Officers undertook a procurement exercise to appoint an architect-led multi-disciplinary design team. Stirling prize-winning firm, Allford Hall Monaghan Morris, were appointed following a highly competitive procurement exercise. The first iteration of the client brief has been signed off and the design team are progressing their work to respond to that brief by producing the concept design. The site surveys are also being instructed and undertaken. Consideration is being given to carrying out soft strip out works or enabling works to provide additional certainty when procuring the main contractor as well as potentially securing additional time in the programme.

The service has also been undertaking tenancy/occupancy audits across a range of portfolio areas. This has involved cross-referencing the Council's occupancy records against other datasets, confirming the property arrangements for all grant-recipients across circa 300 addresses, and will also result in site visits to 150-200 properties to ensure the information in the service's records are correct.

As these workstreams and projects have progressed, officers in the service have been providing regular updates and evidence of progress to the Commissioners in order to demonstrated continued compliance with the Best Value duty.

Continuous Improvement Work in 2017-18

Key activities that will take place before the end of the financial year:

- Community Buildings: Completion of works and opening of the Christian Street community hub;
- Community Buildings: Enter into first tranche of leases for nurseries;
- Asset Rental Account: Completion of utilisation surveys;

- Asset Rental Account: Agreement and processing of directorate recharges;
- Completion of occupancy/tenancy audits including site visits;

Key activities that will take place in 2017/18 include:

- Community Buildings: Work with Strategic Housing and Capital Delivery to convert vacant buildings into housing;
- Community Buildings: Work with THH to formally transfer caretakers' facilities;
- Community Buildings: Establish second and third hub;
- Community Buildings: Establish roll-out plan for further hubs;
- Asset Rental Account: Embed moves procedure (communication plan, including financial implications of move);
- Undertake any actions arising from occupancy/tenancy audit; and
- Service based and thematic asset reviews.

Best Value Area	Organisational Culture	Overall Delivery Status: GREEN
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Progress Summary

Background

It is widely recognised that Tower Hamlets has been through a difficult and turbulent period. Member / officer relationships did not always display effective collaboration. A prolonged period of instability, with a number of interim appointments in the most senior roles, had an impact on the organisation's ability to communicate and maintain a shared vision. The Council was often too inward focused when it should have been seeking to share, compare and learn from other areas. Investors in People (IIP) assessments in 2014 and 2015 both identified that senior leaders needed to articulate and model effective behaviours and that, in some areas, staff were not being managed in-line with organisational values.

Organisational culture is recognised as a key component in moving the Council forward. The aims of the Organisational Culture Action Plan are to: ensure that the culture of the organisation continues to be one which strives for continuous improvement; engage and invest in staff; ensure relationships between groups of members and between members and officers are professional, respectful, open and honest and rebuild trust in the areas where this has, or is perceived to have, broken down.

The key outcomes we are looking to achieve are:

- Staff engaged with and committed to delivering the Council's vision and priorities
- Improved clarity and understanding of formal roles and responsibilities of the Executive, non-Executive and senior officers of the Council in a Mayoral system
- Effective working relationships between elected members, and between elected members and senior officers, to enable all to work together to achieve the best outcomes for Tower Hamlets and its residents
- A shared commitment to a set of agreed behaviours and cultural values to underpin formal roles and responsibilities
- A sustainable approach to maintaining and refreshing this shared commitment

Key achievements

All of the actions detailed in the action plan have been completed and improvements are already visible:

- Members are working more effectively across party lines. The Mayor's Transparency Protocol, and the Overview and Scrutiny Transparency Commission, have supported greater levels of openness around decision making and political leadership.
- The Council has been working across London and with neighbouring boroughs on the development of devolution and joint working proposals.
- Staff communication is improving and more innovative methods of engagement are helping to close the gap between senior leaders and the workforce; creating more of a dialogue.

Areas where work continues to progress

Although these improvements are positive, culture change is a long term process and there remain a number of key elements that must be embedded in the organisation. Research shows that for people to be fully engaged in the purpose, strategy and values of their organisation, they need to be consulted and have input from the outset. Over the summer, engagement has been taking place with staff and members to develop a new set of core values and a cultural mission statement to encompass the whole organisational culture programme. In addition, work has taken place to review the mechanisms and processes with which we engage with staff, ensuring that we have effective ways to communicate, consult and gather feedback from the workforce. These elements will be crucial for embedding other actions and improvements that are implemented as part of the programme.

In addition to consultation and engagement, delivering effective culture change requires new behaviours and working practices to be role modelled. People tend to act on what they see, not what they are told

and visible, transparent leadership is vital for the organisation to progress. This role modelled leadership is already evident with the Mayor and Chief Executive, and further progress has been made with the Senior Leadership Team and Members through the work with Solace. Leadership development is also reflected in the Workforce Strategy and a number of actions seek to create effective workforce role models.

It is recognised that it is the responsibility of all members and managers to ensure that values, behaviours and procedures are consistent with the Council's cultural vision. Behaviours and actions that do not fit with the core values will be tackled and addressed. The Chief Executive held a number of road shows during Oct-Dec 2016 and a Staff Survey was completed in December. The results of these are being used to develop new vision and values for the Council which will be incorporated as part of the new personal development process for 2017-18. All staffs have completed deceleration of interest apart from those on maternity leave or long-term sick. An audit of this is currently being carried out which will test compliance with procedures and also random sampling to carry out data matching with Open Source information.

The Council's Organisation Culture Plan is based around four work streams (2 primary and 2 contributory). Progress updates are provided to the Corporate Management Team, in its role as Transformation Board, on a quarterly basis, or by exception where actions are not expected to meet the agreed timeline. Each work stream is led by a member of CMT to ensure interaction between the streams, maintaining a clear and collaborative vision.

The first work stream is overseen by a cross-party, member and officer working group, the Governance Review Working Group. This work stream focuses on the following:

- Creating a more transparent and open organisation
- Improving the clarity and understanding of formal roles and responsibilities in a mayoral system
- Building more effective working relationships between elected members and between members and senior officers
- Fostering a shared commitment to a set of agreed behaviours and cultural values to underpin formal roles and responsibilities
- A sustainable approach to maintaining and refreshing this shared commitment

The second work stream is Organisational Transformation, which focuses on improvements in relation to people, ICT, facilities and efficiency savings. Improvements in these areas are crucial if the Council is to overturn the silo and bureaucratic working where it exists. Developing agile services requires members and officers to be responsive, flexible and efficient, and the use of technology will have an important role in the achievement of this. The Smarter Together transformation programme was launched in 2016 and has started to engage local people, staff and wider stakeholders to deliver the transformation over the next three years with a continued focus on improving outcomes for local people.

In addition, there are two contributory work streams. These focus on specific areas that have been highlighted through the work undertaken by Solace and elsewhere: member/officer relationships and delegation of powers. Both work streams aim to improve collaborative working, trust and role modelled leadership behaviours that will have an impact on the wider workforce.

The Organisational Culture Plan is a work programme to overhaul the culture of the organisation and, as such, work will be ongoing for some time in each of the work streams. Feedback from the Commissioners has been incorporated into an updated version of the Plan, including the timescales for delivery. The change programme is purposefully iterative and evolving. The programme will be reviewed every six months and a 'health check' undertaken. This will provide an indication of progress and additional areas of focus to maintain the cultural development. The Council is currently also in discussions with Investors in People for accreditation against the Gold Standard which will demonstrate the considerable progress made by the Council.

The Clear Up Project launched in September 2016 received 66 allegations. The project is led by an independent project manager and overseen by a Project Board consisting of the 3 Statutory Officers and a Commissioner. During December and January the Clear Up team has been scoping and

qualifying the allegations to determine what should progress to full investigation. The Board has agreed to the recommendation to close 22 cases, 10 cases are being fully investigated, 28 cases are being scoped and 6 cases further information request has been made. The Project Board has been meeting frequently to review findings and agree next steps. The project is expected to complete all investigations and report on key findings and recommendations by end of March 2017. Where possible all complainants are kept up to date on progress and outcomes and a dedicated page on the Council website has details of the process and the final report will be published there. There is also regular liaison with the Council's whistleblowing leads to ensure that lessons learn from the Clear Up Project is incorporated into the Council's longer term whistleblowing arrangements.

A comprehensive review of the Council's constitution has begun which includes updating members' code of conduct and members and officers protocol and all work is expected to be completed by May 2017. The Governance Review Working Group is overseeing this piece of work and will further develop work around member development, leadership and conduct.

Best Value Improvement Plan 2017-18

Introduction

The Best Value Improvement Plan 2017-18 builds on the work undertaken last year. It details 26 strategic activities against the 5 areas of Elections, Grants, Communications, Property and Organisational Culture.

Areas of Focus

Elections:

The key focus for the next year will be to work with the Police, Cabinet Office and Electoral Commission as well as local political parties and residents to ensure a successful Mayoral and local election can be delivered on May 2018.

Grants

The key outcomes that will be achieved through the grants activities include a more focused team to support our work with the voluntary and community sector and improvement to our systems and process to analyse and report on performance. We will also review the Grants Determination Sub-Committee to ensure it is working effectively and their work is scrutinised by a cross party Grants Scrutiny Sub-Committee. The pilot of moving from grants to commissioning through the co-production of the community cohesion MSG theme will provide the platform for learning and development of commissioning models for other grants schemes.

Communications

The activities within the area of communications will enable the Council to increase the range of channels to communicate with local residents and staff ensuring greater understanding and transparency of the Council's work. Work will be also undertaken to establish the long-term future of statutory notices.

Property

The property workstream will enable further progress in implementing the Council's approach to community buildings including the opening of 2 more community hubs. The work on Asset Rental Account will be implemented and on-going work to review assets across the borough.

Organisation Culture

The key outcomes that will be achieved through the activities in this area is that the Council will have a senior management team providing the leadership required to take forward the organisation and deliver an ambitious organisational transformation programme. The work on the review of the constitution and member development will ensure the political leadership have the right skills to operate within an effective governance arrangement.

Monitoring

The Best Value Improvement Plan will be monitored quarterly by the Best Value Improvement Board which will be established in April 2017. It will also be reported to the Council's Overview and Scrutiny Committee and Cabinet twice a year. In addition to monitoring against the activities and milestones a key focus will be on outcomes achieved as a result of these pieces of work and ensure this is communicated to local residents and wider stakeholders

Elections		
Activities	Lead Officer	Deadline
1. Planning for 2018 Mayoral and local elections		
Joint working with partner agencies - First meeting February 2017	Will Tuckley/Louise Stamp	May-18
Project group to meet monthly from April 2017, fortnightly from December 2017 and more frequently as required immediately prior to elections.	Will Tuckley/Louise Stamp	May-18
Ensure integrity of the process and good order at polling stations.	Will Tuckley/Louise Stamp	May-18
Train 40/50 experienced poll clerks to act as presiding officers in May 2018, to be placed with an experienced PO at a double station.	Louise Stamp	Jun-17
Enhanced mandatory training for polling station staff before taking up roles. To include bespoke e. training and dedicated training for PO's with specific scenarios.	Will Tuckley/Louise Stamp	Feb-18
Continuation of RO instruction to ensure polling staff only speak in English whilst on duty in the polling station	Will Tuckley/Louise Stamp	May-18
Ballot papers at polling stations - prefolded to assist with check of ballot paper number before being placed in the ballot box and to ensure secrecy of the ballot.	Will Tuckley/Louise Stamp	Mar-18
Full review of count procedures and paperwork in consultation with EC	Will Tuckley/Louise Stamp	Jan-18
Count venue pre-booked - East Wintergarden, Canary Wharf	Will Tuckley/Louise Stamp	Jan-17
Dedicated count training for accountants using Xpress count module	Louise Stamp	May-17
Enhanced mandatory training for count staff before taking up roles. To include dedicated training on count procedures.	Will Tuckley/Louise Stamp	Mar-18
Enhanced security measures inc photo ID checks at count; non-Council security staff; non-transferable security wristbands	Will Tuckley/Louise Stamp	May-18
Platform area for RO and Accountants to ensure visibility of count area	Will Tuckley/Louise Stamp	Jan-18
Review of Media Pack to ensure up-to-date information provided	Andreas Christophorou/Kelly Powell	Jan-18
2. Participate in pilot ID scheme		
Key Milestones		
Meeting Government Officials to discuss pilot voter identification scheme proposal	Will Tuckley/Louise Stamp	Feb-17
ID at polling stations - extensive awareness campaign informing electors what ID must be	Andreas Christophorou/Kelly	Jan-18
Identification of electors who have already provided evidence to support their registration	Louise Stamp	Jun-17
Liaise with partners for possible provision of Electoral ID Cards/Letters	Will Tuckley/Louise Stamp	Dec-17
Additional information provided on poll cards	Louise Stamp	Feb-18
Additional staff identified for polling stations to act as 'meet and greet' to check that suitable ID is	Louise Stamp	Jan-18

Include training for PO's and PC's for ID and signature verification checks	Louise Stamp	Feb-18
Communications		
Activities	Lead Officer	Deadline
3. Develop and deliver Communication Strategy for 2017-18		
Key Milestones		
Launch new weekly staff newsletter	Andreas Christophorou	Apr-17
Commission media consumption Survey	Andreas Christophorou	Apr-17
Build a range of communication infrastructure	Andreas Christophorou	Jul-17
Develop Intelligence Newsletter allowing better targeting of information to local people	Andreas Christophorou	Dec-17
Launch new Intranet Site	Andreas Christophorou	Mar-18
4. Procurement of statutory notices		
Key Milestones		
Invitation to tender	Andreas Christophorou	Feb-17
Evaluation	Andreas Christophorou	Feb-17
Contract award	Andreas Christophorou	Apr-17
Contract mobilisation	Andreas Christophorou	May-17
Property		
Activities	Lead Officer	Deadline
5. Deliver Asset Rental Account Action Plan		
Key Milestones		
Managers' briefing on moves procedure	Steven Girling	Apr-17
6. Implement Community buildings programme		
Key Milestones		
Agree action plan for validation of TRAs with THH	Richard Chilcott	Apr-17
Formally transfer caretaker's facilities to THH	Richard Chilcott	Jun-17
Complete marketing and letting of vacant buildings identified for commercial use	Richard Chilcott	Jun-17
Complete and open second community hub	Richard Chilcott	Jun-17
Establish implementation plan for third hub and wider roll-out across the borough	Richard Chilcott	Jun-17
Complete and open third community hub	Richard Chilcott	Mar-18
Convert vacant community buildings identified for housing use to housing and transfer to THH/Homeless Services	Richard Chilcott	Mar-18


7. Strengthen governance arrangements		
Key Milestones		
Review of revised governance arrangements	Ann Sutcliffe	Sep-17
8. Asset reviews and service delivery plans		
Key Milestones		
Complete review of depot provision across the borough	Richard Chilcott	Sep-17
Complete review of leisure facilities across the borough	Richard Chilcott	Mar-18
9. Complete audit of assets		
Key Milestones		
Complete audit specifically any additional requests for information or documentation following visits in 2016/17)	Richard Chilcott	Jun-17
Complete any regularisation work required (e.g. enter into leases)	Richard Chilcott	Dec-17
Grants		
Key Activities	Lead Officer	Deadline
10. Complete review of Third Sector Team		
Key Milestones		
Review of Third Sector Team completed	Steve Hill	Mar-17
New team structure finalised	Steve Hill	Mar-17
Staff / Trade Union consultation on new team structure completed	Steve Hill	Apr-17
Assimilation into posts / interviews	Steve Hill	May-17
Full Implementation of new team structure	Steve Hill	Jun-17
11. Implement web based GIFTS software		
Key Milestones		
System mapping of requirements to improve management reporting, information management and analysis	Steve Hill	Feb-17
Development of web-based solution completed	Steve Hill	Apr-17
Full implementation of new web-based system	Steve Hill	Jun-17
12. Development of Grants Scrutiny Sub-Committee		
Key Milestones		
Grants Scrutiny Committee Induction and work planning	Sharon Godman	Jun-17
Develop Grants Scrutiny Sub-Committee Work programme 2017-18	Sharon Godman	Jul-17
Strengthen resident and local stakeholders involvement in Committee's Work programme	Sharon Godman	Aug-17

13. Complete commissioning of Community Cohesion Theme		
Key Milestones		
Tender advert	Steve Hill / Emily Fieran-Reed	Mar-Apr 17
Tender evaluation	Steve Hill / Emily Fieran-Reed	May-17
Contract award	Steve Hill / Emily Fieran-Reed	Jun-17
Contract mobilisation	Steve Hill / Emily Fieran-Reed	Aug-17
14. Review and improve working of Grants Determination Sub-Committee		
Key Milestones		
6 - month review of the Grants determination Sub-Committee	Matthew Mannion / Steve Hill	Sep-17
Forward plan implemented to set out future work plan	Matthew Mannion / Steve Hill	On-going
Grants Determination Sub-Committee away-day	Matthew Mannion / Steve Hill	Sep-17
Grants Determination Sub-Committee Members development seminars	Matthew Mannion / Steve Hill	On-going
15. Strengthen grants management and work strategically with voluntary and community sector		
Key Milestones		
Complete audit of grants monitoring	Minesh Jani	Oct-17
Review and update the Council's grants policy, working closely with services	Sharon Godman	Mar-18
Work with the voluntary sector to develop a voluntary sector compact	Sharon Godman	Mar-18
Undertake comprehensive review of contracts and grants to inform the development of the Council's new approach to commissioning	Zena Cooke	Mar-18
Organisational Culture		
Activities	Lead Officer	Deadline
16. Permanent recruitment to the post of Corporate Director Governance		
Key Milestones		
Advert	Will Tuckley	Jan-17
Long-list Interviews	Will Tuckley	Feb-17
Short-list Interviews	Will Tuckley	Mar-17
Appointment confirmed	Will Tuckley	Apr-17
17. Complete review of Constitution		
Key Milestones		
Constitutional Working Group review parts 5,6 and 7	Graham White	Apr-17
Amendments to General Purpose Committee	Graham White	Apr-17
Full Council approval of parts 4 to 7	Graham White	May-17

18. Recruitment of seniors officers to complete new corporate structure		
Key Milestones		
Advert	Will Tuckley	Jan-17
Short-listing	Will Tuckley	Feb-17
Interviews	Will Tuckley	Mar-Apr 17
19. Implement actions from Clear Up Project		
Key Milestones		
Publish report	Graham White	Apr-17
Report and recommendations to Full Council	Graham White	Jun-17
Implement recommendations from Clear Up Project	Will Tuckley	July 17 onwards
Review progress against implementation	Will Tuckley	Dec-17
Review Whistleblowing arrangements and implement new scheme	Stuart Young	May-17
20. Review employment policies and practices and implement them		
Key Milestones		
Project Group formed and policies prioritised for review	Stuart Young	Jan-17
Workshops with key stakeholders held to identify issues	Stuart Young	Feb-17
First draft proposals developed on good practice and procedural amends	Stuart Young	Mar-17
Development of detailed changes and stakeholder engagement	Stuart Young	Apr-17
Implement changes to practice through management and staff training	Stuart Young	Sep-17
21. Develop and implement refreshed employee values		
Key Milestones		
Staff survey completed	Zena Cooke	Jan-17
Focus Groups	Zena Cooke	Feb-17
Revised values developed	Zena Cooke	Mar-Apr 17
22. Deliver Year 1 of Smarter Together Programme		
Key Milestones		
Resource programme and project roles	Stuart Young	May-17
Programme plans mapped to MTFS to ensure benefits are realised	Neville Murton	Jun-17
Change managed and staff engagement maintained measured via staff pulse surveys	Stuart Young	Jan-18
Year 1 MTFS benefits realised via Programme	Neville Murton	Mar-18
Smarter Together Programme plans delivered	Will Tuckley	Mar-18

23. Ensure Council more outward focus and review feedback from external stakeholders		
Key Milestones		
Ofsted Inspection - Review recommendations and develop improvement action plan	Debbie Jones	Apr-17
Review Annual Residents Survey 2017	Sharon Godman	May-17
Establish regular meetings of Tower Hamlets Partnership	Sharon Godman	Apr-17
Investors in People Gold Accreditation	Zena Cooke	Dec-17
ADASS Peer Review	Denise Radley	Apr-17
Undertake a programme of improvement work with LGA	Sharon Godman	Apr 17- Mar 18
24. Complete phase 2 of Officer Schemes of Delegation		
Key Milestones		
Report to Council on Constitutional changes including in respect of revisions are proposed to Parts 3.7 and 3.8 of the Constitution and which relate to Limitations and Delegated Decision Making – General Principles respectively; and on Directorate Scheme of Management	Graham White	Jun-17
Circulate to Corporate and Divisional Directors revised proposed Officer Scheme of Delegations	Graham White	Jul-17
Corporate Director and Monitoring Officer sign off on respective Officer Scheme of Delegations for Directorates	Graham White	Sep-17
Report to Cabinet on the final Officer Scheme of Delegations	Graham White	Nov-17
Report to General Purposes on the final Officer Scheme of Delegations	Graham White	Nov-17
Report to Council on the final Officer Scheme of Delegations	Graham White	Nov-17
25. Review and implement Member/Officer Development work programme		
Key Milestones		
Review and update Planning Code of Conduct	Graham White	Apr-17
Review and Update Member /officer Protocol	Graham White	May-17
Corporate Induction to include session on Member and Officer Protocol	Graham White	Jun-17
Develop and agree Member to Member protocol	Graham White	May-17
26. Declarations of Interest - Members & Officers		
Audit of 2016-17 Staff Declarations of Interest & follow up in six months	Minesh Jani	Apr 17 & Oct 17
Follow up on audit of management and control of staff hospitality and gifts	Minesh Jani	May-17
Annual Officers Declaration of Interest 17-18	Stuart Young	Jun-17
Audit of 2017-18 Staff Declarations of Interest	Minesh Jani	Dec-17

Annual Members Declaration of Interest	Graham White	Dec-17
[Redacted Content]		

<p>Cabinet</p> <p>7 March 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Zena Cooke – Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Corporate Budget Monitoring Report Period 9 (December) 2016-17</p>	

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

Executive Summary

This report details the projected outturn position of the Council at the end of Period 9 (December) 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 December 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 £58m for the period to the end of 2019-20.

At the end of 2015-16 an underspend was reported and instead of the £7.8m drawdown from reserves the authority was able to make a contribution to both the General Fund and earmarked specific reserves. This still left some overspends in areas such as Children’s Social Care.

The Council is due to deliver savings of £19.5m in 2016/17 and of this sum £12.6m relates to the Children’s and Adults services directorates.

Revenue Budget Position 2016-17

The Council's 2016-17 revenue budget was agreed in February 2016 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 £23.3m 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 9 (December 2016), the Council's projected outturn position against the following components is:

- A General Fund revenue underspend of £0.7m (set out in Table 1), after the application of agreed reserves.
- A Housing Revenue Account surplus of £11.6m.

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 at the end of December 2016 as detailed in Sections 3 to 8.
2. Note the summary savings position and management action being taken
3. Note the summary Balance Sheet Information

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 to 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 proposed solutions as part of their decision making.

3. DETAILS OF REPORT

3.1. General Fund Revenue

- 3.1.1. At the end of December 2016 service projections show a net General Fund revenue underspend of £0.7m including approved reserve movements. This position is based on budget managers' projections at the end of December. However, achieving the 2016-17 savings of £19.5m are a key component of successfully managing the budget and there are indications in most service areas of potential slippage against these 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 particular concerns within both Adults' and Children's Services social care provision as a result of the non-delivery of savings as well as current pressures around the provision of social care packages. In addition there remain pressures against the Public Health Service which is supported by the Public Health Grant.

3.1.3. The approved use of General Fund Balances in the budget of £23.3m includes a contribution of £20m towards the acquisition and refurbishment of the new Civic Centre in Whitechapel, together with the balance of £3.3m 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 £11.6m 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 6 of this report.

3.3. Capital Programme

Directorates have spent 47% of their capital budgets for the year (£43.8m against budgets of £92.7m). Further information is provided in section 7 of the report and Appendix 5

4. FINANCE OVERVIEW

4.1. Table 1 below summarises the forecast revenue outturn position for the General Fund for 2016-17.

Table 1 – Summary Outturn and Savings Position by Directorate

Directorate	Law Probity and Governance	Communities Localities and Culture	Children's Services	Adults' Services	Development and Renewal	Resources	Corporate Costs	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Revised Budget	10,127	76,221	92,527	128,228	14,417	9,302	31,163	361,985
Budget to Date	7,595	57,166	69,395	96,171	10,813	6,977	23,372	271,489
Actual	6,303	42,978	87,554	95,042	14,811	5,011	9,644	261,343
Forecast Before Adjustment	10,127	75,731	100,759	131,793	14,117	12,802	21,301	366,630
Earmarked Reserves			(1,015)	(850)		(3,500)		(5,365)
Outturn Position	10,127	75,731	99,744	130,943	14,117	9,302	21,301	361,265
Outturn Variance	0	(490)	7,217	2,715	(300)	0	(9,862)	(720)
Savings Target	339	4,833	5,707	6,931	979	703		19,492
- Green	260	2,493	473	1,915	605	625		6,371
- Amber	79	1,640	4,368	1,597	213	-		7,897
- Red	-	-	-	-	-	-		-
Achievable Savings	339	4,133	4,841	3,512	818	625	-	14,268
Not Achievable / Slippage	0	700	866	3,419	161	78	0	5,224

- 4.2. The Corporate Director, Resources has undertaken a review of existing reserves with the Lead Member for Resources.
- 4.3. In order to support the MTFS the Corporate Director, Resources is working towards the consolidation of a number of corporately held reserves previously created to facilitate savings' programmes, these will be brought together into a single transformation reserve.
- 4.4. The remaining reserves will either be taken to the general fund or re-established as specific earmarked reserves in 2017-18.

5. Directorate Summary position

Law, Probity and Governance - Balanced

	£000s
Revised Budget	10,127
Actual to date	6,303
Forecast outturn position	10,127
Variance	0
Total Savings Target	339
Savings Achieved (Green or Amber)	339
Savings Deferred	0
Savings not achieved	0

- 5.1 As at Month 9 the LPG directorate is forecasting a breakeven position.

Following the introduction of the 'Our East End' publication and the new Communications Strategy, there is a budget pressure of approximately £550k within the service. In 2016-17 the pressure will be funded through corporate contingencies and a growth bid has been agreed via the MTFS for future years.

Communities, Localities and Culture £490k Underspend

	£000s
Revised Budget – After Adjustments	76,221
Actual to date	42,978
Forecast outturn position	75,731
Variance (u/s)	(490)
Total Savings Target	4,833
Savings Achieved (Green or Amber)	4,133
Savings Deferred	0
Savings not achieved	700

Following the Council restructure, the following paragraphs explain how the former CLC directorate areas are being transferred into the other Directorates.

Services transferred to Place Directorate

- 5.2 Parking services are projecting an additional £500k income. The income is being generated from the increase in bay suspensions in the borough due to major development works. This will make the budgeted General Fund contribution £9.1m. Of this sum £8.6m will be used to fund freedom passes and £0.5m will be used to support relevant revenue expenditure in accordance with the regulations covering the parking control account. This is expected to continue into the future with provision made within the MTFs that offsets the general fund highway maintenance and concessionary fares commitments.
- 5.3 Given the lead time for the development of the Closed Circuit Television (CCTV) network income generating opportunity, no savings will be achieved in this financial year. Current projections show that £200k rather than £400k is a more realistic achievement in the current market. For the current financial year the pressure has been mitigated through using the uncommitted budget for one off initiatives of £400k. This sum is from the Safer Communities budget which is set aside to fund various schemes to tackle drug misuse, the main one being 'dealer a day' initiative undertaken by the Police task force. The resource is not available going forward as this sum is accounted for in the future MTFs savings process.
- 5.4 The saving proposal for the animal warden service provides for an alternative delivery model. However, the prolonged absence of senior management in the area charged with delivery of this savings opportunity has delayed the staff consultation process and the negotiation of a SLA with LB Hackney (the service providers). The current activity levels and statutory duties are being reviewed and it is anticipated that only £120k of the £160k saving will be realised when the SLA and new working model are in place. This has been reflected in the 2017-18 budget.
- 5.5 The savings target associated with the deletion of 10 Commercial Waste Tower Hamlet Enforcement Officer (THEO) posts of £451k will not be realised in this financial year. This is due to a further review of enforcement functions being carried out across the directorate.
- 5.6 Additional growth of £480k was approved as part of the budget for 2016-17, to deal with Anti-Social Behaviour enforcement (ASB). £380k was identified to fund additional THEOs. The review of the whole THEO function is currently being undertaken and is due for completion by the end of March 2017. The additional THEOs have therefore not been recruited. The results of the review will determine the level of resources required to tackle ASB. The cost of the ASB review will be provided for in the budget.
- 5.7 The School crossing patrol saving of £89k is now progressing with the service liaising with the schools that receive this service.

5.8 Management action has been taken in order to mitigate the budget pressures in paragraphs 5.5 to 5.7. Through a combination of holding vacancies and other staffing actions £700k has been identified to fully offset those pressures.

Services transferred to Children’s Directorate

5.9 Renegotiation of the Leisure contract has been undertaken in order to deliver savings of £1.24m. The objective has always been to provide for a full year’s savings including agreement with Greenwich Leisure (GLL) to reinstate the current year’s provision following the completion of the negotiations. Agreement in principle was reached with GLL in January on the fee waiver – this will require the approval of the Mayor in Cabinet as part of the Council’s procurement framework. Therefore, subject to Cabinet agreement the full saving can be made in 2016-17 and on an ongoing basis

5.10 Following the decision to run the Mela festival in-house at a cost of £286k, funding of £87k was identified from sponsorship and commercial income, and £29k from the Arts and Events budget. This leaves a balance of £170k that has been met from reserves.

5.11 The annual fireworks event in November cost £180k, which was funded through £120k from Commercial activities and Sponsorship, and £60k from the budgeted sum. This leaves £90k underspend from the allocated budget of £150k.

Services transferred to Adults Directorate

5.12 Based on current activity levels for Tier 4 DAAT (Drug Alcohol Action Team) treatment an underspend of £500k is anticipated. This will result in a reduction in the allocation from the Public Health grant allocation for the current year. The service will continue to review the level of demand for future additional cases.

Children’s Services – Overspend £7.217m

	£000s
Revised Budget	92,527
Actual to date	87,554
Forecast outturn position	99,744
Variance (o/s)	7,217
Total Savings Target (after reversal of agreed savings)	5,707
Savings Achieved (Green or Amber)	4,841
Savings Deferred	866
Savings not achieved	0

- 5.13 The Directorate is currently reporting a gross £8.2m overspend position at the end of Period 9, though this would be reduced to £7.2m should £1.015m of earmarked reserves be applied. 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. The savings target includes unachievable savings of £866k and this is included in the outturn projection.
- 5.14 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 £0.8m overspend for 2016-17. The DfE is reviewing the way that school funding is assessed and these changes are likely to add further pressures to this budget for future years. The DfE review will not impact upon 2016-17.
- 5.15 An independent review has been commissioned of the SEN service with the objective of providing a fully costed set of recommendations to identify the underlying demand and proposed solutions.
- 5.16 Within Children's Social Care (CSC) the current forecast overspend stands at £6.272m. The main causes of this overspend are the pressures around the Council's statutory obligation regarding Looked after Children. The number of cases (in particular those with complex needs cases) and the resultant need to maintain full staffing levels has led to the use of agency staff costing more than permanent staff. This means that it has not been possible to meet the vacancy factor to achieve a 6% saving included in the prior years' transformation savings target.
- 5.17 A service re-design group, led by the CSC Divisional Director, is undertaking a review of the CSC service area, looking at ways to maintain effective service provision alongside actions for bringing the current budget variances back into line. A growth bid has been approved as part of the MTFS to address the underlying budget pressures and the service re-design will be put in place during the course of the 2017/18 financial year. This service re-design proposal will deliver a balanced budget by the end of the current MTFS period.
- 5.18 The Contract Services trading account continues to have the same pressures that were seen in 2015-16, which resulted in an overall £1.4m 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 now been concluded and a number of options are being considered including price increases and amendments to menus. These proposals will be presented to the Schools Forum in June 2017. If agreed the new SLAs will be put in place from September 2017 (new academic year). Additionally, back office functions and the general operating structure of Contract services will be reviewed to yield further efficiencies.

5.19 The Youth Service has recently transferred to Children's Services. 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£500k) in 2016-17 than was seen in 2015-16. The Mayor in Cabinet on the 10th January approved a revised service, which is expected to cost less, hence a further saving proposal has been put forward for Youth Services, to take effect from 2017-18 financial year.

Adults' Services - £2.715m Overspend

	£000s
Revised Budget	128,228
Actual to date	95,042
Forecast outturn position	130,943
Variance (o/s)	2,715
Total Savings Target	6,931
Savings Achieved (Green or Amber)	3,512
Savings Deferred	2,826
Savings not achieved	593

5.20 The Directorate is currently reporting a £2.715m overspend position at the end of Period 9 after the application of the remaining Public Health ring-fenced reserve (£0.850m).

5.21 Currently there is a 2016-17 directorate savings target of £6.931m. Delivery of £3.512m of the savings is expected in 2016-17 with the remainder slipping into 2017-18. This is because of the late start on savings projects in the current financial year. The balance of savings that will not be achieved is £2.4m, this is reflected in the projected overspend and includes :

Joint Funding NHS Packages with NHS	£1.000m
Reablement of Social Care Users	£0.400m
Sharing Services with NHS Partners	£0.435m
Charging for Social Care Services	£0.540m

5.22 The Public Health Service has identified a net overspend of £2.045m (after use of the £0.850m ring-fenced reserve) which reflects the gap between savings agreed, increased demand on the 'free infant school meals' scheme and the effects of central Government's grant reduction. The remaining Public Health reserve is now fully utilised and the service has presented a recovery plan to its DMT with a range of measures intended to minimise any potential overspend in this area.

5.23 The Adult Social Care Service is currently reporting an overspend of £4.386m mostly within the costs of client services. The client area that has increased most is within Physical

Disabilities, with other areas experiencing relatively small increases. The Directorate has implemented a person centred assessment approach which is hoped will help to mitigate part of the budget pressure.

5.24 The Commissioning and Health budget is currently reporting an underspend of £0.627m which is mostly due to staffing underspends. Given the nature of this budget, covering mostly staffing and block contracts, the final budget position is not expected to change significantly. The Directorate is planning a review of a number of services with the aim of implementing more efficient and effective delivery models.

Development and Renewal – £300k Underspend

	£000s
Revised Budget	14,417
Actual to date	14,811
Forecast outturn position	14,117
Variance (u/s)	(300)
Total Savings Target	979
Savings Achieved (Green or Amber)	818
Savings Deferred	0
Savings not achieved	161

5.25 The directorate is currently reporting a slight underspend position of £300k. Specific areas where variances are expected or risks are anticipated are included below. Actual spend to date is higher than budget due to recharges yet to be processed, (including NNDR, insurance and depreciation). These are typically put through in the last quarter of the financial year when there is a reasonable degree of certainty on the level of the charges.

5.26 Homelessness – Overspend £82k. Due to the current housing market and economic climate there has been a persistent stream of homeless applications and acceptances, with an acute shortage of properties available to place clients. The result is an increase in Temporary Accommodation (B&Bs and Nightly Lets and Non Secure Tenancies). Most of the homelessness overspend is offset by additional income from housing benefit.

5.27 Planning income – Higher than expected fee income - £319k. This budget is driven by local development and income can vary significantly between financial years. It is anticipated that fee income in 2016-17 will be higher than anticipated even allowing for a reduction in fees over the winter months, resulting in a net surplus on the service budget. This coincides with the second year of the council's Community Infrastructure Levy (CIL, implemented in April 2015) which includes an element to cover the costs of administering the scheme. There is a risk that future income levels may fall due to market uncertainties following the decision for the UK to leave the European Union.

Resources - Balanced

	£000s
Revised Budget	9,302
Actual to date	5,011
Forecast outturn position	9,302
Variance	0
Total Savings Target	703
Savings Achieved (Green or Amber)	625
Savings Deferred	78
Savings not achieved	0

- 5.28 As at Month 9 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. The pressure will be managed through a combination of directorate underspends and potentially the risk reserve. In 2016/17, there are forecast underspends within financial systems (c.£50k) and corporate finance budgets (c.£80k) as a consequence of vacancies in permanent roles, graduate trainee posts and general supplies and services spend. The balance will either be met through any other general underspends or the risk reserve. The position will be reviewed for 2017/18 as part of the wider review of the customer access strategy across the Council.
- 5.29 ICT is expected to spend approximately £2m above its base budget. Spend on specific ICT projects agreed during the year are generally funded through the ICT transformation reserves. which will be a drawn down at the end of the year.
- 5.30 The figure of £2m is made up of, £1m which relates to replacement of the legacy contract BT telephony system that goes out of support at the end of March 2017 with an enhanced BELL Mitel telephony system that will allow unified communication as part of the Council's transformation programme. The balance of £1m relates to a planned ICT project spend covering Network Transformation spend, WiFi provisioning and end of life infrastructure upgrade that will support the Council's transformation programme and savings agenda including the move to a new town hall.
- 5.31 In addition to this there will be approximately a further £1.5m of expenditure relating to the Council's Transformation programme, which will be funded through the Transformation Reserve. It includes the following schemes:
- Bank transfer from HSBC to Natwest
 - Various financial systems improvement works
 - MTFs strategic partner costs (GT Consortium)
 - HR improvement programme
 - Other project management resources supporting delivery of the Council's savings programme

Corporate Costs & Capital Financing (Budget provision of £9.8m available)

- 5.32 Corporate cost budgets comprise provisions for unforeseen events (contingencies) and Council wide budgets for growth and inflation approved at the time of the MTFs.
- 5.33 Currently the contingency budget (£3.1m) will be used to offset those service pressures highlighted above although the Corporate Director, 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. A further £3.3m provides general support to the budget from Council's reserves and in addition £1.4m held against growth and inflation has not yet been allocated.
- 5.34 A positive variance of £2m is projected against the capital financing budgets. This is due to far lower than expected levels of borrowing to fund the Capital Programme for both the general fund and the HRA leading to an underspend in 2016-17 and in turn higher than expected cash balances which can be made available for investment.

6. Housing Revenue Account (HRA)

- 6.1 The overall projected HRA underspend of £11.6m 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, however the government has recently confirmed that no levy will payable until April 2018 at the earliest.
- 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 better for the HRA to use other resources; therefore 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 one being that it is forecast that HRA investment income will be higher than budgeted due to the level of HRA reserves currently held.

7. APPROVED SAVINGS PROGRAMME

- 7.1 A total saving of £19.492m needs to be delivered in 2016-17. £17.423m of this relates to new savings projects agreed as part of the 2016-17 budget setting process. The balance represents historic savings (£2.069m), mainly within Adults' Services and Children's Services, which have previously been covered off through one-off measures but require permanent sustainable plans. These plans have been included in the 2017-18 budget.
- 7.2 The table below summarises the current savings position by directorate and by the current RAG status of the savings.

Green – Forecast Savings Delivered

Amber - Low Level of Risk & and potential for slippage

Red - High level of Risk and unlikely to be delivered

Grey - 2016-17 Slippage expected to be fully delivered in 2017-18

Black - No delivery plan or decision required

Table 2 – Total 2016-17 savings

Directorate	Total Savings 2016-17 £'000	Forecast Savings 2016-17 RAG Green £'000	Forecast Savings 2016-17 RAG Amber £'000	Forecast Savings 2016-17 RAG Red £'000	Slippage 2016-17 £'000	Variance (Total Non Delivery) 2016-17 £'000
Adults' Services	6,931	1,915	1,597	-	2,826	593
Children's Services	5,707	473	4,368	-	866	-
Communities, Localities and Culture	4,833	2,493	1,640	-	-	700
Development and Renewal	979	605	213	-	161	-
Law, Probity and Governance	339	260	79	-	-	-
Resources	703	625	-	-	78	-
Total	19,492	6,371	7,897	-	3,931	1,293

8 CAPITAL

- 8.1 The capital budget for 2016-17 now totals £92.7m, decreased from the £170.4m reported to Cabinet in the second quarter monitoring report. The decrease is mainly due to re-profiling of schemes into future years.
- 8.2 Details of all the changes to the capital budget are set out in Appendix 1.
- 8.3 Total capital expenditure to the end of Quarter 3 represented 47% of the revised capital programme budget for 2016-17 as follows:

Spend to Date by Directorate	Annual Budget as at 31 st Dec 2016	Spent to 31 st Dec 2016	% Budget Spent
	£m	£m	%
Adults'	3.592	0.103	3%
Children's	16.274	10.404	64%
Communities, Localities & Culture	6.774	2.666	39%
Development & Renewal	5.357	1.815	34%
Housing Revenue Account	56.227	28.846	51%
Corporate	4.488	0.000	0%
GRAND TOTAL	92.712	43.834	47%

This compares with 39% at the same stage last year, with the movement between years being attributable to re-profiling the budgets to reflect the reality of the pattern and timing of expenditure. Expenditure tends to be heavily profiled towards the latter months of the financial year.

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

Projected Variances by Directorate	Annual Budget as at 31 st Dec 2016	Projection to 31 st Mar 2017	Forecast Variance
	£m	£m	£m
Adults'	3.592	2.899	-0.693
Children's	16.274	14.837	-1.437
Communities, Localities & Culture	6.774	6.112	-0.662
Development & Renewal	5.357	3.845	-1.512
Housing Revenue Account	56.227	55.877	-0.350
Corporate	4.488	0.00	-4.488
GRAND TOTAL	92.712	83.570	-9.142

Programme slippage of £9.1m is currently being projected. The main reasons for the variance are as follows:

- **Corporate Budget Provision for Infrastructure Delivery (£4.4m)**

This relates to budget provision for allocations made under the Infrastructure Delivery Framework (IDF) Process. Amounts will be moved to Directorates as allocations are approved, and spend projections will be added accordingly. 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 2017-18.

- **Development and Renewal Section 106 Schemes (£0.9m)**

Most of this budget relates to s106 funded schemes that are yet to be formally approved through the new s106 & CIL Infrastructure Delivery Board process

8.5 Capital receipts received in 2016-17 from the sale of Housing and General Fund assets as at 31st December 2016 are as follows:

Capital Receipts *		
	£m	£m
Dwellings Sold under Right To Buy (RTB)		
Receipts from RTB sales	35.190	
less poolable amount paid to DCLG (Q3 estimated)	-1.278	
		33.912
Sale of other Housing Revenue Account (HRA) assets		
Preserved Right to Buy receipts	1.145	
11-31 Toynbee St and 67-69 Commercial St	8.000	
32-34 Hessel Street	0.027	
31 Turner Street	1.800	
327-329 Morville Street	4.751	
		15.723
Sale of General Fund assets		
2 Jubilee St	4.050	
Limehouse Library deed of variation	0.033	
Cheviot House	14.040	
		18.123
Total		67.758

* Receipts shown gross before costs of sale are deducted

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.

9 Balance Sheet Information

9.1 The following information relating to the Council's balance sheet assets and liabilities gives Members further information relating to the Council's overall financial position.

Debtors (assets)

9.2 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	31 Dec 2016
Debtors	£m	£m
- Council Tax Debtors*	16.5	14.1
- NNDR Debtors*	14.6	14.2
- Other Debtors	66.2	37.5
Total Debtors	97.3	65.8

* only debt pre 31-03-16 show

Business Rates

9.3 Growth in 2016-17 has seen the total rateable value increase from the initial estimate of £843m to £873m at the end of December 2016. As a result of this, Net Rates receivable have also increased to £404m (i.e. after taking into account the effect of reliefs and exemptions awarded totalling £27m). Year to date cash collected forecast is currently £40m ahead of the estimated end of year position. This will reduce as we approach the end of the financial year and we will need to increase our provision for appeals in the 2010 list which comes to an end in March 2017. In terms of budgeted income, collection is on course to exceed target and is at 85.27% for the year as at 31st December 2016.

Council Tax

9.4 In 2016-17 the total budgeted yield from the Council Tax base is £100m, of which the Council retains £77m (76.9%). This calculation is based on a tax base of 83,493 Band D equivalent chargeable properties. As at 31st December, the tax base has risen to 86,441 so at this stage is a long way ahead of the projected end of year position.

9.5 The budgeted collection rate is over 1% ahead of target at 76.03% for the quarter ending 31st December 2016. Further growth in chargeable properties will be closely monitored to ensure Council Tax income and growth is maximised and this will be reflected in the MTFs. At this stage it is anticipated there will be a surplus of around £3.2m, the Council's share being £2m.

Creditors (liability)

- 9.6 Creditors are individuals, organisations and companies that the Council owes for goods and services. Sums at the 31 March 2016 include closedown accruals, these are only calculated and included in the year end position.

	31 March 2016	31 Dec 2016
	£m	£m
Total Creditors	201.8	98.5

Reserves

- 9.7 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.

	31-03-2016 £m	31-03-2017 £m	31-03-2018 £m	31-03-2019 £m	31-03-2020 £m
General Fund Reserve	72.1	31.1	31.6	26.3	28.3
Earmarked Reserves	122.0	0			
Insurance		22.1	22.1	22.1	22.1
Decent Homes - Capital schemes		11.6	8.6	6.6	4.6
Main Stream Grants Fund		0.4	0.0		
New Civic Centre		20.8	10.8	5.8	0.0
Replacement Social Housing Reserve (Capital)		7.5	3.5	1.5	0.0
Parking Control		3.3	3.3	3.3	3.3
Transformation Reserve		25.0	17.0	12.0	7.0
ICT Reserve		25.0	20.0	15.0	10.0
Mayor Tackling Poverty Reserve		5.0	3.3	1.7	0.0
Free School Meals Reserve		6.0	4.0	2.0	0.0
Mayor's Priority Investment Reserve		10.0	6.9	4.0	1.3
Risk Reserve		15.0	15.0	15.0	15.0
Services Reserve		7.3	5.3	4.3	3.3
Other Reserves					
Housing Revenue Account	32.1	32.1	43.1	15.3	19.6
Schools	31.8	31.8	29.8	27.8	25.8
Capital					
Capital grants unapplied	86.4	86.4	81.4	78.4	78.4
Capital Receipts reserve	56.2	56.2	51.2	46.2	41.2
Major Repairs Reserve	9.2	9.2	9.2	9.2	9.2
	409.8	405.8	366.2	296.4	269.1

10 COMMENTS OF THE CHIEF FINANCE OFFICER

- 10.1 This report is primarily financial in nature and therefore financial comments are included throughout; there are no additional comments to make.

11 LEGAL COMMENTS

- 11.1 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.
- 11.2 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.
- 11.3 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 the Cabinet to receive information about the revenue and capital budgets as set out in the report.

12 ONE TOWER HAMLETS CONSIDERATIONS

- 12.1 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.

13 BEST VALUE (BV) IMPLICATIONS

- 13.1 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.

14 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 14.1 There are no specific actions for a greener environment implications

15 RISK MANAGEMENT IMPLICATIONS

- 15.1 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.

16 CRIME AND DISORDER REDUCTION IMPLICATIONS

16.1 There are no specific crime and disorder reduction implications.

Linked Reports, Appendices and Background Documents

Linked Report

None

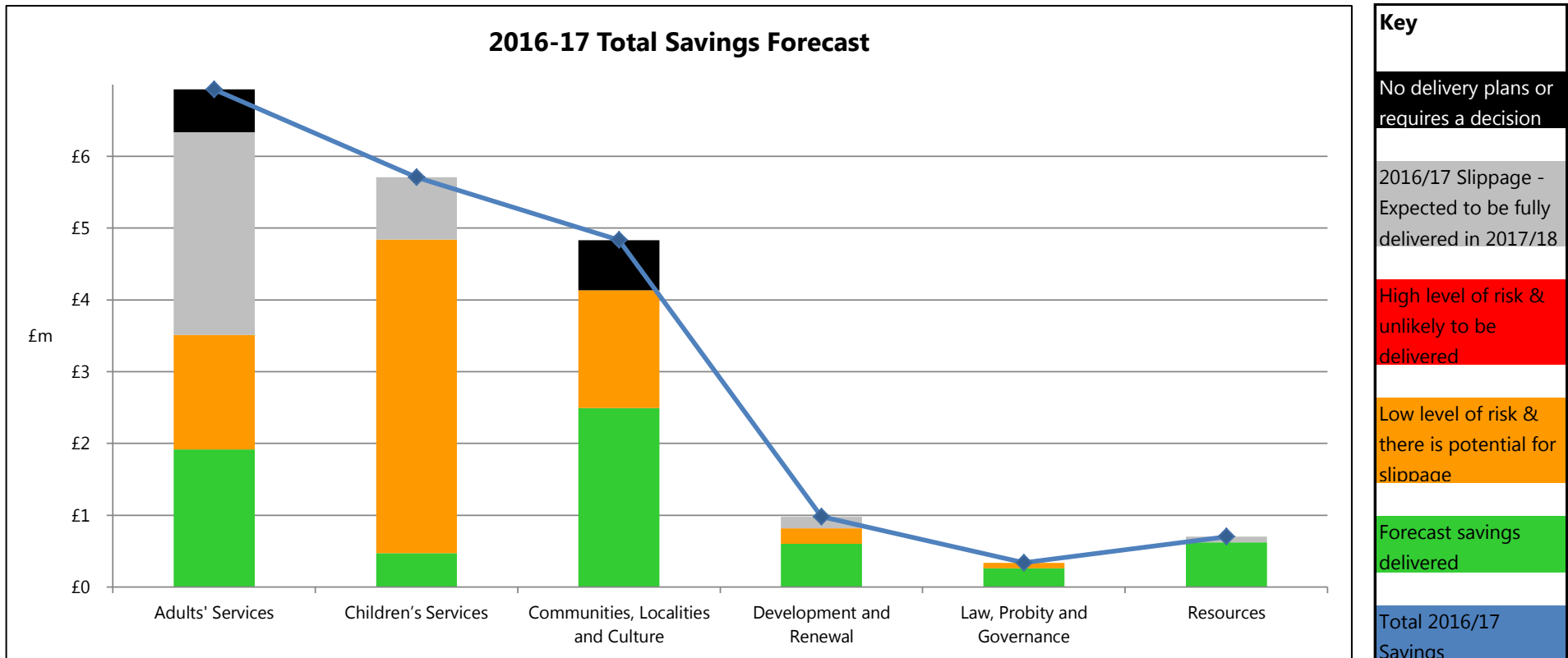
Appendices

Appendix 1 – Savings Tracker

Appendix 2 – Capital Summary

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Savings Programme Dashboard 2016-17



Key	
No delivery plans or requires a decision	
2016/17 Slippage - Expected to be fully delivered in 2017/18	
High level of risk & unlikely to be delivered	
Low level of risk & there is potential for slippage	
Forecast savings delivered	
Total 2016/17 Savings	

Total 2016-17 Savings (Approved 2016-17 Savings £17.423m & Historic Savings Carried Forward £2.069m)

Directorate	Total Savings 2016-17 £'000	Forecast Savings 2016-17 RAG Green £'000	Forecast Savings 2016-17 RAG Amber £'000	Forecast Savings 2016-17 RAG Red £'000	Slippage 2016-17 £'000	Variance (Total Non Delivery) 2016-17 £'000
Adults' Services	6,931	1,915	1,597	-	2,826	593
Children's Services	5,707	473	4,368	-	866	-
Communities, Localities and Culture	4,833	2,493	1,640	-	-	700
Development and Renewal	979	605	213	-	161	-
Law, Probity and Governance	339	260	79	-	-	-
Resources	703	625	-	-	78	-
Total	19,492	6,371	7,897	-	3,931	1,293

Approved 2016-17 Savings

Directorate	Approved Savings 2016-17 £'000	Forecast Savings 2016-17 RAG Green £'000	Forecast Savings 2016-17 RAG Amber £'000	Forecast Savings 2016-17 RAG Red £'000	Slippage 2016-17 £'000	Variance (Total Non Delivery) 2016-17 £'000
Adults' Services	6,003	1,704	1,597	-	2,702	-
Children's Services	5,401	473	4,368	-	560	-
Communities, Localities and Culture	4,414	2,074	1,640	-	-	700
Development and Renewal	800	605	123	-	72	-
Law, Probity and Governance	180	180	-	-	-	-
Resources	625	625	-	-	-	-
Total	17,423	5,661	7,728	-	3,334	700

Total Historic Savings Carried Forward to 2016-17

Directorate	Approved Savings Historic £'000	Forecast Savings 2016-17 RAG Green £'000	Forecast Savings 2016-17 RAG Amber £'000	Forecast Savings 2016-17 RAG Red £'000	Slippage 2016-17 £'000	Variance (Total Non Delivery) 2016-17 £'000
Adults' Services	928	211	-	-	124	593
Children's Services	306	-	-	-	306	-
Communities, Localities and Culture	419	419	-	-	-	-
Development and Renewal	179	-	90	-	89	-
Law, Probity and Governance	159	80	79	-	-	-
Resources	78	-	-	-	78	-
Total	2,069	710	169	-	597	593

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Directorate	Ref No	Year	Description	Target Savings 2016-17 £'000	Forecast Savings 2016-17 £'000	Forecast Savings 2016-17 Slippage £'000	Variance (Total Non Delivery) 2016-17 £'000	Additional Forecast Savings 2017-18 £'000	Forecast Savings 2016-17 RAG	End Date	Status	Comments
Adults' Services	ADU001/16-17	2016/17	Review of Day Services for Older People	241	-	241	-			31/03/17	ACTIVE	This is 'on hold' following the decision taken by Cabinet in January 2016, Agenda item 5.1: "The saving of £241k from the Review Day Services for Older People will only be progressed once suitable alternative to current provision has been found for any service users affected."
Adults' Services	ADU003/16-17	2016/17	New funding arrangements for new Belvedere House	150	150		-		Green	31/03/16	COMPLETE	
Adults' Services	ADU005/16-17	2016/17	Reduction in Social Services early retirement costs	71	71		-		Green	31/03/16	COMPLETE	
Adults' Services	ESCW054/16-17	2016/17	Review of high cost Learning Disability care packages	50	50		-		Green	30/11/16	COMPLETE	This saving has been realised through reviewing care packages to ensure that support is being provided in the most effective and efficient way.
Adults' Services	ADU006/16-17	2016/17	Charging for community Social Care services	540		540	-			31/03/17	ACTIVE	Public consultation on the new charging policy has now been completed. Agreement of the new policy has been delayed at the request of the Mayor to December Cabinet with implementation from 1 April 2017. Work is now underway to put in place the business processes for implementation of the new charging policy, including financial assessment and income collection/ debt management. Financial projections indicate that the target will be met in 2017-18.
Adults' Services	ADU007/16-17	2016/17	Sharing Services with NHS Partners	800	279	521	-		Amber	31/03/17	ACTIVE	Savings delivered in 2016-17 relate to a restructure of our jointly managed mental health service, deletion of vacant posts in the Commissioning and Health service and making underspends permanent. Further savings to be delivered from 2017-18 relate to integrating the sensory impairment service with other teams, and reduction in management posts in the Commissioning and Health service as a result of our joint commissioning review.
Adults' Services	ADU008/16-17	2016/17	Improving focus on reablement for social care users	800	400	400	-		Amber	31/03/17	ACTIVE	Work to complete reviews of double handed care packages is ongoing, with some savings banked. Additional savings from reablement have been identified. Slippage of £400k is now anticipated as a one off pressure in 2016-17. Additional savings from reablement have been identified as part of the MTFs for 2017-20, therefore this project will now continue for the remainder of the financial year.
Adults' Services	ADU009/16-17	2016/17	Improving focus on maintaining independence for social care users	918	918		-		Amber	31/03/17	ACTIVE	Savings are being realised through the application of the new Practice Framework, launched in April 2016. This is using a more person centred approach to assessment and support planning to reduce the need for direct support from the council through traditional care packages, as it recognises that needs can be met in a variety of ways, including recognition of the role of support from family or wider social networks. A comprehensive programme of workforce development and performance management activity has been implemented to support this change and its impact is being monitored. Our monitoring is suggesting that the target savings have been made. Monitoring will continue for the remainder of the financial year. Latest figures show a reduction in demand of £997K since April 2016, slightly exceeding our target. We are starting to see small reductions in direct support provided following scheduled annual reassessments. Validating these figures is complex due to the need to separate out growth pressures impacting on the overall budget however we anticipate that this work will be completed by January 2017.
Adults' Services	ADU010/16-17	2016/17	Improving the efficiency of the community equipment service	60	60		-		Green	30/11/16	COMPLETE	Savings have now been delivered through efficiency measures in the service.
Adults' Services	ADU011/16-17	2016/17	Commissioning and procuring efficient adult social care	1,373	1,373		-		Green	31/10/16	COMPLETE	This saving is being delivered through the existing procurement schedule for contracts that are due to expire and is on track.
Adults' Services	ADU012/16-17	2016/17	Working with the NHS to deliver jointly funded care packages	1,000	-	1,000	-			31/03/17	ACTIVE	Current projections suggest no additional income will be raised in 2016-17 although work is ongoing to clarify the situation. However, £2m additional income is expected in 2017-18 through additional reviews of care packages, due to be completed by Quarter 4 2016-17. It should be noted that Tower Hamlets has very low income from the NHS for care packages and this is being addressed by the work of this project.
Adults' Services	ADU012/16-17	2016/17	Working with the NHS to deliver jointly funded care packages				-	1,000		31/03/17	ACTIVE	Current projections suggest no additional income will be raised in 2016-17 although work is ongoing to clarify the situation. However, £2m additional income is expected in 2017-18 through additional reviews of care packages, due to be completed by Quarter 4 2016-17. It should be noted that Tower Hamlets has very low income from the NHS for care packages and this is being addressed by the work of this project.
Adults' Services	ESCW063/15-16	Historic	Additional restructure Adults OOH. To be linked to 3 other service challenges - ESCW17, 65 &66	62		62	-			31/03/17	ACTIVE	Three possible options to deliver the saving have been identified following a review of the service, and these are now being discussed with management teams with recommendations to DMT scheduled for December 2016. This saving will now be made in 2017-18.

Directorate	Ref No	Year	Description	Target Savings 2016-17 £'000	Forecast Savings 2016-17 £'000	Forecast Savings 2016-17 Slippage £'000	Variance (Total Non Delivery) 2016-17 £'000	Additional Forecast Savings 2017-18 £'000	Forecast Savings 2016-17 RAG	End Date	Status	Comments
Adults' Services	ESCW065/15-16	Historic	Restructure of Adults out of hours service. To be linked to 3 other service challenges - ESCW17, 63 &66	62		62	-			31/03/17	ACTIVE	Three possible options to deliver the saving have been identified following a review of the service, and these are now being discussed with management teams with recommendations to DMT scheduled for December 2016. This saving will now be made in 2017-18.
Adults' Services	ESCW064/15-16	Historic	Review of PH Strategy Posts	211	211		-		Green	15/02/17	COMPLETE	The restructure to achieve this saving permanently has now been completed.
Adults' Services	ESCW	Historic	One-offs to carry forward	593			593				COVERED OFF	This line relates to savings previously undelivered and covered by one off measures. The remaining saving relates to savings in Learning Disability day services which were not delivered. Existing savings opportunity ADU012 will deliver additional permanent savings to cover this shortfall.
Adults' Services Total				6,931	3,512	2,826	593	1,000				
Children's Services	CHI003/16-17	2016/17	Undergraduate & PGCE bursaries	161	128	33	-		Green	30/09/16	COMPLETE	The bursary scheme has been ceased as planned however fewer students than anticipated completed their courses during 2016-17 meaning there are some ongoing liabilities. This has resulted in a small amount of slippage into 2017-18.
Children's Services	CHI004/16-17	2016/17	Realignment and funding of efficiencies in early years provision	4,368	4,368		-		Amber	31/03/17	ACTIVE	Savings for 2016-17 are being covered by one-offs pending a significant restructure of the service to make permanent savings from 2017-18. This restructure is currently out to formal consultation with staff under the Council's organisational change process, and is due to be completed by the end of the current financial year. Current savings identified from staffing restructure and other efficiencies: £3.487m. There is a potential shortfall of £881k from 2017-18.
Children's Services	CHI005/16-17	2016/17	Directorate support services- more efficient working*	160		160	-			15/12/16	ACTIVE	Work has been completed to identify the requirements for support services and administration and is now being written up. This will be completed by first week of December 2016 and then handed over to the corporate Business Support Programme. The savings will slip into 2017-18 to be delivered through the corporate programme.
Children's Services	ESCW034/16-17	2016/17	Directorate administration review*	317		317	-			15/12/16	ACTIVE	Work has been completed to identify the requirements for support services and administration and is now being written up. This will be completed by first week of December 2016 and then handed over to the corporate Business Support Programme. The savings will slip into 2017-18 to be delivered through the corporate programme.
Children's Services	ESCW042/16-17	2016/17	Healthy Lives service - reduction in non staff spend	15	15		-		Green	31/03/16	COMPLETE	
Children's Services	ESCW045/16-17	2016/17	Reduction in Schools early retirement costs	30	30		-		Green	31/03/16	COMPLETE	
Children's Services	CHI006/16-17	2016/17	Review of Child and Adolescent Mental Health services (CAMHS)	200	150	50	-		Green	30/09/16	COMPLETE	This saving has been achieved through a staff reorganisation starting in the first quarter of 2016-17, which has now been completed. Slippage relates to delays in completing the reorganisation process.
Children's Services	CHI007/16-17	2016/17	Review of Attendance and Welfare Service	100	100		-		Green	30/06/16	COMPLETE	
Children's Services	CHI008/16-17	2016/17	Reduction of General Fund subsidy for Gorsefield Rural Studies Centre	50	50		-		Green	30/06/16	COMPLETE	This saving has been reported as completed, however work is currently underway to verify that savings have been achieved.
Children's Services	ESCW066/15-16	Historic	Extension of day service to incorporate out of hours work. To be linked to 3 other service challenges - ESCW17, 63 &65	51	-	51	-			31/03/17	ACTIVE	Three possible options to deliver the saving have been identified following a review of the service, and these are now being discussed with management teams with recommendations to DMT scheduled for December 2016. This saving will now be made in 2017-18.
Children's Services	CSF 4 (2012)	Historic	Consolidation of information systems- Single View of a Child	255	-	255	-			31/03/17	ACTIVE	The software to achieve implementation of this project is being implemented. Savings are now expected in 2017-18.
Children's Services	ESCW009/15-16 ESCW011/15-16 ESCW016/15-16 ESCW017/15-16 ESCW020/15-16 ESCW032/15-16 ESCW033/15-16 ESCW034/15-16 ESCW037/15-16 ESCW042/15-16 ESCW048/15-16 ESCW057/15-16 ESCW061/15-16	Historic	Non Delivery of 2015/16 Savings	-	-		-				CANCELLED	Saving reversed (Cabinet December 2016)
Children's Services Total				5,707	4,841	866	-	-				
Communities, Localities and Culture	CLC002/16-17	2016/17	Renegotiation of Current Leisure Services Contract	1,240	1,240		-		Amber	31/03/17	ACTIVE	Negotiation on-going. Delivery of savings to be established following agreement with GLL over the length of contract extension and the amount of capital investment contribution from the Council.

Directorate	Ref No	Year	Description	Target Savings 2016-17 £'000	Forecast Savings 2016-17 £'000	Forecast Savings 2016-17 Slippage £'000	Variance (Total Non Delivery) 2016-17 £'000	Additional Forecast Savings 2017-18 £'000	Forecast Savings 2016-17 RAG	End Date	Status	Comments
Communities, Localities and Culture	CLC003/16-17	2016/17	Making the Youth Service More Efficient	700	700	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC004/16-17	2016/17	Discontinue the Incontinence Laundry Service	41	41	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC005/16-17	2016/17	Alternative Service Delivery Model for Animal Warden Service	160	120	-	40		Amber	31/03/17	ACTIVE	SLA with Hackney Council is being negotiated. Staffing review documents are being developed. Business case being written to support process and HR actions as a consequence. The likely saving is closer to £120k per annum based on figures from updated data regarding dogs collected etc.
Communities, Localities and Culture	CLC006/16-17	2016/17	Income Generation Opportunity from CCTV Network	400	200	-	200		Amber	31/03/17	ACTIVE	The original savings identified was speculative until a report was received from Consultants detailing actual savings expected from this proposal. The report has been completed by Regional Network Solutions (RNS). Their assessment suggests that revenue of £200k per annum can be achieved. The timetable for implementation has slipped and is currently being reviewed by the Project Manager.
Communities, Localities and Culture	CLC007/16-17	2016/17	Review of Enforcement Function- More Generic Working	451	451	-	-		Amber	31/03/17	ACTIVE	Action pending further review by Service Head. However, 2016-17 savings covered off using Public Realm budget.
Communities, Localities and Culture	CLC008/16-17	2016/17	School Crossing Patrols to be delivered by Schools	89	89	-	-		Amber	31/03/17	ACTIVE	Currently reviewing feasibility of operating the school crossing patrol provision as a traded service.
Communities, Localities and Culture	CLC010/16-17	2016/17	Alternative funding arrangement for Toilets	100	100	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC011/16-17	2016/17	Reduce funding to local police budgets	270	270	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC012/16-17	2016/17	Review of Streetcare and Streetworks Team	90	90	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC013/16-17	2016/17	Make more parking services available online and by phone	500	500	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC014/16-17	2016/17	Introduction of Car Parking at John Orwell Centre	48	48	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC015/16-17	2016/17	Saving from existing underspend of London Taxi Card budget	100	100	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC016/16-17	2016/17	Reduction in Blackwall Tunnel Approach Cleansing	75	75	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC017/16-17	2016/17	Alternative Waste Disposal Solution	150	150	-	-		Green	31/03/16	COMPLETE	
Communities, Localities and Culture	CLC040/15-16	Historic	Review of Idea Store	69	69	-	-		Green	30/09/16	COMPLETE	
Communities, Localities and Culture	CLC035/15-16	Historic	Review of Arts Parks & Events Team	110	110	-	-		Green	30/09/16	COMPLETE	
Communities, Localities and Culture	CLC010/15-16	Historic	Deliver more street care monitoring through champions and volunteers	140	140	-	-		Green	15/05/15	COMPLETE	
Communities, Localities and Culture	CLC012/15-16	Historic	Introduce Residual waste limits for multi occupancy premises	100	100	-	-		Green	31/03/17	COVERED OFF	From Public Realm budget.
Communities, Localities and Culture Total				4,833	4,593	-	240	-				

Directorate	Ref No	Year	Description	Target Savings 2016-17 £'000	Forecast Savings 2016-17 £'000	Forecast Savings 2016-17 Slippage £'000	Variance (Total Non Delivery) 2016-17 £'000	Additional Forecast Savings 2017-18 £'000	Forecast Savings 2016-17 RAG	End Date	Status	Comments
Development and Renewal	D&R001/16-17	2016/17	Management of vacancies and review of pensions contributions	200	200	-	-		Green	31/03/16	COMPLETE	
Development and Renewal	D&R002/16-17	2016/17	Corporate Landlord and other Commissioning Efficiencies	125	125	-	-		Green	31/03/16	COMPLETE	
Development and Renewal	D&R003/16-17	2016/17	Increased productivity and commercialisation of planning and building control services	100	100	-	-		Green	31/03/16	COMPLETE	
Development and Renewal	D&R005/16-17	2016/17	Reduction to the Mainstream Grants Budget	40	40	-	-		Green	31/03/16	COMPLETE	
Development and Renewal	D&R006/16-17	2016/17	Reorganisation of Housing Management & Procurement Teams	145	73	72	-		Amber	31/03/17	ACTIVE	There is an ongoing failure to agree which has now been escalated to the Corporate Director who has offered to meet the Unions to resolve in January 2017.
Development and Renewal	D&R007/16-17	2016/17	Restructure of Programme Management & Assurance Team	90	90	-	-		Green	31/03/16	COMPLETE	
Development and Renewal	D&R008/16-17	2016/17	Generating more income from council assets	50	50	-	-		Amber	31/03/17	ACTIVE	Any income (which could result in GF replacement and therefore savings) is subject to an agreed deal with an external Wi-Fi provider. The Commission has not yet been approved to go to market and is further delayed by the introduction of new ICT/Financed based discussions around Resident Wi-Fi. This is not a saving that can be realised until Finance/ICT have agreed the way forward for the programme commission with us.
Development and Renewal	D&R009/16-17	2016/17	Directorate transformation and efficiency programme	50	50	-	-		Green	30/08/16	COMPLETE	
Development and Renewal	D&R018/15-16	Historic	Housing Management	96	48	48	-		Amber	31/03/17	ACTIVE	There is an ongoing failure to agree which has now been escalated to the Corporate Director who has offered to meet the Unions to resolve in January 2017.
Development and Renewal	D&R019/15-16	Historic	Options and Prevention and Assessments	83	42	41	-		Amber	31/03/17	ACTIVE	There is an ongoing failure to agree which has now been escalated to the Corporate Director who has offered to meet the Unions to resolve in January 2017.
Development and Renewal Total				979	818	161	-	-				
Law, Probity and Governance	LPG001/16-17	2016/17	Service Efficiency: Deletion of Vacant Post	45	45	-	-		Green	31/03/16	COMPLETE	
Law, Probity and Governance	LPG002/16-17	2016/17	Review of external spend	50	50	-	-		Green	31/03/16	COMPLETE	
Law, Probity and Governance	LPG003/16-17	2016/17	Reduction in children's court fees budget	40	40	-	-		Green	31/03/16	COMPLETE	
Law, Probity and Governance	LPG004/16-17	2016/17	Increase external income from Legal Services	25	25	-	-		Green	31/03/16	COMPLETE	
Law, Probity and Governance	LPG005/16-17	2016/17	Deletion of Burial Subsidy Scheme	20	20	-	-		Green	31/03/16	COMPLETE	
Law, Probity and Governance	LPG002/15-16	Historic	Implementation of Registration Service new business model	80	80	-	-		Green	30/09/16	COMPLETE	
Law, Probity and Governance	LPG010/15-16	Historic	Staffing and associated efficiencies	79	79	-	-		Amber	31/03/17	ACTIVE	There is a risk that the Implementation of the new business model and staffing changes within the Registration Service may not deliver the full income targets expected. This is being closely monitored.
Law, Probity and Governance Total				339	339	-	-	-				
Resources	RES001/16-17	2016/17	Downsizing of Contact Centre Management Team	19	19	-	-		Green	31/03/16	COMPLETE	
Resources	RES002/16-17	2016/17	Corporate Finance Staffing - process savings	100	100	-	-		Green	31/03/16	COMPLETE	
Resources	RES003/16-17	2016/17	Partnership delivery of employment programmes	150	150	-	-		Green	31/03/16	COMPLETE	
Resources	RES004/16-17	2016/17	Benefits Service Assessment	30	30	-	-		Green	31/03/16	COMPLETE	
Resources	RES005/16-17	2016/17	ICT reduction through down-sizing of user base	150	150	-	-		Green	31/03/16	COMPLETE	
Resources	RES006/16-17	2016/17	Better recovery of Court Costs	50	50	-	-		Green	31/03/16	COMPLETE	
Resources	RES007/16-17	2016/17	Housing Benefit Overpayment Recovery	126	126	-	-		Green	31/03/16	COMPLETE	
Resources	RES028/15-16	Historic	More efficient working across Central Service (HR) and Payroll	78	-	78	-			31/03/17	ACTIVE	Project resources are in place. The restructure required to deliver these savings has not yet started and there is currently no start date. It is not anticipated that this saving will be delivered in 2016-17.

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Directorate	Ref No	Year	Description	Target Savings 2016 17 £'000	Forecast Savings 2016 17 £'000	Forecast Savings 2016-17 2016-17 £'000	Variance (Total Non Delivery) 2016-17 £'000	Additional Forecast Savings 2017 18 £'000	Forecast Savings 2016-17 RAG	End Date	Status	Comments
Resources	RES030/15-16	Historic	Staffing Reduction in Pensions Team	-	-	-	-	-		31/03/17	ACTIVE	Project resources are in place. The restructure required to deliver these savings has not yet started and there is currently no start date. It is not anticipated that this saving will be delivered in 2016-17.
Resources Total				703	625	78	-	-				

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Capital Control Budget 2016/17	Total Capital Budget (£)	Adults' Services (£)	Children's Services (£)	Communities, Localities & Culture (£)	Building Schools For the Future (£)	Development & Renewal (£)	Corporate (£)	Housing Revenue Account (£)
2016/17 Original Budget	227,988,400	5,046,000	31,874,305	12,348,200	-	6,405,517	34,000,000	138,314,378
Slippage from 2015/16	24,664,733	205,524	2,344,730	1,849,291	1,072,163	1,615,574	204,675	17,372,775
Quarter 1 Total Adjustments	(52,309,691)	10,049,164	(12,495,981)	2,203,214	-	(1,930,359)	-	(50,135,729)
Quarter 2 Total Adjustments	(29,990,531)	(7,859,000)	(3,604,271)	(5,028,855)	(782,471)	(155,085)	-	(12,560,849)
Cabinet Approvals								
Communities, Localities & Culture, Culture, Idea Store Interactive Learning Project (October 2016)	232,342			232,342				
Communities, Localities & Culture, Culture, Idea Store Learning Technology Refresh (October 2016)	249,238			249,238				
Communities, Localities & Culture, Culture, Mile End Play Pavilion Air Conditioning (October 2016)	30,000			30,000				
Decisions Delegated to Corporate Directors*								
Children's Services, Conditions & Improvement - Cherry Tree School - New entrance and family support facility (October 2016)	28,959		28,959					
Children's Services, Conditions & Improvement - Cherry Tree School - Urgent Heating Works (August 2016)	85,000		85,000					
Children's Services, Conditions & Improvement - Ben Jonson Primary - Hygiene Room (December 2016)	30,000		30,000					
Children's Services, Conditions & Improvement - Canon Barnett - Boiler replacement (December 2016)	35,000		35,000					
Children's Services, Conditions & Improvement - Oaklands Secondary School - Water Tanks (November 2016)	26,000		26,000					
Children's Services, Provision for 2 year olds - Barnardos (August 2016)	78,790		78,790					
Children's Services, Provision for 2 year olds - Shining Futures (August 2016)	36,081		36,081					
Children's Services, Provision for 2 year olds - Winterton House Phase 2 (August 2016)	46,662		46,662					
Communities, Localities & Culture, Transport for London funded Schemes - Cycle Parking (November 2016)	115,000			115,000				
Communities, Localities & Culture, Transport for London funded Schemes - Corbridge Crescent Bridge (August 2016)	50,000			50,000				
Communities, Localities & Culture, Transport for London funded Schemes - Quietway 6: Bancroft Road / Alderney Road (November 2016)	29,812			29,812				
Communities, Localities & Culture, Transport for London funded Schemes - Quietway 6: Cadogan Place (November 2016)	3,415			3,415				
Communities, Localities & Culture, Transport for London funded Schemes - Quietway 6: Hepscott Road / Wallis Road (November 2016)	53,913			53,913				
Communities, Localities & Culture, Transport for London funded Schemes - Quietway 6: Holton Street / Grantley Street (November 2016)	11,332			11,332				
Communities, Localities & Culture, Transport for London funded Schemes - Quietway 6: Implementation fee (November 2016)	10,000			10,000				
Communities, Localities & Culture, Transport for London funded Schemes - Quietway 6: Mile End Park (November 2016)	6,535			6,535				
Communities, Localities & Culture, Transport for London funded Schemes - Quietway 6: Roman Road / Cardigan Road / Arbery Road (November 2016)	3,500			3,500				
Communities, Localities & Culture, Transport for London funded Schemes - Quietway 6: Sycamore Avenue / Cedar Close (November 2016)	12,253			12,253				
Communities, Localities & Culture, Parks - Mile End Children's Park (August 2016)	49,974			49,974				
Development & Renewal, GLA Whitechapel High Street Fund - 206 Whitechapel Road - workspace (November 2016)	227,000					227,000		
Budgets Re-profiled**								
Adults' Services, Public Health (To future years)	(3,850,000)	(3,850,000)						
Children's Services, Basic Need / Expansion (From future years)	1,100,000		1,100,000					
Children's Services, Conditions & Improvement (To future years)	(1,650,000)		(1,650,000)					
Children's Services, Provision for 2 year olds (To future years)	(1,500,000)		(1,500,000)					
Communities, Localities & Culture, Transport for London funded Schemes (From future years)	212,000			212,000				
Communities, Localities & Culture, Transport for London funded Schemes (To future years)	(297,000)			(297,000)				
Communities, Localities & Culture, Transport S106 funded Schemes (To future years)	(984,761)			(984,761)				
Communities, Localities & Culture, Olympic Park Transport Environmental Management Scheme (To future years)	(118,000)			(118,000)				
Communities, Localities & Culture, Public Realm Improvements (To future years)	(512,830)			(512,830)				
Communities, Localities & Culture, Parks (To future years)	(2,932,000)			(2,932,000)				
Communities, Localities & Culture, Culture (To future years)	(625,202)			(625,202)				
Communities, Localities & Culture, ICT Solution - Handheld Devices (To future years)	(100,000)			(100,000)				
Development & Renewal, Regional Housing Pot Targeted Funding - Birchfield Estate Masterplan (To future years)	(621,000)					(621,000)		
Development & Renewal, Private Sector Improvement Grants (To future years)	(900,000)					(900,000)		
Development & Renewal, Community Buildings Support Fund (To future years)	(1,473,590)					(1,473,590)		
Corporate, Whitechapel Civic Centre - Civic Centre Project - pre-procurement detailed design phase (To future years)	(1,305,000)						(1,305,000)	
Corporate, Infrastructure Delivery Budgetary Provision (To future years)	(25,000,000)						(25,000,000)	
Corporate, Indicative Scheme - 229 Bethnal Green Road - to buy out Tower Hamlets College's interest in the site (To future years)	(1,000,000)						(1,000,000)	
Housing Revenue Account, Housing Capital Programme (To future years)	(26,285,000)							(26,285,000)
Housing Revenue Account, Ocean Estate Regeneration - Ocean Retail Units (To future years)	(821,000)							(821,000)
Housing Revenue Account, Blackwall Reach (To future years)	(3,152,000)							(3,152,000)
Housing Revenue Account, Fuel Poverty Works (To future years)	(593,000)							(593,000)
Housing Revenue Account, New Supply - On site - Extensions - GLA Pipeline Fund (To future years)	(1,173,000)							(1,173,000)
Housing Revenue Account, RP Grant Scheme (from 1-4-1) (From future years)	1,500,000							1,500,000
Housing Revenue Account, Buybacks 1-4-1 Receipts (To future years)	(6,240,000)							(6,240,000)
Other Approvals/Adjustments								
Children's Services, Provision for 2 year olds (Schemes identified - see Decisions Delegated to Corporate Directors)	(161,533)		(161,533)					
Communities, Localities & Culture, Transport for London funded Schemes - Manchester Road (Scheme completed)	(5,411)			(5,411)				
Communities, Localities & Culture, Transport S106 funded Schemes - Mudchute Farm Footpath (No longer proceeding)	(7,000)			(7,000)				
Communities, Localities & Culture, Culture - John Orwell Sports Centre Astro-turf Development (Reduction in S106 resource)	(8,000)			(8,000)				
Communities, Localities & Culture, Culture - Stepney Green Astro Turf (Scheme completed)	(2,276)			(2,276)				
Communities, Localities & Culture, Culture - Tennis Courts - Bethnal Green Gardens (Scheme completed)	(2,000)			(2,000)				
Communities, Localities & Culture, Culture - Tennis Courts - Victoria Park (Scheme completed)	(10,000)			(10,000)				
Communities, Localities & Culture, Culture - St John's Gardens Park - Floodlighting of Tennis Courts (Scheme completed)	(62,806)			(62,806)				
Corporate, Infrastructure Delivery Budgetary Provision (Allocations made - See Cabinet Approvals)	(511,580)						(511,580)	
Housing Revenue Account, New Supply - Pre construction - Locksley Estate - Housing Covenant (Reallocation within programme)	(275,000)							(275,000)
Housing Revenue Account, New Supply - Pre construction - Hereford St - Housing Covenant (Reallocation within programme)	(275,000)							(275,000)
Housing Revenue Account, New Supply - Pre construction - Jubilee St - Local Growth Fund (Reallocation within programme)	(275,000)							(275,000)
Housing Revenue Account, New Supply - Pre construction - Baroness Rd - Local Growth Fund (Reallocation within programme)	(275,000)							(275,000)
Housing Revenue Account, New Supply - Pre construction - Tent Street - 1-4-1 receipts (Reallocation within programme)	550,000							550,000
Housing Revenue Account, New Supply - Pre construction - Arnold Road - 1-4-1 receipts (Reallocation within programme)	550,000							550,000
Quarter 3 Total Adjustments	(77,641,182)	(3,850,000)	(1,845,041)	(4,597,971)	-	(2,767,590)	(27,816,580)	(36,764,000)
Revised Budget	92,711,729	3,591,689	16,273,741	6,773,879	289,692	3,168,057	6,388,095	56,226,576

* For items exceeding £100k and not exceeding £250k, see relevant noting report to cabinet

** This involves changes to the timing of spending, not the purpose

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<p>Cabinet</p> <p>7 March 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Debbie Jones, Corporate Director – Children’s Services</p>	<p>Classification: Part Exempt (Exempt Appendix)</p>
<p>Draped Seated Woman – selection of local hosting partner</p>	

Lead Member	Councillor Asma Begum, Cabinet Member for Culture
Originating Officer(s)	Judith St John, Acting Divisional Director – Sport, Leisure, Culture and Youth
Wards affected	All Wards
Key Decision?	Yes
Community Plan Theme	A great place to live

Appendix 1 to this report contains information that is exempt by virtue of section 100A of the Local Government Act 1972 and paragraph 3 of Schedule 12A of the Local Government Act 1972 (information relating to the financial or business affairs of any particular person including the authority handling the information) The public interest in withholding the information outweighs the public interest in disclosing it because disclosure would reveal market sensitive information that could *undermine the commercial position* of the bidders.

Executive Summary

This report outlines the procurement exercise carried out to secure a local hosting partner for the Henry Moore sculpture “Draped Seated Woman” (locally known as “Old Flo”). Following the Mayor’s decision on 1st December 2016, setting the contract strategy, officers led the procurement exercise and bid evaluation in line with the Council’s procurement procedures. This report recommends that the contract to host the sculpture be awarded to the highest scoring bidder.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree that the award of the contract to host “Draped Seated Woman” (locally known as “Old Flo”) be awarded to the bidder with the highest score (see exempt Appendix 1)
2. Delegate to the Corporate Director – Children’s Services and in her absence to the Acting Divisional Director, Sport, Leisure, Culture and Youth authority to enter into a contract with the said highest scoring bidder.

1. REASONS FOR THE DECISIONS

- 1.1 The decision is required in order to implement the Mayor's pledge to return Draped Seated Woman by Henry Moore back to Tower Hamlets. In line with the Mayor's decision taken on 1st December 2016, which set the contract approach, officers have now completed a procurement exercise. This report sets out the outcome of the procurement process and recommends to the Mayor that the highest scoring bidder be appointed to host Draped Seated Woman.

2. ALTERNATIVE OPTIONS

- 2.1 The following alternative options are available to the Mayor:
- 2.2 Not to accept the officers' recommendation to appoint the highest scoring bidder and restart the procurement process.
- 2.3 Not to accept the officers' recommendation to appoint the highest scoring bidder and develop alternative options to return Draped Seated Woman to the borough.

3. DETAILS OF REPORT

- 3.1 *Background*
- 3.2 Draped Seated Woman (locally known as "Old Flo") is an important example of the work of Henry Moore. The sculpture was one of eight casts made in 1957/58.
- 3.3 In 1962, the sculpture was purchased by London County Council (LCC) as part of its public art programme which ran from 1948 to 1965 and sought to broaden public engagement with art in the municipal environment. The LCC public art programme was one strand of a post-war movement to deliver social reform through strategic civic schemes. The programme commissioned or procured many sculptures, mosaics and reliefs through the LCC's Public Art Committee.
- 3.4 Following its acquisition, Old Flo was placed on the Stifford Estate in Stepney, built in 1962. Henry Moore is said to have sold the statue below its market value as he wanted to support the siting of it in this context. The Stifford Estate consisted of three 17-storey tower blocks arranged around a large lawn, fronting Jamaica Street just north of Stepney Way. Old Flo was positioned in the northern section of the lawn and was visible from Jamaica Street as well as to residents in all three blocks. The estate was demolished in 1999 – 2000 and the site redeveloped and as a result the original location is no longer publicly accessible.
- 3.5 The statue suffered from damage and vandalism and in advance of demolition of the estate, Tower Hamlets Council entered into a loan agreement with

Yorkshire Sculpture Park (YSP) in November 1997. YSP carried out restoration work and has exhibited and maintained the sculpture in its grounds since then at no cost to the Council.

- 3.6 In 2012 the previous administration resolved to sell Old Flo at auction to release a capital receipt. Shortly after the decision to progress with the sale in late 2012, the London Borough of Bromley claimed ownership of the sculpture. As a consequence the sale did not progress. In November 2015, the High Court ruled that the London Borough of Tower Hamlets was the rightful owner of Old Flo.
- 3.7 As part of his manifesto, Mayor Biggs pledged to reverse the decision of the previous administration to sell Draped Seated Woman and bring the sculpture back to Tower Hamlets. Following the election, he overturned the decision to sell Old Flo and set up a cross-party working group to consider options for returning Old Flo to Tower Hamlets.
- 3.8 In December 2016, the Mayor determined the preferred option for bringing Draped Seated Woman back to Tower Hamlets and tasked officers to run a procurement exercise to select a local hosting organisation.
- 3.9 *The contract approach*
- 3.10 Having considered the options available to him, the Mayor agreed that the most appropriate option, balancing access to the sculpture, security and cost implications at a time of constrained budgets, was to enter into a time-limited loan agreement with a local hosting organisation.
- 3.11 Many local organisations own publicly accessible land which is more secure than Council parks or highways. Such locations present an opportunity for balancing public access to the sculpture whilst providing a high level of protection for a rare and valuable artwork, which is in the custodianship of the Council.
- 3.12 At the time of the proposed sale of the sculpture in 2012, a number of local organisations from the voluntary and private sector came forward offering to host the sculpture. Since the election in 2015, a number of these organisations have renewed their offers. The Mayor recognised that there may be other organisations that may wish to work in partnership with the Council to bring Old Flo back and he therefore agreed that an open and transparent bidding process be initiated, using set criteria.
- 3.13 The Mayor agreed the following outline parameters within which officers carried out a procurement exercise:
 - Duration of loan: The duration of the loan is for a period of five years. This takes into account the complexities of moving a large sculpture and the costs associated with installation and transport. The duration also aligns with the anticipated build programme for the Civic Centre in Whitechapel, allowing the Council to consider whether a location within

the Whitechapel Civic Centre complex may be suitable in the medium term.

- Costs: All costs associated with the hosting of the sculpture would be met by the hosting organisation. The hosting arrangement would result in nil costs to the Council.
- Security, maintenance and insurance: The hosting organisation would be required to meet relevant standards in relation to the security, maintenance and insurance of high value artworks. The costs associated with meeting these standards would be met by the hosting organisation.
- Location: The sculpture must be placed in a publicly accessible outdoor location, which is highly visible to passers-by and allows the sculpture to be viewed in close proximity. The location must be accessible to viewers without the need for pre-booking or payment of an entrance fee.
- Education and outreach programme: The hosting organisation would be required to provide and fund an education and outreach programme aimed at bringing the widest possible section of the community into contact with the sculpture. The programme must be agreed with the Council's Arts & Events service.
- Timing: The relocation of the sculpture should take place in late October. This would allow for the chosen hosting organisation to secure any necessary permissions, including planning permission, and to carry out site preparation work. Furthermore, the timetable would enable YSP to retain the sculpture through to the end of its 40th anniversary celebrations, recognising the important role YSP has played in looking after Old Flo.

- 3.14 The tender opportunity was advertised on the Council's procurement portal from 16th December 2016 and the deadline for submission of bids was 6th February 2017, 12noon (extended to 5pm). While the contract is nil value, the procurement approach broadly followed that for Level 3 procurement as set out in the Council's procurement procedures. However, as the contract is nil value, the tollgate process, which relates to contracts of values above £250k, was not applied. In light of the complexities of the contractual arrangements and the high profile of the subject of the contract, it was considered appropriate to follow a more rigorous approach than would normally be required if the contract value alone was considered.
- 3.15 By the deadline, three bids were received. One bid was received after the deadline and did therefore not progress to formal evaluation. One bid received by the deadline failed to provide information in relation to a compliance question. A clarification question was put to the bidder and the bidder supplied the required information by the deadline. Three bids were therefore deemed valid and scored by the evaluation team.
- 3.16 The evaluation team comprised four council officers and one external subject matter expert.

The evaluation team conducted individual assessments of bids submitted by suppliers. Following individual assessments, evaluators came together to moderate scores, under the guidance of procurement colleagues.

- 3.17 The assessment criteria are based on the quality of the submission only as the contract carries a zero value and as such there is no pricing element to consider. Bidders were required to provide responses and/or evidence for three specific questions relating to compliance. These questions were not scored but failure to provide the required information resulted in the bid being disqualified.
- 3.18 The quality criteria are split into three main subjects:
- Access (50%) – Access includes physical access to the sculpture for residents, the development of an education and outreach programme, as well as the production of communications and marketing programme.
 - Security (30%) – Security relates to the physical security measures put in place to protect the sculpture from theft and/or damage.
 - Maintenance and upkeep (20%) – Maintenance and upkeep includes plans for planned and reactive maintenance as well as the ongoing review of the sculpture’s conservation needs.

Full details of the criteria and weighting can be found in Appendix 2.

3.19 The highest scoring bidder after panel evaluation is listed in Appendix 1.

3.20 The table below sets out the scores for each of the three bidders that progressed to formal evaluation.

Bidder	Total score
Bidder 1	89%
Bidder 2	30%
Bidder 3	90%

3.21 If approved by Cabinet, the contract will be awarded in April/May following conclusion of the standstill period. This will enable the successful bidder to make all necessary arrangements to return Draped Seated Woman to Tower Hamlets by 31st October 2017, following the conclusion of the 40th anniversary celebrations of Yorkshire Sculpture Park, where the sculpture is currently located.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 It is a requirement of the Council’s constitution that “The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £250,000, shall be approved by Cabinet in accordance with the Procurement Procedures.

- 4.2 The current arrangements for Old Flo have been managed for a number of years through a loan of the sculpture to the Yorkshire Sculpture Park by the Council. The sculpture has been retained at the Park for the period at nil cost to the Council. The report seeks acceptance by Cabinet of the evaluation panel recommendation to award the contract to the highest scoring bidder, implementing the Mayor's pledge to relocate and host the sculpture within Tower Hamlets, at nil cost to the council.
- 4.3 The contract is let in accordance with all relevant procurement procedures for the duration of five years. The period takes account of costs relating to transport, installation and those associated with the hosting of the structure. In setting the period, it also allows for the future relocation of the sculpture within the Civic Centre complex in Whitechapel.
- 4.4 There is no budget provision associated with this sculpture and no budgets for maintaining public art. The parameters agreed by the Mayor are that all costs set out in this report will be borne by the successful hosting organisation including the provision of an education and outreach programme agreed by the Arts and Events Service. Given the need for the Council to deliver significant savings over the Medium Term Financial Strategy period 2017-2020, all costs associated with the relocation and hosting of the Old Flo sculpture will be met by the new contract and not impact on the Council.

5. LEGAL COMMENTS

- 5.1 The proposed contract is a Public Services Concession Agreement. This is because intrinsically the organisation who hosts the sculpture has the opportunity to exploit the sculpture for a commercial advantage.
- 5.2 The law relating to concession agreements is now dictated by the Concession Contracts Regulations 2016. In the main they require the tendering of concessions at a Europe wide level. However, the regulations only apply where the value of the concession (being the potential sum estimated to be achievable by the exploitation) is greater than £4,104,394.
- 5.3 It is difficult to properly estimate the value of the concession here. However, it is unlikely to exceed this sum and therefore the regulations will not directly apply to the tender.
- 5.4 However, the European Law case of *Parking Brixen* shows that even where a procurement is outside the ambit of the appropriate legislation a public authority must still subject such a contract to a "reasonable level of advertising".
- 5.5 It is notable also that the Council had a duty to subject this contract to competition under the general duties described by the Treaty For The Operation Of The European Union. However, also in line with the general principles the measures taken by the Council must be proportionate to the subject matter of the Procurement. The Council's Constitution is silent in

respect to the level of advertising required for concession contracts where the European Law does not directly apply. However, a proportionate approach was determined to be to operate a similar level of advertising as a services contract would require where the value of the services is similar to the estimated value of the concession. Therefore, an open or restricted (2 stage) process similar to a level 3 services procurement was deemed appropriate using the Council's tendering portal. The criteria against which bids were measured (and therefore the winner chosen) were fair and non-discriminatory and applied fairly to all bids in the same way. It is notable that receipt of remuneration by the Council was not part of the evaluation and therefore the evaluation related to quality only. Therefore, the process demonstrated compliance with all relevant legal and governance arrangements which allows the Mayor to make this delegation should he so wish.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Draped Seated Woman is currently not accessible to residents of Tower Hamlets unless they travel to YSP to view the sculpture. The proposed relocation therefore broadens the potential audience and makes it accessible to the widest possible range of Tower Hamlets residents.
- 6.2 The contract approach parameters, as set out above, include a number of requirements which are directly designed to address One Tower Hamlets considerations. These include the requirement to provide free of charge access to the sculpture in an easily accessible location, as well as an education and outreach programme to engage harder to reach audiences.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The selection of a local hosting partner to implement the Mayor's pledge meets the Council's Best Value Duty. The selection of an external local hosting partner at nil cost to the Council enables a high value artwork to be returned to its home borough. The agreement replaces an existing agreement with Yorkshire Sculpture Park, which similarly does not place any financial obligations on the Council. The proposed agreement therefore adds the benefit of enabling Tower Hamlets residents to access the sculpture more easily.
- 7.2 Selection of a local hosting organisation has been carried out as a procurement exercise in line with the Council's Procurement Procedures and the Constitution. This is in accordance with the procurement element of the Council's Best Value Improvement Plan and ensures compliance with the Secretary of State's Directions.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 None.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Securing a hosting partner minimises the risk of physical loss or damage to the artwork by requiring any future location to have robust security arrangements and be more overlooked than would be the case in relation to local parks or other Council owned sites with limited surveillance. The approach also minimises the risk of financial loss or exposure to the Council by requiring the hosting organisation to meet any costs associated with hosting the artwork.
- 9.2 As with all procurement exercises, unsuccessful bidders may challenge the outcome. This risk is being mitigated through close working with legal and procurement services throughout the process. A standstill period will apply prior to contract close.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 The contract approach parameters within which officers have carried out the procurement exercise seek to minimise the risk of crime and disorder by placing the sculpture in a secure location.

11. SAFEGUARDING IMPLICATIONS

- 11.1 None.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1 – exempt paragraphs
- Appendix 2 – evaluation criteria and weighting
- Appendix 3 – Equality Analysis Quality Assurance Checklist

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

- None

Officer contact details for documents:

- NA

Appendix 2: Assessment criteria

Compliance Questions

Question	Scoring
A1 (Planning): Provide a copy of any advice received from the Council's planning department following the pre-application meeting and documentation, which demonstrates that advice has been addressed.	Pass/Fail
B1 (Insurance): Provide the details and an overview of the relevant experience of the proposed supplier for the formal insurance valuation. This is for information purposes only at this stage. The valuation supplier will need to be agreed with the Council by the successful bidder.	Pass/Fail
B2 (Insurance): Provide a written statement from appropriate insurers confirming in principle their agreement to insure the sculpture in the proposed location against loss and / or damage and that they consider the security measures proposed to be of an appropriate standard. Failure to provide this will result in the tender being disqualified.	Pass/Fail

Quality Questions

Question	Weighting
<p>C1 (Access):</p> <p>Provide a narrative description of the location and context within which the sculpture is to be located. This should address:</p> <ul style="list-style-type: none"> • The reasons for selecting the location; • The level of footfall in this location; 	35%

<ul style="list-style-type: none"> • Sufficient access for the installation of the sculpture, taking into consideration any height, width, weight or tight corners, for access by heavy goods vehicles and lifting equipment; • Proposed process for the appointment of the installation contractor; • The extent to which the location is accessible to visitors and the ease with which the sculpture can be accessed for viewing; • The way the location provides the greatest level of visibility for the widest possible audience, including casual passers-by, people in vehicles and on public transport; • The proposed restriction on public access (e.g. night time, for maintenance, etc.) and how such restrictions on visitors will be minimised; • The manner in which the sculpture will be displayed within the surrounding landscaped area (e.g. seating, planted areas, etc.); • The proposed construction of the plinth and how the bidder will ensure that the plinth and ground are of appropriate construction to support the weight of the sculpture, the design of the plinth and its sensitivity in relation to the sculpture. <p>Provide site location plans and elevations which clearly show the proposed siting. This should include relationship to roads, footpaths, buildings, open space and trees. The plans should also show how the sculpture will be visible to passers-by on main routes through or adjacent to the site. The plans must also show the proposed location(s) of interpretation board(s) and associated landscaping surrounding the sculpture.</p> <p>Provide a set of at least four photographs showing the location with viewpoints marked on the location plan. Viewpoints to be located on main routes.</p>	
<p>C2 (Access):</p> <p>Provide a draft Outreach and Education programme setting out an indicative annual programme as well as the proposed budget for the programme for each year of the contract. Please include a projected target for the</p>	<p>10%</p>

<p>number of beneficiaries who live, work or study in Tower Hamlets and details of any local schools and/or organisations you will look to engage.</p> <p>Please also include a narrative description of any other wider community benefits the hosting organisation wishes to provide as part of the hosting arrangement.</p>	
<p>C3 (Access):</p> <p>Provide an indicative annual Marketing and Communications plan as well as a proposed budget for each year of the contract to deliver this. The plan should demonstrate how the hosting organisation will support public interest both locally and nationally of the Sculpture's new location.</p>	5%
<p>D1 (Security):</p> <p>Provide a narrative description of the proposed security arrangements (including, but not limited to, physical means, surveillance, security staff, etc.) and detail how security arrangements are monitored and are recorded.</p> <p>Provide a location plan showing the proposed location of the sculpture and proposed physical security measures.</p>	30%
<p>E1 (Maintenance):</p> <p>Provide a draft maintenance statement and schedule, setting out:</p> <ul style="list-style-type: none"> • a proposed planned maintenance regime and the process for maintenance contractor selection; • a proposed process for addressing reactive maintenance needs; • a clear mechanism for gaining Council approval prior to engaging in reactive maintenance. 	20%
TOTAL	100%

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EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Draped Seated Woman – selection of local hosting partner
Directorate / Service	Children's/ Sport, Leisure, Culture and Youth
Lead Officer	Judith St John, Acting Divisional Director – Sport, Leisure, Culture and Youth
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)	<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="width: 20px; height: 20px; background-color: #00b050; margin-right: 10px;"></div> <p>Proceed with implementation</p> </div> <p>As a result of performing the QA checklist, this proposal does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage</p>

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Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	This report outlines the procurement exercise carried out to secure a local hosting partner for the Henry Moore sculpture "Draped Seated Woman" (locally known as "Old Flo").

			<p>Following the Mayor's decision on 1st December 2016, setting the contract strategy, officers led the procurement exercise and bid evaluation in line with the Council's procurement procedures. This report recommends that the contract to host the sculpture be awarded to the highest scoring bidder.</p> <p>The Mayor in the Cabinet is recommended to delegate to the Corporate Director – Children's Services and in her absence to the Acting Divisional Director, Sport, Leisure, Culture and Youth the decision making power to enter into a contract (and instruct the Head Of Legal Services so to do) with the organisation who are determined as being the highest scoring bidder in accordance with the relevant evaluation criteria.</p> <p>The report identifies outline parameters within which officers carried out a procurement exercise, which includes an education and outreach programme. Under this parameter, the hosting organisation would be required to provide and fund an education and outreach programme aimed at bringing the widest possible section of the community into contact with the sculpture.</p>
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	As above, once the sculpture is located in the borough, a hosting organisation will be required to provide and fund an education and outreach programme aimed at bringing the widest possible section of the community into contact with the sculpture.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	Submitted tender documents will be evaluated by the evaluation team.
	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	Submitted tender documents will be evaluated by the evaluation team. The outline parameters within which officers carried out a procurement exercise are identified in the report.

c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	The issue was part of the Mayor's manifesto. Following the election, the Mayor set up a cross-party working group to consider options for returning the sculpture to the borough.
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 outlined parameters include the requirements for the education and outreach programme aimed at bringing the widest possible section of the community into the contact with the sculpture.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	See above. The implementation of the education and outreach programme by a hosting organisation will be monitored by the Council.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	A timeline for the contract award is identified.
b	Have alternative options been explored	Yes	The report includes alternative options.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The council will monitor the services delivered by a hosting organisation.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	The council has the contract monitoring procedure.
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

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