

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, 2 May 2017 at 5.30 p.m.

C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

The meeting is open to the public to attend.

Further Information

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

Contact for further enquiries:

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

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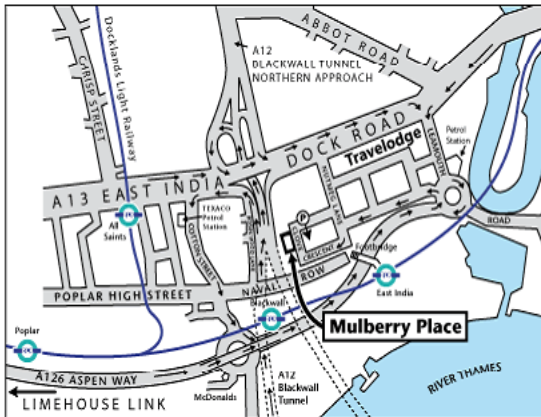
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A Guide to CABINET

Decision Making at Tower Hamlets

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

Which decisions are taken by Cabinet?

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

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

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

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

Published Decisions and Call-Ins

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

- The decisions will be published on: **Thursday, 4 May 2017**
- The deadline for call-ins is: **Tuesday, 9 May 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, 2 MAY 2017
5.30 p.m.

Pages

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

1 - 4

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.

3. UNRESTRICTED MINUTES

5 - 10

The unrestricted minutes of the Cabinet meeting held on Tuesday 4 April 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 Ageing Well in Tower Hamlets: A commissioning strategy for adult social care and related services for residents aged 55+.	11 - 82
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Report Summary:

To approve the Ageing Well in Tower Hamlets Strategy and to authorise the implementation of specific actions required in order to deliver the objectives and outcomes contained within the strategy.

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

5 .2 Indoor Sports Facilities Strategy 2017 - 2027	83 - 188
<p>Report Summary: To approve the Indoor Sports Facilities Strategy 2017 – 2027</p> <p>Wards: All Wards Lead Member: Cabinet Member for Culture Corporate Priority: Creating and maintaining a vibrant, successful place</p>	
5 .3 Approval to proceed with guidance on new rent levels	189 - 200
<p>Report Summary: Note the contents of the report and authorise officers to notify developers and Registered Providers of the agreed affordable housing rental values to be utilised as Planning Applications come in for new schemes.</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 Approval of S106 Funding to Cycle and Pedestrian Improvement Project 2017	201 - 230
<p>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:</p> <p>Cycle and Pedestrian Improvement Project 2017</p> <p>Wards: All Wards Lead Member: Cabinet Member for Strategic Development Corporate Priority: Creating and maintaining a vibrant, successful place</p>	
5 .5 Single Equality Framework 2017/18	231 - 292
<p>Report Summary: This report presents the draft Single Equality Framework 2017-18 for approval by the Mayor in Cabinet.</p> <p>Wards: All Wards Lead Member: Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p>	

5.6 Temporary Agency Report: Procurement of Managed Service Provider	293 - 314
<p>Report Summary: To consider the recommendations as set out in the report</p> <p>Wards: All Wards Lead Member: Cabinet Member for Resources Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p>	
5.7 Contracts Forward Plan 2017/18 Q1	315 - 332
<p>Report Summary: The Council's Procurement Procedures require a quarterly report to be submitted to Cabinet, laying down a forward plan of supply and service contracts over £250,000 in value, or capital works contracts over £5 million. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides the information in period quarter one of the Financial Year</p> <p>Wards: All Wards Lead Member: Cabinet Member for Resources Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p>	
5.8 List of Executive Mayoral Decisions	333 - 352
<p>Report Summary: Report listing recent Individual Mayoral Decisions. For Cabinet to note.</p> <p>Wards: All Wards Lead Member: Mayor Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p>	
5.9 Sustainability & Transformation Plan [TO FOLLOW]	
<p>Report Summary: This report sets out a formal position on the involvement of the London Borough of Tower Hamlets in the North East London Sustainability & Transformation Plan (STP) and broader collaboration around health and social care.</p> <p>Wards: All Wards Lead Member: Lead Member, Health & Adult Services Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p>	

6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

7. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

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

8. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

9. OVERVIEW & SCRUTINY COMMITTEE

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

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

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

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

10. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

Nil items.

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

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-

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 5.35 P.M. ON TUESDAY, 4 APRIL 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 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 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 Peter Golds (Leader of the Conservative Group)
Councillor John Pierce
Councillor Andrew Wood

Apologies:

Councillor Asma Begum (Cabinet Member for Culture)
Councillor Joshua Peck (Cabinet Member for Work & Economic Growth)

Others Present:

Officers Present:

Zena Cooke (Corporate Director, Resources)
Sharon Godman (Divisional Director, Strategy, Policy and Partnerships)
Chris Lovitt Associate Director of Public Health
Christine McInnes (Divisional Director, Education and Partnership, Children's)
Matthew Pullen Infrastructure Planning Team Leader
Denise Radley (Corporate Director, Health, Adults & Community)
Layla Richards (Service Manager, Policy Programmes and Community Insight)
Peter Robbins Head of Mayor's office

Andy Scott	(Head of Economic Development, Place)
Graham White	(Acting Corporate Director, Governance)
Fiona Crehan	(High Streets and Town Centres Manager, Place)
Veronica Parker	(Communications Adviser Communications)
Matthew Mannion	(Committee Services Manager, Democratic Services, Governance)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Asma Begum (Cabinet Member for Culture)
- Councillor Joshua Peck (Cabinet Member for Work and Economic Development)
- Will Tuckley (Chief Executive)
- Aman Dalvi (Corporate Director, Place) for whom Andy Scott (Acting Service Head, Economic Development) was substituting.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interests.

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes for the Cabinet meeting held on Tuesday 7 March 2017 be approved and signed by the Mayor as a correct record.

4. OVERVIEW & SCRUTINY COMMITTEE

4.1 Chair's Advice of Key Issues or Questions

Councillor John Pierce, Chair of the Overview and Scrutiny Committee, provided Cabinet with an update on their meeting the previous week, including:

- Thanking the Mayor for attending the Spotlight session.
- That the Committee had a good discussion on the new housing delivery model and its role in tackling the housing crisis. Concerns were expressed that scrutiny had not been brought into the discussions around setting up the new bodies at an early enough stage to help guide the arrangements to ensure transparency and good governance.
- Concern was also expressed about the extent to which the Council will have influence on these new private organisations.
- The Committee reviewed the Council's performance monitoring in particular challenges on affordable housing and wheelchair adaptations.
- There had been a discussion about the Strategic Plan and welcomed the good accessibility of the report.

- Consideration of the quarterly budget monitoring report.
- There was a quick discussion about support for business but the Committee would likely look at this in more detail at a future meeting.

Finally Councillor John Pierce updated Cabinet on some upcoming Scrutiny events and highlighted that all Members were welcome to attend.

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

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

Nil items.

5. UNRESTRICTED REPORTS FOR CONSIDERATION

5.1 Local Account 2016

Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adults Services, introduced the report. She stressed that this was an important document for the Council demonstrating how services were supplied and it set out future plans as well. The document also set out insights from people who used the services and in general the update this year had received much greater involvement from local people in its preparation.

Particular positives noted were high and increasing satisfaction levels and higher spending levels than the London average. Key challenges were on maintaining quality with reducing budgets and the high levels of need in the Borough.

It was noted that the foreword would be altered to include a picture of the Mayor. Officers would also investigate whether information in relation to translation services should be added.

The **Mayor** welcomed the report and the superb work it highlighted. He **agreed** the recommendations as set out in the report.

RESOLVED

1. To approve the Local Account as attached at Appendix A to the report for publication.
2. To endorse the communication plan for the Local Account as attached at Appendix B to the report.

5.2 Public Health GP Enhanced Services

Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adults Services, introduced the report. She explained that as well as the core GP services commissioned by NHS England, the Council also provided some

funding to GPs for specific enhanced services. The report provided details on the services to be provided. There was to be a direct contract award as only GPs could provide these services.

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

RESOLVED

1. To approve the recommendation for a direct award to the Tower Hamlets GP Care Group for the delivery of the Public Health NIS services.
2. To authorise the Director of Public Health, after consultation with the Interim Corporate Director, Governance, to execute and enter into all necessary agreements for a three year period.
3. To note that funding for the Public Health NIS Services will be met within the Public Health Grants budgets for the next three years.

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

The **Mayor** introduced the 2017/18 Delivery Plan (Year Two) for the 2016/19 Strategic Plan. He noted that it had been discussed at the Overview and Scrutiny Committee. Cabinet Members had been involved in conversations about their areas of responsibility and the Mayor reminded officers to ensure that the recent minor changes to responsibility areas for Cabinet Members were picked up in the report. He then **agreed** the recommendations as set out in the report.

RESOLVED

1. To note the revised Strategic Plan (appendix 1 to the report);
2. To agree the Delivery Plan (appendix 2 to the report)

5.4 Update on Town Centre Strategy (Business Friendly Tower Hamlets)

The **Mayor** introduced the report on the Town Centre Strategy setting out a list of town centres and the resources available to them, the approach to managing them over the next few years and also the links to wider regeneration.

During the discussion Councillor John Pierce, Chair of the Overview and Scrutiny Committee highlighted that the area around Redchurch street was changing significantly and officers reported that it would be part of the Brick Lane regeneration programme because of that, however they would also look to see if it should be included elsewhere in the strategy.

Councillor Peter Golds, Leader of the Conservative Group, highlighted the additional challenge facing the Borough due to the lack of larger scale town centres. He reported on work undertaken in other Boroughs by residents

looking to develop their own areas. He also noted the problems with fast food outlets and fixed odds betting terminals.

The **Mayor** thanked all Members for their contribution to the debate and also noted the point about the need to be careful on how the Whitechapel area developed. He **agreed** the recommendations as set out in the report.

RESOLVED

1. To note the progress made to date in developing the Town Centre Strategy for Tower Hamlets.
2. To note the draft Town Centre Strategy included as Appendix 1 to the report.
3. To note the outcomes of the application of the ATCM indicators of a successful town centre across the 10 District Centres as shown at Appendix 2 to the report.
4. To agree to undertake formal consultation with regard to the adoption of the Town Centre Strategy.

5.5 The Infrastructure Delivery Framework: CIL Collection, Allocation and Expenditure Report to 27th January 2017

Councillor Rachel Blake, Cabinet Member for Strategic Development, introduced the report. She welcomed the increased transparency the report provided.

The **Mayor** welcomed the report and highlighted the need to look for additional investment to secure necessary infrastructure improvements beyond the money identified in the report.

During discussion of the report Councillor Andrew Wood, Ward Councillor for Canary Wharf Ward, highlighted the need to be bold in negotiations with developers and to look to adjust agreements where funding for different infrastructure requirements became apparent. Members also looked at other issues such as the balance between spending on large and small projects and the levels of specifically allocated funds.

The **Mayor** thanked all Members for their contributions and stated he was always happy to talk to Councillors on ideas for infrastructure spending. He **agreed** the recommendation as set out.

RESOLVED

1. To note the latest quarterly position of the Council's CIL and S106 income and balance.

5.6 List of Corporate Directors' Decisions

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

RESOLVED

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

6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

7. EXCLUSION OF THE PRESS AND PUBLIC

Nil items.

8. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

9. OVERVIEW & SCRUTINY COMMITTEE

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

Nil items.

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

Nil items.

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

Nil items.

The meeting ended at 6.31 p.m.

MAYOR JOHN BIGGS

<p>Cabinet Decision</p> <p>02 May 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Denise Radley; Corporate Director: Health, Adults and Community</p>	<p>Classification: Unrestricted</p>
<p>Ageing Well in Tower Hamlets: A Commissioning Strategy</p>	

Lead Member	Councillor Amy Whitelock Gibbs, Cabinet Member for Health and Adult Services
Originating Officer(s)	Karen Sugars; Acting Divisional Director: Integrated Commissioning
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	A Healthy and Supportive Community

Executive Summary

1.1 The purpose of this report is to seek approval for the ‘Ageing Well in Tower Hamlets’ strategy. The aim of the strategy is defined as: *enhancing the health, wellbeing and quality of life of people growing older in Tower Hamlets – ensuring that Tower Hamlets is a borough where growing older is about retaining your independence and dignity with the assistance of family, friends and the community where necessary but knowing that the right care and support is there if that independence becomes significantly reduced or your changing circumstances mean increased isolation and loneliness.*

1.2 The report provides an overview of the key themes and priorities that have emerged as the work to develop the strategy has progressed and explains the work that is ongoing to develop, in partnership with older people and other stakeholders, planned responses to these key themes and priorities. The report sets out how the Ageing Well strategy relates to a range of other strategies, plans and work programmes being delivered by the Council and its partners. The report also explains how older people in the borough will continue to be involved in the development of the strategy and subsequently in monitoring its delivery.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the contents of this report and approve ‘Ageing Well in Tower Hamlets: A Strategy for Improving the Experience of Growing Older in Tower Hamlets 2017 – 2020’, attached as Appendix 1 to this report.
2. Note that following approval of the strategy work will continue with a range

of stakeholders to finalise detailed implementation plans for each of the ten key themes contained in the strategy.

1. REASONS FOR THE DECISIONS

- 1.1 To approve formally the 'Ageing Well in Tower Hamlets' strategy, which has been developed in partnership with the Older People's Reference Group. Approving the strategy will enable officers to complete work to develop detailed delivery plans for each of the ten key themes set out in the strategy.

2. ALTERNATIVE OPTIONS

- 2.1 The Mayor in Cabinet could decide not to approve the strategy and to ask officers to find other ways of progressing the priorities and ambitions set out in the strategy. This approach would risk, however, a loss of coherence and focus in terms of how individual priorities are progressed and is not recommended for this reason.

3. DETAILS OF REPORT

BACKGROUND

- 3.1 The scope of the Ageing Well strategy encompasses the breadth of responsibilities placed upon the local authority by the Care Act 2014. In summary these responsibilities are centred on:
- maintaining and promoting independence and wellbeing;
 - facilitating the development of a vibrant social care market in the borough;
 - assessing and providing for needs which the authority has a duty or power (subject to available resources) to meet. This encompasses both the provision of a range of services in the community (to enable the individual to continue living in their own home) and the provision of residential and nursing home care when living in your own home is no longer a viable option;
 - safeguarding vulnerable individuals; and
 - working in partnership with the NHS and other stakeholders to deliver integrated and personalised care and support.
- 3.2 The scope is therefore both about what might be described as the core social care responsibilities of the local authority in respect of older people and about a much wider set of activities and programmes that seek to promote independence, wellbeing and quality of life. This latter element of the scope of the strategy provides the rationale for encompassing an age range of 50+, with a particular emphasis on developing ways to support people to remain economically active for as long as they wish and as they begin to prepare for life beyond work.

- 3.3 This broader scope of the strategy means that it needs to address a wide range of themes and priorities beyond the core social care responsibilities, which at a high level mean inclusion of the following:
- Providing high quality and affordable housing options for older people that allow them to remain as independent as possible for as long as possible. This includes continuing to explore the role of different tenure types and new technologies in enabling people to maintain their independence;
 - Community safety and in particular reducing the fear of crime and enabling older people to feel safe when accessing local community resources;
 - Tackling loneliness and isolation;
 - Making the borough 'dementia friendly' by 2020;
 - The provision of information, advice and, where necessary, advocacy support;
 - Income maximisation and economic wellbeing, including reducing fuel poverty;
 - Ensuring that services are equally accessible to all older people irrespective of individual characteristics;
 - Maximising access to the employment market, including the development, with Tower Hamlets Employment Service, of new opportunities to access apprenticeships and learning and development opportunities that support career change and/or re-entry into the employment market;
 - Extending healthy years of life, including extending opportunities to engage in exercise and activities that improve wellbeing;
 - Digital inclusion.
- 3.4 The role of the Ageing Well strategy in respect of these wider themes and priorities is primarily about ensuring that a range of strategies and plans developed by the Council, by the NHS and by other key stakeholders incorporate priorities and actions that reflect the aspirations and needs of the older population in a way that is consistent with, and aids delivery of, the strategy. The relationship between the Ageing Well strategy and a range of other Council strategies and plans is mapped in the draft strategy. The strategy includes a number of specific actions and deliverables, or planned further work, in respect of these wider themes and priorities but only in so far as these are necessary to fill identified gaps in existing arrangements.
- 3.5 An example of how consistency between the Ageing Well Strategy and other strategies and plans is ensured is the way in which consultation on other strategies has been incorporated into the co-production work undertaken with the Older People's Reference Group. Colleagues working on the Health and Wellbeing Strategy, the Leisure Strategy and the Parks and Open Spaces strategy have contributed to the relevant co-production sessions and consultation on the specification for the LinkAge+ service in advance of the re-commissioning of this service has also been incorporated into the co-production sessions.
- 3.6 With regards to the core social care responsibilities of the Council, the key areas of focus for the strategy are as follows:

- Strategic realignment of existing Extra Care Sheltered Housing provision, residential care home capacity and nursing care home capacity to ensure that we have the right balance of resources across these service types to meet current and future requirements. In particular this will include work to ensure that available nursing care home capacity in the borough is sufficient to meet future demand, and that what appears currently to be an excess supply of 'traditional' residential care home capacity can be realigned either as part of the process of ensuring that we have sufficient nursing home care capacity, or to provide additional Extra Care capacity. Extra Care housing is based on a sheltered housing model (in which individuals have their own tenancy) but whereas sheltered housing will typically have support available during office hours, Extra Care housing schemes will typically have on site support 24 hours per day. This core support can then be enhanced by individual packages of care and support to individual tenants and Extra Care schemes are therefore able to offer an alternative to residential care for individuals with significant care and support needs.

This work is likely to include work with Tower Hamlets Together to redesign continuing healthcare beds, and a wider programme of quality improvement activities related to the 'Enhanced Health in Care Homes' NHS vanguard programme and the recently published framework linked to this programme.

- The development of a range of community based and community generated opportunities for older people, particularly those at risk of, or experiencing, loneliness and isolation, to connect with their local communities with the aim that these localised offers provide a direct alternative to accessing traditional day services. Work is being initiated with a number of local stakeholders to develop business plans and to identify funding sources for a range of potential solutions to be trialled on a pilot basis in the first instance. This will include work with local VCS organisations to develop solutions that enhance social value, some of which will have a focus on inter-generational work (both with children and with younger adults). The Health, Adults & Community Directorate will also utilise existing resources already deployed in the community to test and learn new options for engaging with vulnerable older people that build on the valuable work already undertaken by LinkAge+, Idea stores and one-stop shops and a range of voluntary and community sector organisations. All of these activities will utilise an assets based approach to identifying strengths and opportunities at local level and building on these to develop sustainable solutions for local residents and will be consistent with the wider corporate work on localisation;
- Ensuring that the ongoing integration of community health and social care services progressing under the auspices of the Tower Hamlets Together Vanguard Programme, along with the commissioning activities (individual, shared or joint) of the Council and the Clinical Commissioning Group

(CCG) develop in a way that is consistent with, and supports the delivery of this strategy.

- 3.7 Over the past 18 months a series of Joint Strategic Needs Assessments (JSNAs) have been completed or updated, which feed directly into the Ageing Well Strategy and along with other local and national research and analysis provide the core content for the strategy in terms of the current situation and priorities for change and improvement. The directly relevant JSNAs cover:
- Older people (completed October 2016);
 - Loneliness and Isolation in older people (completed January 2016);
 - Falls (updated November 2015); and
 - Last years of life (updated November 2015).
- 3.8 Each of these JSNAs includes a series of recommendations for change. Over the first four months of the life of the Ageing Well strategy detailed action plans for each of the ten key themes set out below will be developed, which will include content explaining progress made to date in responding to the relevant JSNA recommendations and setting out the actions that will be progressed under the auspices of the strategy to ensure that relevant recommendations are appropriately addressed.
- 3.9 In addition to these core JSNA reference points, there are a number of other relevant JSNAs including those for Carers (October 2016); and Mental Health (2012). Alongside the JSNAs, the annual service user survey has been a valuable source of data as has the Census and a range of other local and national research and analysis projects.
- 3.10 The strategy includes a chapter ('What we know, and what people have told us during the development of this strategy: a summary') in which key demographic information and other evidence referred to in paragraphs 3.7 to 3.9 above is summarised.
- 3.11 An early implementation task following approval of the strategy will be action to streamline existing research, consultation and engagement mechanisms to ensure that ongoing co-production of work programmes that support the delivery of the strategy are informed by data sources and engagement activity that is focused, collaborative and ensures that engagement and data gathering does not place onerous demands on local residents or other stakeholders. This work will also include development of local needs projection tools that allow for a more nuanced and accurate understanding of future needs and demand than current nationally developed tools allow.
- 3.12 As the strategy has developed work has been undertaken with a range of stakeholders, including older people, to test emerging themes and priorities and to develop proposals for addressing these themes and priorities. One of the key early pieces of learning from this process was that local residents, as represented by the Older People's Reference Group, have a clear view that there is significant existing evidence about the needs, aspirations and concerns of people as they age, and that the focus of the strategy

development work should be about developing shared solutions rather than potentially repeating work on needs, aspirations and concerns.

- 3.13 To respond to this expressed wish, the co-production focus of the strategy development work was refocused to put increased emphasis on identifying solutions and a series of five workshops were undertaken with groups of older people who have committed significant amounts of time to this work. This group is also committed to maintaining their involvement beyond the development of the strategy by supporting the ongoing monitoring and management of the delivery of the strategy.
- 3.14 A Voluntary and Community Sector workshop, at which the strategy themes were tested and during which ideas for future work to aid delivery of the strategy were developed, took place on the 15th of December 2016. The outputs from this workshop have helped to inform the final draft version of the strategy.

KEY THEMES

- 3.15 Ten key themes have been identified for inclusion in the strategy, reflecting the key themes identified through co-production work with older people and from the various JSNAs and other evidence sources. These ten themes are:
- Key Theme 1: Ensuring that people with longer term health and social care needs experience care and support that is truly personalised to their individual circumstances, strengths and needs, and that optimises their independence.
 - Key Theme 2: Keeping people informed in accessible ways.
 - Key Theme 3: Ensuring that the right housing and accommodation options are available to people as they age.
 - Key Theme 4: Optimising independence and wellbeing: employment, welfare benefit take-up and reducing poverty.
 - Key Theme 5: Optimising independence and wellbeing: Supporting people, as they age, to continue making a positive contribution in our communities.
 - Key Theme 6: Optimising independence and wellbeing: staying healthy and active.
 - Key theme 7: Living well with dementia.
 - Key Theme 8: Optimising independence and wellbeing: Reducing isolation and loneliness.
 - Key Theme 9: Optimising independence and wellbeing: Getting the help and support I need as close to home as possible.

- Key Theme 10: Optimising independence and wellbeing: Last years of life.
- 3.16 The strategy includes a chapter for each of these ten themes with the following common structure:
- Introduction to this theme;
 - Key messages from local and national research and other related strategies and plans;
 - What we are already doing;
 - Our priorities for the future.

GOVERNANCE ARRANGEMENTS

- 3.17 It was originally proposed that a new Ageing Well Strategy Group be constituted to report to the Health and Wellbeing Board and to oversee delivery of the strategy. Engagement with stakeholders, and in particular Voluntary and Community Sector organisations, through the development of the strategy had initially demonstrated support for such a group to be established.
- 3.18 What has also become clear, however, is that such an arrangement risks creating duplication and overlap in governance arrangements just at the point when there is wider work underway to refine governance arrangements across the Council, the CCG and Tower Hamlets Together
- 3.19 An alternative approach, that is consistent with the wider governance work that is underway, is to link oversight of strategy delivery to an existing body, and it has been identified that the Complex Adults Working Group would be the appropriate body for this purpose. To use end of life care as an example, were a separate Ageing Well Strategy Group to be constituted, this group would have an active interest in local progress on end of life care as would the Complex Adults Working Group, creating multiple reporting lines. Giving the Complex Adults Working Group responsibility for oversight of delivery of the Ageing Well Strategy would therefore remove this duplication, while maintaining the reporting line to the Health and Wellbeing Board.
- 3.20 To enhance this governance arrangement an Ageing Well reference group will be developed as a means of maintaining wider engagement with, and commitment to, the delivery of the strategy and as a forum for continuing to develop new approaches and delivery models. In addition, there will be ongoing engagement with the Older People's Reference Group to maintain their role in strategy delivery. This will include work to develop an Equalities Charter to complement the Dignity Charter previously developed by the group.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

London Borough of Tower Hamlets currently supports with services c2,220 people over the age of 65 and spends c40% (£36.355m) of the direct services budget for these clients and their carers. The services provided include

information and advice, preventative services, and care homes and community based services. Various Better Care Fund (BCF) projects provide funding for areas such as hospital discharge and autistic needs.

The Aging Well strategy will enable the council and its health partners to create better services which ensure older people will retain their independence and dignity with the help of community and care and support services. Most of potential changes proposed are being picked up by the joint commissioning strategy. As such any financial impact due to changes implemented by the strategy will be covered within the existing council and health budget supplemented by BCF.

5. LEGAL COMMENTS

The development of the proposed Ageing Well strategy is consistent with the Council's duties under sections 1 through to 7 of the Care Act 2014 ('the 2014 Act'), including a duty to promote integration of care and support with health services and a duty under section 6 to co-operate generally with those it considers appropriate who are engaged in the Council's area relating to adults with needs for care and support. Further, there is a general duty to prevent needs for care and support from developing.

Section 8 of the 2014 Act provides that those eligible needs may be met in a number of ways, including accommodation in a care home or care and support in the home or community. Section 23(1) provides that a local authority may not meet these needs by doing anything which it or another local authority is required to do under the Housing Act 1996.

The Care and Support Statutory Guidance, most recently updated in July 2016, details a person-centered approach, which is consistent with the proposed focus of the strategy.

As to consultation this must 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.

The duty to act fairly also means that prior to undertaking a consultation exercise consideration must be given to whether the matter to be consulted on impacts on those with protected characteristics as it does in this case. Therefore the method of consultation needs to be adapted to ensure that those persons are able to respond to the consultation so as to inform the decision making process.

When it comes to approving the Strategy, 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.

When preparing the Council's Ageing Well 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 directly relevant to each of the key aims of the One Tower Hamlets programme and to the four key ambitions in the Community Plan 2015. The strategy is designed to complement the Tower Hamlets Health and Wellbeing Strategy.
- 6.2 An Equalities Analysis has been completed for the strategy, which identifies no negative impacts arising as a result of the strategy being implemented. The analysis is attached as Appendix 2 to this report.
- 6.3 The strategy includes a commitment to work with the Older People's Reference Group to develop an 'Equalities Charter' to complement the previously developed Dignity Charter. It is intended that this Charter provide baseline expectations for services for older people in terms of ensuring that they operate in a way that supports and promotes access by older people with one or more protected characteristic.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The ambitions and priorities set out within the strategy are designed to be delivered within existing resources. The body of the report includes detail on how older people have been involved in developing the priorities and ambitions set out in the strategy.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 A number of the key themes included within the strategy are intended to improve the environment of public open spaces within the borough for the benefit of older residents. Officers working on the Council's Open Spaces Strategy and Leisure Strategy participated in relevant workshops during the development of the Ageing Well strategy in order to ensure consistency.

9. RISK MANAGEMENT IMPLICATIONS

9.1 The Ageing Well strategy includes a number of key themes and priorities relating to promoting and maintaining independence for older people, which are intended to support wider efforts to manage demand for social care services as well as enhancing quality of life.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 Crime and fear of crime was a key issue identified by older people during the development of the strategy, and is included as one of the key themes. Work on delivering this theme will be taken forward in close co-operation with the Council's Community Safety division.

11. SAFEGUARDING IMPLICATIONS

11.1 The strategy includes a number of key priorities which relate to improving the quality and safety of social care services, and to promote the safety and wellbeing of vulnerable older people.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1: Ageing Well in Tower Hamlets: A Strategy for Improving the Experience of Growing Older in Tower Hamlets 2017 – 2020.
- Appendix 2: Equalities Analysis

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

- NONE

Officer contact details for documents: N/A

AGEING WELL IN TOWER HAMLETS

A STRATEGY FOR IMPROVING THE EXPERIENCE OF GROWING OLDER IN OUR BOROUGH: 2017 TO 2020

DRAFT APRIL 2017

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Foreword from the Mayor and Cabinet Member for Health and Adult Services

We are delighted to introduce the borough's first Ageing Well strategy. Tower Hamlets is a great place to live and this strategy is about making it an even better place in which to grow older.

There are big challenges: life expectancy is still lower than in other parts of London; people's health starts to deteriorate in Tower Hamlets on average 10 years earlier than nationally; far too many older residents experience chronic loneliness; and caring for our older population presents an increasing financial challenge to the council and the NHS.

Set against these challenges there are huge opportunities: the energy and passion of our older population; the rich network of community and voluntary organisations across the borough; the high quality care, health and community services provided locally; and a shared commitment to finding new ways of improving the health, wellbeing and quality of life for local people as they age.

The scope of this strategy is broad, and the ambitions far reaching. This breadth and ambition reflects many aspects of our 2015 Mayoral election manifesto and the views and priorities of the local residents, groups and organisations who have informed the development of the strategy. Commitments to tackle loneliness and isolation; to improve housing; to help people to feel safer and more included in our communities; and to continue improving health and care services for those who need them sit alongside broader commitments to support employment and learning; to tackle poverty; to provide more opportunities for volunteering and making a contribution within our communities; and to make our public spaces more accessible to older residents.

We are already making progress – spending more on our new home care contracts, by delivering on the manifesto commitment to implement Unison's Ethical Care Charter, will directly benefit the most vulnerable older people in our borough by driving improvements in the quality of the care they receive – but we know there is much more still to do.

As Dementia Friends we are particularly pleased to see living well with dementia as a key theme within the strategy and welcome the commitment to make Tower Hamlets a dementia friendly borough. We will champion this work within the council and across the borough, as well as continuing to drive forward our programme of work to tackle loneliness and isolation.

Finally, we would like to express our particular thanks and gratitude to the members of the Tower Hamlets Older People's Reference Group, who have invested significant time and effort in helping to develop the strategy. We are pleased to hear that the group are now helping to develop the more detailed action plans that will support delivery of the priorities for each theme and will continue to play a key role in monitoring progress in achieving the intended outcomes.

Mayor John Biggs

Cllr Amy Whitelock Gibbs

Introduction

Welcome to the first 'Ageing Well' strategy for Tower Hamlets. The strategy is intended to complement the Tower Hamlets Health and Wellbeing Strategy 2017 to 2020 and to set out how local communities and organisations will work together to improve the wellbeing of residents aged 50 and over in the borough.

The Tower Hamlets Health and Wellbeing strategy identifies five priority areas, four of which are directly relevant to people growing older in the borough (the fifth relates to childhood weight and nutrition) and the ten key themes of this Ageing Well strategy are therefore directly linked to, and intended to supplement, these four priority areas, which are:

- Communities driving change;
- Creating a healthier place;
- Employment and health;
- Developing an integrated system.

Our aim is to enhance the health, wellbeing and quality of life of people growing older in Tower Hamlets – ensuring that Tower Hamlets is a borough where growing older is about retaining your independence and dignity with the assistance of family, friends and the community where necessary but knowing that the right care and support is there if that independence becomes significantly reduced or your changing circumstances mean increased isolation and loneliness.

In developing this strategy, we have worked closely with older people and a range of local groups and organisations to identify what matters to people as they grow older in our borough and how by working together we can make Tower Hamlets a better place to grow older in. National and local policy and research has also been extensively reviewed to help understand the broader context within which the strategy is framed and to identify solutions that can be implemented locally to help achieve our desired outcomes.

In particular, extensive use has been made, in developing the strategy, of a number of Joint Strategic Needs Assessments undertaken by the Council's Public Health team. These include assessments relating to older people, loneliness and isolation, falls and last years of life.

The strategy tells you:

1. What we have identified as the key priorities relating to ageing well in the borough;
2. Why we have identified these key priorities;
3. What we plan to do to make a positive difference in each of these priority areas.

Many of the plans set out in this strategy are ambitious, and will require close and effective partnerships across a range of local organisations from the statutory, community and private sectors and, crucially, with local communities for these ambitions to be realised. Preparing the strategy is the first step – ensuring that the plans set out here are delivered over the next three years will require significant effort and progress will need to be reviewed regularly. The strategy explains how the activities involved in delivering the strategy will be managed and monitored.

A new Carers' Strategy for the borough has been developed alongside the Ageing Well Strategy. For many older residents, providing informal care to partners, children, grandchildren, other family members, neighbours or friends is part of their day to day life. The priorities and plans identified throughout this strategy apply just as much to those for whom this informal caring role is a day to

day reality as it does to any other older resident of the borough. We have decided, however, not to incorporate a specific theme focused on informal carers into this strategy as this would only replicate the priorities and plans identified in the Carers' Strategy so would not add value here.

What we know, and what people have told us during the development of this strategy: a summary

Key messages from existing research and other related strategies and plans

Over the past 18 months a series of Joint Strategic Needs Assessments (JSNAs) have been completed or updated, which feed directly into the Ageing Well Strategy and along with other local and national research and analysis provide the core content for the strategy in terms of the current situation and priorities for change and improvement. The directly relevant JSNAs cover:

- Older people (completed October 2016);
- Loneliness and Isolation in older people (completed January 2016);
- Falls (updated November 2015); and
- Last years of life (updated November 2015).

Key messages from these JSNAs and other sources about the older population of the borough include the following:

- Tower Hamlets has a relatively small proportion of residents aged over 65 accounting for just 5.9% of the overall population, compared to 17.4% in the overall UK population;
- In 2015, there were an estimated 16,700 people aged 65 or over living in Tower Hamlets. It is expected that the number of older people will increase to 26,700 by 2030;
- More white people make up higher proportion of older people (64%) than in the general population. People from an Asian/Asian British background make up a higher proportion of the older population (25%) compared to 11% in London and 2.7% in England;
- Life expectancy in Tower Hamlets at age 65 for men (17.3 years of life on average) and women (20.7 years of life on average) is lower than in London and England;
- 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;
- 63% of older residents had a limiting long-term condition which limited their day-to day activities “a little” (26%) or “a lot” (37.6%). A higher proportion (37.6%) of older residents had a long-term illness which limited day-to-day activities “a lot” compared to London and England;
- All-cause mortality rates for the 65-74 age group are higher than in London and England;
- Half of older people in the borough live in income deprived households;
- A higher proportion of older people live in social housing in Tower Hamlets (64% - 69% depending on age group) than in London and England;
- Research has estimated rates of chronic loneliness to be far higher in inner city boroughs (16%). Given the characteristics of the Tower Hamlets population and levels of deprivation rates of loneliness are likely to reflect this higher rate of 16%, which would equate to approximately 2,560 persons. It is important to consider that this figure excludes those who are lonely some of the time.

- A model that estimates subjective loneliness at borough, middle and lower super output areas, ranks Tower Hamlets as 1 out of 33 for London and 1 out of 326 for England, meaning that persons aged over 65 living in Tower Hamlets are predicted to be among the loneliest in both London and England. The model uses data from both the English Longitudinal Survey for Ageing (ELSA) and small area data from the Census based on characteristics that are significantly associated with loneliness.

What people have told us during the development of this strategy and in other relevant engagement and consultation processes

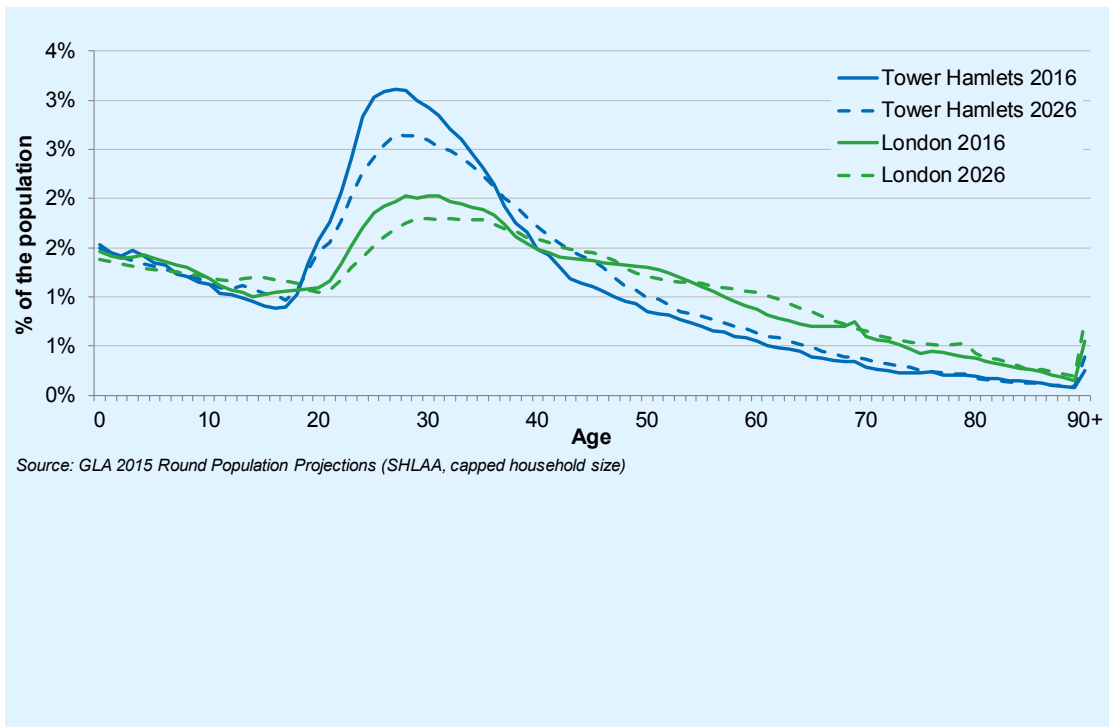
Through a series of workshops undertaken in partnership with the Older People’s Reference Group, older people living in the borough have told us that the things that matter to them include:

- Being able to access health (including GPs) and social care services when we need them and without having to wait;
- Feeling safe in our own homes and while out and about;
- Knowing what is going on in our local area, particularly about activities that we might benefit from, and being able to access those activities in settings that are welcoming and safe;
- Having the right housing options for people as their needs change is a crucially important part of staying independent;
- Information needs to be accessible and that for many older people the internet isn’t currently the best way of achieving this;
- Many older people particularly ‘younger older’ people would welcome the opportunity to provide more support to older neighbours and other vulnerable older people living locally to us, but need training and information to be able to do this effectively;
- Having locally based services that are easier to access is preferable to having to travel to other parts of the borough;
- Being able to be open about who we are, about sexual orientation and other characteristics is crucially important to reducing loneliness and isolation and improving the experience of accessing services.

Key demographic data for the borough

The older population of the borough

Tower Hamlets has a relatively small proportion of residents aged over 65 accounting for just 5.9% of the overall population, compared to 17.4% in the overall UK population. In 2015, there were an estimated 16,700 people aged 65 or over living in Tower Hamlets. It is expected that the number of older people will increase to 26,700 by 2030. Figure 1 shows that over the next decade, the age structure of Tower Hamlets is expected to change slightly, with the proportion of young adults in their twenties and thirties decreasing and the proportion of older adults increasing. Figure 1 also shows that London is projected to see a similar trend over the next decade.



The Joint Strategic Needs Assessment for older people, completed in December 2016 provides detail on the older population of the borough and how this population is projected to change over the next 10 to 15 years. The estimated projections show that the proportion of older people in Tower Hamlets will increase over the next 15 years to reach 7% by 2030 (from 5.9% now). However, older people in Tower Hamlets will still represent a small proportion of the total population when compared to London (14.0%) and England (22.0%) in 2030. Table 1 provides a more detailed breakdown of the projected change.

Table 1: Total population, population aged 65 and over and population aged 85 and over as a number and as a percentage of the total population, projected to 2030

Region/Local Authority	2015	2020	2025	2030
TH* Total population	287,100	335,300	371,900	383,600
TH Population aged 65 and over	16,700	19,300	22,900	26,700
TH Population aged 85 and over	2,200	2,700	3,200	3,500
TH Population aged 85 and over as a proportion of the total population	0.8%	0.8%	0.9%	0.9%
TH Population aged 65 and over as a proportion of the total population	5.8%	5.8%	6.2%	7.0%
London Population aged 65 and over as a proportion of the total	11.4%	11.8%	12.7%	14.0%

population				
England Population aged 65 and over as a proportion of the total population	17.8%	18.9%	20.2%	22.0%

Source: GLA 2014 Round SHLAA Capped Household Size Model Short Term Migration Scenario Population Projections (April 2015); (PH Health Intelligence, June 2016)

The greatest increase in the Tower Hamlets older population will be within the group aged 90 years old with a 142.9% increase from 2015 to 2030. The total over 65 population will increase by 59.9% over the same period (Table 2).

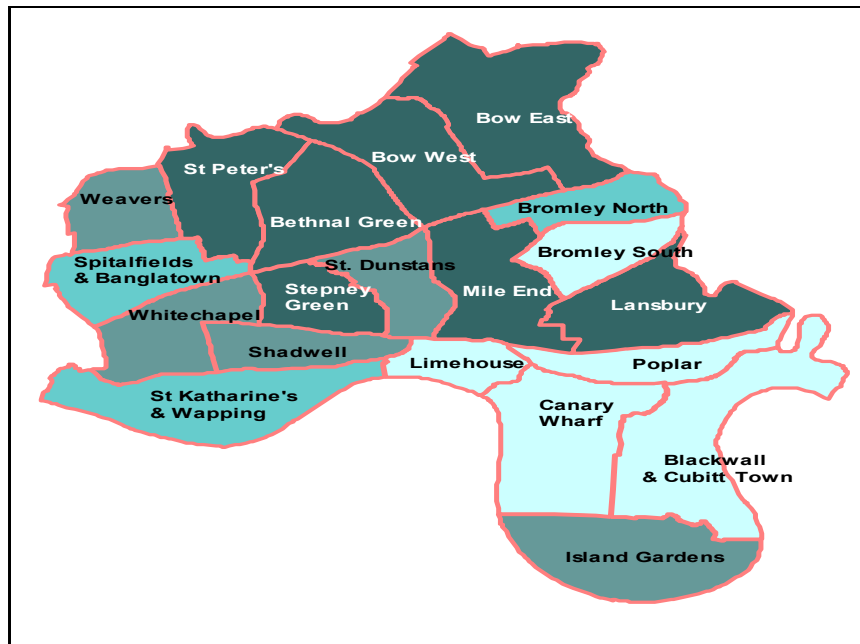
Table 2: GLA Projections for older age groups -Tower Hamlets

Tower Hamlets	2015 numbers	2020 numbers	2025 numbers	2030 numbers	Percentage increase from 2015 to 2030
People aged 65-69	5,100	6,300	7,600	8,800	72.7
People aged 70-74	3,700	4,600	5,600	6,500	75.7
People aged 75-79	3,300	3,100	4,000	4,700	42.4
People aged 80-84	2,400	2,600	2,500	3,200	33.3
People aged 85-89	1,500	1,700	1,900	1,900	26.7
People aged 90 and over	700	1000	1,400	1,700	142.9
Total population 65 and over	16,700	19,300	22,900	26,700	59.9

Source: GLA 2014 Round SHLAA Capped Household Size Model Short Term Migration Scenario Population Projections (April 2015); (PH Health Intelligence, June 2016)

Figure 2 shows the current geographic distribution of older people in the borough, with higher proportions of older people living in the northern parts of the borough than the south. It is worthy of note here, however, that the Age UK loneliness and isolation heat map for the borough shows a very high risk of loneliness and isolation in a number of areas in the south of the borough, which has implications for future service planning and delivery in those areas.

Figure 2: Distribution of older population by ward



Legend	Range for values	(<)	High	Occurrences
1	318	600	(5)	
2	600	800	(3)	
3	800	1000	(5)	
4	1000	1249	(7)	

Source: PH Health Intelligence, June 2016

While overall the older population of the borough will increase by 59.9% between 2015 and 2030, it will remain a comparatively small, albeit growing, proportion of the whole population of the borough.

The increase is nevertheless significant in terms of potential future demand for services, with the increase in the 80+ population being of particular significance given the higher likelihood of the very old population requiring care and support. The 80+ population is projected to increase by 700 between 2015 and 2020, and by a further 1,500 between 2020 and 2030.

Ethnicity and the older population

It is also important to highlight the significance, in terms of planning and designing services and offers to meet future need, of likely changes in the ethnicity of the older population. The Projecting

Older People Population Information System (POPPI)¹ shows that currently nearly two thirds of the older population in Tower Hamlets are white and 25.3% are Asian or Asian British which compares with only 11.4% in London and 2.7% in England (Table 4). We can also see, however, that the proportion of the older population that is Asian or Asian British is higher in the 65-74 age band (and in lower age bands) which indicates that the overall proportion of the 65+ population that is Asian or Asian British will continue to increase. Future services and offers will need to be designed in a way that is responsive to this changing characteristic.

Table 4: Tower Hamlets population aged 65 and over by age and ethnicity as a percentage of the total population of that age band and comparison with London and England, 2011.

Percentage of older Population	White	Mixed/ multiple ethnic group	Asian/ Asian British	Black/ African/ Caribbean/ Black British	Other Ethnic Group
TH 65-74 years old	59.7%	1.4%	29.4%	8.3%	1.2%
TH 75-84 years old	65.7%	1.1%	24.4%	8.0%	0.8%
TH 85 and over years old	82.7%	1.2%	9.1%	6.3%	0.7%
TH total population aged 65 and over	64.5%	1.2%	25.3%	8.0%	1.0%
London population aged 65 and over	78.1%	1.3%	11.4%	7.7%	1.6%
England population aged 65 and over	95.3%	0.4%	2.7%	1.3%	0.3%

Source: <http://www.poppi.org.uk/index.php?pageNo=319&areaID=8648&loc=8648> ; Percentages have been rounded up.

Life expectancy, disability and poor health in the older population

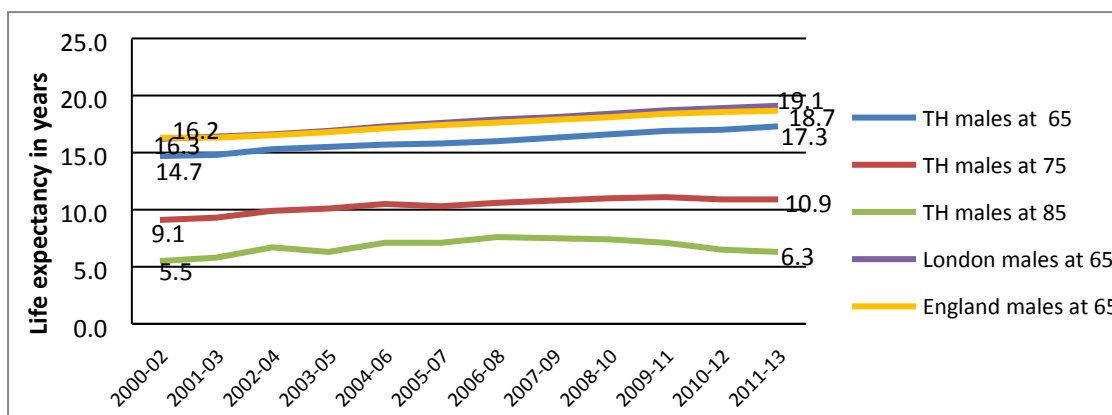
Life expectancy at 65 expressed as the number of additional years of life after the 65 birthday is lower in Tower Hamlets than in London and England.

In 2011-13, life expectancy at 65 for men (17.3 years of life) and women (20.7 years of life) was lower in Tower Hamlets than in London (19.1 in men and 21.9 in women) and England (18.7 in men and 21.1 in women)² (Figure 3 and 4). Although life expectancy at 65 in Tower Hamlets has been increasing since 2000-2002 for both men and women as it has in London and England, it has been persistently and significantly lower for both when compared to London and England. As expected, Tower Hamlets women's life expectancy at 65 (20.7 years of life) was higher (by 3.1 years) than that for men but 1.2 and 0.4 years lower than for women in London and England respectively.

¹ <http://www.poppi.org.uk/index.php?pageNo=319&areaID=8648&loc=8648> accessed 28-07-14

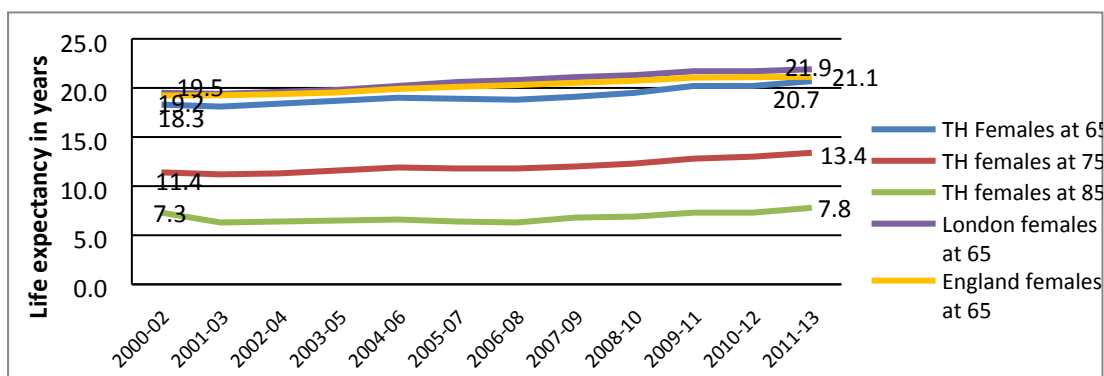
² PHE, Recent trends in life expectancy at older ages, DATA PACK, Published February 2015, PHE publications gateway number: 2014726. Data source is from ONS2015, <http://www.ons.gov.uk/ons/rel/subnational-health4/life-expectancy-at-birth-and-at-age-65-by-local-areas-in-england-and-wales/2011-13/stb-life-expectancy-at-birth-2011-13.html>

Figure 3: Trends in life expectancy (years) at age 65-men; Tower Hamlets, London and England



Source: Office for National Statistics, 2015

Figure 4: Trends in life expectancy (years) at age 65- women; Tower Hamlets, London and England



Source: Office for National Statistics, 2015 from PHE, Recent trends in life expectancy at older ages, DATA PACK, 2015

Within the borough there are notable differences in life expectancy at age 65 with figures ranging from 16.4 extra years of life in Limehouse to 21 in Bromley-by-Bow.³ As with the variation in the dispersal of the older population across the borough, this suggests a need to plan and deliver services and offers that respond to the characteristics and needs of the older population in different parts of the borough.

Both men and women in Tower Hamlets from age 50 live significantly less years disability free (14.6 for men & 14.1 for women) than those in England (19.1 for men & 19.4 for women). Tower Hamlets residents have a significantly lower proportion of life spent without disability from age 50 compared to England⁴.

³ Life Expectancy at age 65 - source GLA datastore Ward Atlas

⁴ ONS, Disability-free life expectancy (DFLE) and life expectancy (LE) for females at age 50 by Clinical Commissioning Groups in England, 2010-2012, published 2014;

Table 5: Life expectancy (LE) and Disability-free life expectancy (DFLE) from age 50 for males & females, 2010-12; Tower Hamlets and England.

Males	DFLE (years)	Years with disability	LE from age 50 (years)	Proportion of life spent disability free (%)
Tower Hamlets	14.6	14.6	29.2	49.9
England	19.1	12.1	31.3	61.2
Females				
Tower Hamlets	14.1	19.2	33.4	42.4
England	19.4	15	34.4	56.5

This means that while life expectancy in Tower Hamlets is less than for London and England, years of disability free life are also lower than average. This in turn means that there is an increased likelihood, compared to the position nationally, of older residents in Tower Hamlets requiring care and support at an earlier age, and for longer.

<http://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/lifeexpectancies/datasets/2011censusanalysisdisabilityfreelifeexpectancyatbirthatage50anddatage65clinicalcommissioninggroupsccgs201012>; Latest accessed 12/10/16

Relationship between the Ageing Well strategy and other key local strategies and plans

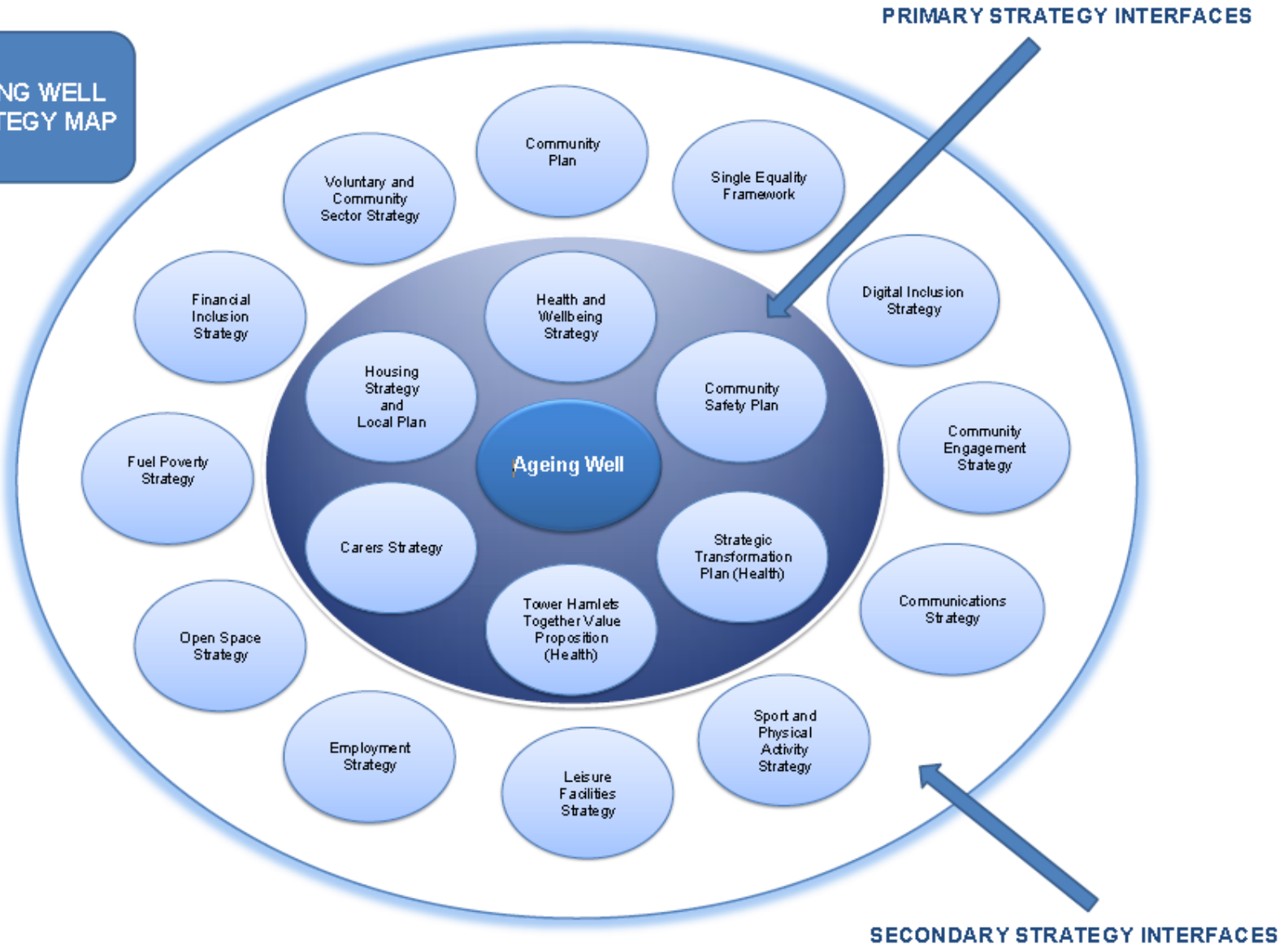
As noted in the introduction to this strategy, it is intended to complement the Tower Hamlets Health and Wellbeing Strategy for 2017 to 2020. There are, however, a range of other local strategies and plans that the Ageing Well strategy interlinks with. The role of the Ageing Well strategy in respect of these wider themes and priorities is primarily about ensuring that the relevant strategies and plans developed by the Council, by the NHS and by other key stakeholders incorporate priorities and actions that reflect the aspirations and needs of the older population in a way that is consistent with and aids delivery of this strategy.

This means that there are elements of this strategy which are about influencing and informing what happens across a wider range of activities in the borough, rather than necessarily setting out specific actions in these areas. An example of how the relationship between the Ageing Well Strategy and other strategies and plans is already being formed is the way in which consultation on other strategies has been incorporated into the co-production work undertaken with the Older People's Reference Group to develop the priorities for this strategy. Colleagues working on the Health and Wellbeing Strategy, the Leisure Strategy and the Parks and Open Spaces strategy have contributed to the relevant co-production sessions, which in turn has meant that they have been able to hear directly from older people what matters to them and should therefore be reflected in these other strategies. The importance of 'safe' spaces in public parks for older people to spend time in, which have good seating areas and are physically distinct from play areas and areas where people may be cycling or skateboarding is one such example.

As also noted in the introduction to this strategy, providing informal care to others, whether family members, neighbours or friends, is a day to day reality for many older residents of the borough. The inter-relationship between this strategy and the new Carers' Strategy for the borough is therefore of particular significance especially for those older residents for whom the day to day significance of their caring role is such that they require support to maintain this role.

The diagram overleaf shows this relationship between the Ageing Well strategy and the various other local strategies and plans which have been identified as being relevant to improving the experience of growing older in Tower Hamlets.

**AGEING WELL
STRATEGY MAP**



Summary of the scope and key themes for the Ageing Well strategy

The scope of the Ageing Well strategy encompasses the breadth of responsibilities placed upon the local authority by the Care Act 2014. In summary, these responsibilities are centred on:

- maintaining and promoting independence and wellbeing;
- facilitating the development of a vibrant social care market in the borough;
- assessing and providing for needs which the authority has a duty or power (subject to available resources) to meet. This encompasses both the provision of a range of services in the community (to enable the individual to continue living in their own home) and the provision of residential and nursing home care when living in your own home is no longer a viable option;
- safeguarding vulnerable individuals; and
- working in partnership with the NHS and other stakeholders to deliver integrated and personalised care and support.

The scope is therefore both about what might be described as the core social care responsibilities of the local authority in respect of older people and about a much wider set of activities and programmes that seek to promote independence, wellbeing and quality of life. This latter element of the scope of the strategy provides the rationale for encompassing an age range of 55+, with an emphasis on developing ways to support people to remain economically active for as long as they wish and as they begin to prepare for life beyond work.

This broader scope of the strategy means that it needs to address a wide range of themes and priorities beyond the core social care responsibilities, which at a high level mean inclusion of the following:

- Providing high quality and affordable housing options for older people that allow them to remain as independent as possible for as long as possible. This includes continuing to explore the role of different tenure types, home adaptations and new technologies in enabling people to maintain their independence;
- Community safety and in particular reducing the fear of crime and enabling older people to feel safe when accessing local community resources;
- Tackling loneliness and isolation;
- Making the borough 'dementia friendly' by 2020;
- The provision of information, advice and, where necessary, advocacy support;
- Income maximisation and economic wellbeing, including reducing fuel poverty;
- Maximising access to the employment market, including the development, with Tower Hamlets Employment Service, of new opportunities to access apprenticeships and learning and development opportunities that support career change and/or re-entry into the employment market;

- Extending healthy years of life, including extending opportunities to engage in exercise and activities that improve wellbeing;
- Digital inclusion, particularly supporting people to access web and app based information and support

With regards to the core social care responsibilities of the Council, the key areas of focus for the strategy are as follows:

- Strategic realignment of existing Extra Care Sheltered Housing provision, residential care home capacity and nursing care home capacity to ensure that we have the right balance of resources across these different accommodation options to meet current and future requirements. This will include specific work to ensure that available nursing care home capacity in the borough is sufficient to meet future demand, and that what appears currently to be an excess supply of 'traditional' residential care home capacity can be realigned either as part of the process of ensuring that we have sufficient nursing home care capacity, or to provide additional Extra Care capacity.

This work is likely to include work with Tower Hamlets Together to redesign continuing healthcare beds, and a wider programme of quality improvement activities related to the 'Enhanced Health in Care Homes' NHS vanguard programme and the recently published framework linked to this programme.

- The development of a range of community based and community generated opportunities for older people, particularly those at risk of, or experiencing, loneliness and isolation, to connect with their local communities with the aim that these localised offers provide a direct alternative to accessing traditional day services. Work is being initiated with local stakeholders to develop business plans and to identify funding sources for a range of potential solutions to be trialled on a pilot basis in the first instance. This will include work with local VCS organisations to develop solutions that enhance social value, some of which will have a focus on inter-generational work (both with children and with younger adults). The Health, Adults and Community Services Directorate of the council will also utilise existing resources already deployed in the community to test and learn new options for engaging with vulnerable older people that build on the valuable work already undertaken by LinkAge+, Idea stores and one-stop shops and a range of VCS organisations. All of these activities will utilise an assets based approach to identifying strengths and opportunities at local level and building on these to develop sustainable solutions for local residents and will be consistent with the wider corporate work on localisation;
- Ensuring that the ongoing integration of community health and social care services progressing under the auspices of the Tower Hamlets Together Vanguard Programme, along with the commissioning activities (individual, shared or joint) of the Council and the CCG develop in a way that is consistent with, and supports the delivery of this strategy.

The Care Act also sets out core duties and powers in respect of carers. How the council and other partners respond to these duties and powers is a core concern of the Carers Strategy, but the wider scope of the Ageing Well strategy outlined above, and the key themes described below, are as relevant to older informal carers as they are to all older residents.

Taking all the above into account, ten key themes have been identified for inclusion in the strategy, reflecting the key themes identified through co-production work with older people and from the various national and local evidence sources. These ten themes are:

- Ensuring that people with longer term health and social care needs experience care and support that is truly personalised to their individual circumstances, strengths and needs, and that optimises their independence.
- Keeping people informed in accessible ways.
- Ensuring that the right housing and accommodation options are available to people as they age.
- Optimising independence and wellbeing: employment, welfare benefit take-up and reducing poverty.
- Optimising independence and wellbeing: Supporting people, as they age, to continue making a positive contribution in our communities.
- Optimising independence and wellbeing: staying healthy and active.
- Living well with dementia.
- Optimising independence and wellbeing: Reducing isolation and loneliness.
- Optimising independence and wellbeing: Getting the help and support I need as close to home as possible.
- Optimising independence and wellbeing: Last years of life.

The remainder of this strategy sets out the reasons why each of these themes is important, and what we plan to do under each theme to improve health, wellbeing and quality of life for people as they grow older in the borough.

How will the strategy be delivered and how will delivery be monitored?

As far as possible, existing partnership structures and mechanisms will be used to progress delivery of the various actions set out in this strategy. This approach is intended to ensure that actions directly arising from the strategy are co-ordinated and consistent with other relevant priorities and objectives, but also to ensure that the strategy is delivered as efficiently as possible without adding further complexity to what is already a very complex set of local partnership arrangements.

Only in situations where an existing partnership or mechanism cannot be identified as suitable for progressing delivery of a specific action will a discrete arrangement be made. Where these specific circumstances arise, whatever group or mechanism is set up to progress the action will follow 'task and finish' principles – in other words it will be required to exist only for so long as is necessary to see the action through to conclusion.

Similarly, in developing governance arrangements suitable for overseeing progress in delivering the strategy, and ensuring it is regularly reviewed to remain relevant and up to date, the starting premise has been to use existing partnership structures rather than developing new ones. This approach is, in part, driven by a recognition that many of the actions in this strategy will be taken forward as part of other plans and strategies, which would, were new governance arrangements put in place specifically for the Ageing Well strategy, create a risk of duplication of reporting and inefficient use of resources.

It is intended, therefore, to link oversight of strategy delivery to an existing body, and the Complex Adults Working Group has been identified as the most appropriate body for this purpose. To use end of life care as an example of why it makes sense to use existing mechanisms, were a separate Ageing Well Strategy Group to be constituted, this group would have an active interest in local progress on end of life care but so too does the Complex Adults Working Group thus multiple reporting lines would be created. Giving the Complex Adults Working Group responsibility for oversight of delivery of the Ageing Well Strategy removes this potential for duplication while also maintaining the reporting line to the Health and Wellbeing Board, which has overall responsibility for the strategy.

Progress on delivering the strategy will be reported to the Health and Wellbeing Board every six months, or more frequently by exception if a significant issue arises. A highlight report format will be used for this purpose covering the ten key themes and setting out progress on the key deliverables under each theme over the period being reported on.

We will, however, also set up a broader 'Ageing Well reference group' bringing together a wide range of local groups and organisations to continue to develop new ideas for enhancing the health, wellbeing and quality of life of people growing older in the borough that build on and enhance the priorities and actions set out in this initial version of the strategy.

Older people themselves have a crucial role to play in continuing to develop these new ideas and in overseeing delivery of the strategy. We are, therefore, continuing to work with the Older People's Reference Group to agree how it is represented in the Ageing Well reference group and how the views of older people regarding the impact the strategy is having can be regularly reported to the Health and Wellbeing Board.

The Older People's Reference Group will also be asked to lead the delivery of specific initiatives or projects. As an early example, the Group has been asked to develop an 'Equalities Charter' to parallel the Dignity Charter previously developed by the group. Like the Dignity Charter, the Equalities Charter will be incorporated into contracts, service specifications and service design / re-design programmes to help drive improvements in the accessibility of services for all older people.

Key Theme 1: Ensuring that people with longer term health and social care needs experience care and support that is truly personalised to their individual circumstances, strengths and needs, and that optimises their independence.

Introduction to this theme

This theme directly relates to the ‘Developing an integrated system’ priority in the Health and Wellbeing Strategy. It is about health and social care services working together to plan and deliver services that are easier for older people to access and navigate, and that respond to an individual in a way that is personal to their individual circumstances, strength and needs. This includes understanding the existing support networks that an individual has and building on those to maximise independence.

Key messages from local and national research and other related strategies and plans

- The Care Act 2014 places a statutory requirement on councils and the NHS to improve outcomes for people by integrating health and social care services at a local level. How this integration is achieved is to be determined locally and the Act requires that it is delivered by 2020;
- The requirement to integrate is driven by extensive evidence that by working more closely together councils and the NHS can provide better outcomes for individuals in terms of their health, wellbeing and independence. Working more closely together can also enable both parties to manage their resources more efficiently for the benefit of the wider health and social care system. Working together to minimise the need for individuals to be admitted to hospital, and if admitted to be able to leave again as soon as they are medically fit, is a high profile, but complex, example of this;
- In social care, Personal Budgets are viewed nationally as a key mechanism for enabling people to understand what the council will pay to meet their social care needs, and to give greater choice and control over how the money is spent based on the individual’s circumstances and preferences. An equivalent mechanism now exists in the NHS, called Personal Health Budgets, and this creates opportunities for individuals with more complex health and social care needs to combine their council and NHS budgets to create an integrated plan that uses the available funding more flexibly to meet their specific needs. The rationale behind this approach is that the whole can be greater than the sum of its parts, and that individuals and their families, friends and other existing support networks are usually best placed to understand how this can be achieved.

What we are already doing

- Through a partnership called Tower Hamlets Together local GPs, hospitals, community health services, social care and mental health services are working together to join health and social care services up at a local level. The health partners in this partnership are jointly responsible, through a contract awarded by the Tower Hamlets Clinical Commissioning Group for providing a wide range of community health services;
- Tower Hamlets is one of a small number of local areas that is testing a new approach to integrated planning and service provision for people with complex needs known as Integrated Personal Commissioning. This is the key means by which we are increasing the numbers of Personal Health Budgets and putting in place new support planning processes that allow people to use their social care and health budgets together on a single set of care and support arrangements;
- The council and NHS are working in partnership with the voluntary and community sector in the borough to increase options for people to be prescribed activities that promote their health and wellbeing as a positive alternative to more traditional forms of prescribing- this is known as 'social prescribing';
- The council and the Tower Hamlets Clinical Commissioning Group have set up a Joint Commissioning Executive that is responsible for planning and delivering more joined up and effective services for local residents. This executive group is accountable to the Health and Wellbeing Board.

Our priorities for the future

- To continue to work in partnership to ensure that Tower Hamlets Together succeeds in delivering better integrated and more effective, from the perspective of local residents, services at a local level by 2020;
- To ensure that Personal Health Budgets become widely available to those older people who wish to play a more active role in managing their own health needs, and that integration of support planning, and budgets, for older people with complex health and social care needs becomes the norm;
- To work collaboratively to ensure that: our shared investment in preventative services achieves measurably positive outcomes; those services are integrated and/or aligned to ensure no duplication of effort; we identify and take opportunities to disinvest where measurable benefits cannot be identified or are insufficient to justify continuing investment; and that we invest in solutions that improve outcomes and value for money where such opportunities exist;
- To ensure that Tower Hamlets plays a full and active role in the continuing development of the Strategic Transformation Plan, covering health services across the North East of London, while ensuring that services for the residents of our borough continue to be locally focused and given priority.
- To undertake research on the care and support choices being made by older people who are funding their own services (including accommodation based services), the extent to which the aspirations of those individuals in terms of quality and choice are being met by the market and the extent to which the numbers of people in this position are likely to change in future years.

Based on the outcomes of this research, to consider what additional market development activity the council and partners can engage in to ensure aspirations continue to be met.

Key Theme 2: Keeping me informed in accessible ways.

Introduction to this theme

Having good information about rights, about services and about local activities that older people can benefit from is critical to maintaining wellbeing and independence and to tackling loneliness and isolation.

During the development of this strategy many of the older people we have worked with have commented that the internet, and other electronic means of communication are not necessarily their preferred ways of accessing information. This theme is therefore about responding to these views, both by ensuring that sustainable and efficient alternative communication methods are provided, and by supporting older people to improve their abilities and confidence in using the internet and other electronic communication methods such as email.

Key messages from local and national research and other related strategies and plans

As noted above, through the work we have done with local older residents, the provision of information in accessible ways has been repeatedly highlighted as being important to wellbeing, independence and in tackling loneliness and isolation. Accessible in this context means paper based information (newsletters and similar), written information available in public spaces such as GP surgeries, face to face and telephone communication and 'word of mouth'.

People also commented that often, even though information directly relevant to older people might be made available in place like GP surgeries or Idea Stores, this information can often get 'lost' amongst information targeted at other sectors of the community.

More work is needed to understand whether there is a distinction between younger older people and older people in terms of use of electronic means of communication, and if so, what impact this has on how we design communication strategies for the older population.

What we are already doing

- The council and NHS locally commission a range of information and advice services for the local population. These services offer face to face and telephone based advice and information as well as web based information;
- Through Link Age+, Idea Stores and a number of local voluntary and community sector organisations a range of basic computer literacy programmes are offered;
- Staff working in the Council's Idea Stores, libraries and one-stop shops are trained to provide information to local residents and to support residents to access the internet. Accessible computer terminals are provided in these settings to facilitate this.

Our priorities for the future

- To develop a new information strategy targeted on the older population of the borough that uses a mix of communication methods that ensures accessible options for all;
- To work with GP practices, Idea Stores (including the Idea Stores Learning Programme) and other locations where public information is made available to develop a standard approach to displaying information relevant to older people in a way that allows this information to be easily accessible;
- To continue to work with Idea Stores, via the Idea Stores Learning Programme, and voluntary and community sector providers to deliver basic computer literacy programmes that give an increasing number of older people the skills and confidence to make more use of the internet as a source of information;
- In particular, with regards to the above priority, to seek opportunities to develop new inter-generational programmes to supplement existing schemes that bring together younger and older people to support increasing computer literacy;
- To work with social housing providers in the borough to improve the availability and reliability of wifi networks on estates and in supported housing settings;
- To work with social housing providers, voluntary and community sector organisations and other partners to develop programmes that support older people to use technology to access information, advice and services, and for communication purposes. This will build on existing initiatives being delivered by a number of local organisations and groups.

Key Theme 3: Ensuring that the right housing and accommodation options are available to people as they age.

Introduction to this theme

Decent and appropriate housing is critical in enabling older people to remain independent. Wherever possible this means adapting people's existing homes and /or providing assistive technologies to allow them to remain living in their own homes for as long as possible. It can also mean providing alternative housing options for people that better meet their changing needs or circumstances – finding ways of making it easier and more attractive to 'downsize' for example.

Where living in your own home ceases to be a practical or safe option, we also need to ensure that there is the right range and capacity of supported housing options, such as sheltered and Extra Care sheltered housing, and residential and nursing care homes is available locally.

Extra Care housing is based on a sheltered housing model (in which individuals have their own flat with a tenancy) but whereas sheltered housing will typically have support available during office hours, Extra Care housing schemes will typically have on site support 24 hours per day. This core support can then be enhanced by individual packages of care and support to individual tenants and Extra Care schemes are therefore able to offer an alternative to residential care for individuals with significant care and support needs. Residential care provides 24 hour care with the individual having their own room and access to a range of communal facilities as well as having meals prepared for them. Nursing home care is similar to residential care but with nursing staff on site 24 hours per day to meet people's health needs.

Key messages from local and national research and other related strategies and plans

- More older people live in social housing in Tower Hamlets (64% - 69% depending on age group) than in London and England;
- During the development of the strategy some older people told us that the physical environment in and around housing estates could be made more older people friendly, sometimes in quite simple ways by, for example, improving lighting and seating;
- There is considerable national evidence in support of the appropriateness of Extra Care sheltered housing as a direct, and positive, alternative to a residential care home for many older people;
- Our initial research suggests that although the overall number of residential care and nursing home beds in the borough is low compared to London and England averages, the impact of this is different for different care types. Our current analysis is that we have insufficient nursing home capacity, and possibly insufficient specialist residential care for older people with dementia, while at the same time we may have too many residential care beds locally that cater for people with lower levels of need (for whom Extra Care is often a positive alternative). More work is needed to understand this fully, and to determine how capacity needs to change for the future;

- The residential care and nursing homes in the borough have relatively low numbers of residents who are paying for their care from their own resources (self-funders) and a relatively high proportion of residents financially supported by the council or NHS. This situation potentially creates a higher than normal degree of interdependence between the homes and the council / NHS in terms of future financial sustainability;
- At the time of preparing this strategy, three of the six care homes in the borough have been rated as 'Requires Improvement' by the Care Quality Commission, while the other three are rated as 'Good'.

What we are already doing

- The council produced, in 2014, an Older People's Housing Statement, which set out a range of priorities and plans to improve the availability, quality and accessibility of housing options for older people in the borough. Much of the content of this statement remains valid and appropriate now and for the next three years, and delivering against the objectives set out in the statement will remain a key priority;
- The council's Telecare and Assistive Technology services, along with the Community Equipment service and Housing Improvement Agency which provides Disabled Facilities Grants provides a broad range of equipment and technologies that support older people to remain living in their own homes for as long as possible;
- We are initiating further research into the capacity we will need in the medium to longer term across a range of supported accommodation options from sheltered housing through to residential care and nursing home provision. This may include looking at options for building new specialist nursing / dementia provision and how such a build programme could be funded, delivered and subsequently operated;
- The council and the NHS are working with local care homes to introduce a range of quality improvement initiatives that build on local good practice and learning from national programmes such as the NHS Care Home Vanguard programme.

Our priorities for the future

- As noted above, to continue to implement the various plans and objectives set out in the Older People's Housing Statement;
- To complete research into future capacity requirements for different supported housing and care home provision and to work with housing and care providers to develop financially sustainable plans for delivering this capacity;
- To ensure that the support available to tenants in sheltered housing settings is appropriate, accessible and financially sustainable for the future;
- To continue to work with care home providers in the borough to ensure that the quality of care delivered is of a consistently and uniformly excellent standard;
- To continue to develop the range of equipment and assistive technology options we have available to support older people to continue living in their own homes for as long as they wish to and can be safely sustained;

- To work with housing providers and voluntary and community sector partners to consider new ways of supporting older people to continue living in their own homes by, for example, developing inter-generational shared housing schemes;
- To work with housing providers and voluntary and community sector partners to develop their management services in order to meet the specific needs of older people;
- To work with housing providers to ensure the local estate environments can be reviewed and made older people friendly where required.
- To review, with housing providers, existing arrangements for incentivising and supporting older tenants to downsize; identify whether these existing arrangements are sufficient and effective; and modify these existing arrangements and / or add new evidence-based initiatives that enable more older residents to downsize as a positive choice.

Key Theme 4: Optimising independence and wellbeing: employment, welfare benefit take-up and reducing poverty.

Introduction to this theme

This theme is primarily focused on ensuring that people, as they grow older, continue to have opportunities to access the employment market and that whether in or out of work and after retiring people are supported to access the full range of benefits to which they are entitled. The council intends developing an anti-poverty strategy, which will expand on the priorities and actions set out under this theme.

Key messages from local and national research and other related strategies and plans

- Half of older people in the borough live in income deprived households;
- 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. This earlier deterioration in health is likely to impact on people's abilities to remain in employment through to retirement age;
- 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).
- Nationally, as life expectancy increases, the state retirement age is increasing and this has longer term implications for younger older people in the borough;
- Older people locally report that they would value increased access to advice about benefit entitlements.

What we are already doing

- The council is in the process of reviewing our employment support provision as a precursor to developing a new Employment Strategy;
- 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;
- The council has worked with local voluntary organisations such as Age UK East London on specific initiatives to promote welfare benefit take up.

Our priorities for the future

- To develop apprenticeship schemes, training programmes and work experience projects for local residents aged 50+ that provide a pathway back into employment and / or the opportunity to change careers;
- To work with local health and social care providers to increase options for people aged 50+ to secure employment in those sectors;
- To increase the range, frequency and coverage of initiatives to promote welfare benefit take up;
- Linked to the above priority, we will also ensure that existing sources of advice and support are fully publicised and that information about how to access those existing sources is freely and readily available to older residents across the borough.

Key Theme 5: Optimising independence and wellbeing: Supporting people, as they age, to continue making a positive contribution in our communities.

Introduction to this theme

During the work to develop this strategy older people, and particularly younger older people, have told us that they would welcome the opportunity to engage in volunteering opportunities that promote the wellbeing of other older people and make a positive contribution in their local communities.

We have also heard from some local community and voluntary sector organisations that provide services such as befriending services locally that they cannot always find the right mix of volunteers (in terms of factors such as gender, ethnic origin and so on) to match the older people referred to the service.

Key messages from local and national research and other related strategies and plans

- There is significant national evidence to support the value of volunteering in improving people's wellbeing and quality of life;
- Equally, there is also significant evidence that the people who are the recipients of voluntary activity also benefit in terms of independence, wellbeing and quality of life;
- Often people engaged in what they might think of as simply being a 'good neighbour' do not identify themselves as 'volunteers';
- There is also national evidence, however, that individuals wishing to engage in voluntary activities need the right training and support to ensure that they and the people they are working with are safe and that the voluntary activity is effective. Similarly, it is important that voluntary activity is properly co-ordinated in order for maximum benefit to be derived for all parties.

What we are already doing

- The council and NHS support a range of community and voluntary sector organisations, via contracts and grants, that provide volunteering programmes involving and / or for the benefit of older people in the borough;
- The voluntary and community sector locally also provides additional volunteering activities funded from other sources.

Our priorities for the future

- To continue to develop the range and reach of volunteering opportunities for, and for the benefit of, older people in the borough;

- To work with Age UK East London to pilot a 'Community Ambassador' scheme in at least three parts of the borough during the first year of this strategy, with the intention of expanding the scope of the scheme in later years. This scheme will identify local residents willing to support vulnerable older people in their local area and provide them with the training and information they need to fulfil this role effectively;
- To work with Tower Hamlets Community Transport and the council's own transport service, to develop ways of utilising volunteers to increase the utilisation of existing community transport capacity by making it accessible to local communities at times when it would otherwise not be in use;
- To work with the voluntary and community sector locally to find ways of better co-ordinating the supply of potential volunteers and programmes which are reliant on volunteers so that capacity issues are minimised as far as possible;
- To work with Tower Hamlets Employment Service to develop ways that volunteering schemes can be part of a route back into employment for younger older people;
- To work with Tower Hamlets Employment Service and local voluntary and community services to develop ways in which older people can provide mentoring and coaching support to local young people and adults of working age who require support to access and maintain employment to improve the employment prospects of those residents and / or to support them in developing their careers. This will include exploring specific initiatives to support young people leaving care or who are involved with the youth justice system as well as adults of working age with learning disabilities or poor mental health.

Key Theme 6: Optimising independence and wellbeing: staying healthy and active.

Introduction to this theme

Staying healthy and active is critical to ageing well, both physically and in terms of mental wellbeing. This theme is, therefore concerned with providing opportunities to enable older people to stay active or to become more active as a means of promoting and maintaining good health for longer.

Key messages from local and national research and other related strategies and plans

- There is significant national evidence about the benefits of even relatively low levels of physical activity on peoples' physical and mental wellbeing;
- There is also strong national evidence about the benefits of nature based programmes, including food growing programmes and similar, in improving health and wellbeing;
- In developing this strategy older people told us that they valued the parks and open spaces in the borough, but that they didn't always feel safe using them;
- A number of older people expressed concern about the affordability of gyms and other fitness facilities and identified this as a barrier to using them.

What we are already doing

- The NHS and council already provide a broad range of services designed to promote and enable physical activity;
- Services such as LinkAge+, day services and lunch clubs provide and promote a range of exercise based activities as part of their 'core offer';
- Initiatives such as social prescribing build upon these existing offers by referring people to tailored programmes of activity designed to improve their physical and mental wellbeing;
- The voluntary and community sector provides access to a range of activity based programmes;
- The council is currently reviewing its Leisure Centre and Parks and Open Spaces strategies, and as part of the work with older people to develop this Ageing Well strategy we have incorporated sessions on these wider strategies.

Our priorities for the future

- To continue to work via health and social care provision locally, and with the voluntary and community sector, to expand the range, capacity and reach of exercise based programmes focused on older people;
- To work via the council's Leisure Centre and Parks and Open Space strategies to improve access to facilities, parks and open spaces for older people;

- To work with social housing providers to consider ways in which public open spaces, and community buildings / rooms in and around housing estates can be better utilised for providing exercise based activities for older people;
- To work with local voluntary and community sector partners, including the Green Care Partnership, to extend the reach of nature based programmes that support older residents' health and wellbeing.

Key theme 7: Living well with dementia.

Introduction to this theme

The prevalence of dementia in the older population continues to increase and has significant implications both for individuals living with dementia and their families and for the health and social care sector in providing care and support to those individuals affected.

Supporting and enabling people to live well with dementia must, therefore be a key priority for action locally. This includes ensuring that families are supported to continue to care for their relative with dementia for as long as is practicably possible.

Key messages from local and national research and other related strategies and plans

- Prevalence of dementia (as per September 2015):
 - There were 826 residents aged 65 and over with a diagnosis of dementia. The primary care recorded prevalence of dementia in Tower Hamlets was significantly higher (4.87%) than in London (4.27%) and England (4.27%);
 - There were 759 emergency admissions to hospital for residents aged 65 and over with a mention of dementia and the age standardised rate of emergency admissions was significantly higher (4,478 per 100,000 population) than for London and England.
 - However, the age standardised mortality rate in residents with a recorded mention of dementia (752 per 100,000 population) was similar to London (687) and England (750) in 2014.
- The Alzheimer's Society, in response to the then Prime Minister's 'Dementia Challenge' has developed a framework for action at local level called the 'Dementia Friendly Borough' programme.

What we are already doing

- The council and NHS fund or provide a range of services specifically focused on supporting people to live well with their dementia;
- Together with key voluntary and community sector partners the council and NHS have taken the first steps towards achieving Dementia Friendly Borough status for Tower Hamlets.

Our priorities for the future

- To continue and complete the work to ensure that Tower Hamlets is a Dementia Friendly Borough by 2020. This is a major programme of work that will encompass much of our shared activity in continuing to improve the experience of people living with dementia locally;

- To deliver a programme of training to enable all elected members to become Dementia Friends; and to consider how this programme can be expanded to other senior leaders across the health and social care system, including the voluntary and community sector;
- To ensure that we have the right capacity across a range of accommodation options to support individuals particularly as their dementia significantly impacts on their day to day functioning and wider physical health and wellbeing;
- To continue to ensure that the current high rate of diagnosis by GPs is maintained and built upon.

Key Theme 8: Optimising independence and wellbeing: Reducing isolation and loneliness

Introduction to this theme

Isolation and loneliness can and do have a significant impact on people's wellbeing, independence and quality of life. Being lonely is very bad for both physical and mental health and wellbeing. Loneliness increases blood pressure and diminishes the ability to refrain from risky behaviour. It can lead to cognitive decline in adults, and is associated with depression. Such is the effect of social relationships on the risk of death it can be compared to that of smoking, and exceeds the effects of obesity. In Tower Hamlets, a higher proportion of older people live alone, are on a low income, report poor health, and are of non-white ethnicity than in England; all factors that were found, through research, to be independently associated with loneliness. For all of these reasons, and in the context of the incidence data set out below, tackling loneliness and isolation is a key Mayoral priority.

Key messages from local and national research and other related strategies and plans

- Based on national estimates, approximately 10% of the over 65 population are likely to be lonely 'all or most of the time' referred to as 'chronic' loneliness. Yet, rates of chronic loneliness were found to be higher at 16% in deprived inner city boroughs. Given the characteristics of the Tower Hamlets population, the proportion of older residents who are chronically lonely is likely to reflect the higher rate of 16% equating to about 2,600. This figure excludes those who are lonely some of the time so in essence is likely to be an under estimate;
- A model that estimates subjective loneliness at borough, middle and lower super output areas, ranks Tower Hamlets as 1 out of 33 for London and 1 out of 326 for England, meaning that persons aged over 65 living in Tower Hamlets are predicted to be among the loneliest in both London and England. The model uses data from both the English Longitudinal Survey for Ageing (ELSA) and small area data from the Census based on characteristics that are significantly associated with loneliness.

What we are already doing

- The council and NHS fund a range of services, particularly in the voluntary and community sector intended to reduce isolation and loneliness;
- The jointly funded Link Age+ programme includes a specific outreach provision designed to make contact with isolated and lonely older people and to support them to access services;
- Much of the existing activity described under other key themes in this strategy either specifically, or as a by-product, can have a positive impact in reducing isolation and loneliness.

Our priorities for the future

- As noted above, many of the priorities set out under the various themes in this strategy will, or have the potential to, impact positively on isolation and loneliness;
- In particular, the Community Ambassador scheme described above, the work with Community Transport providers and the work to develop local informal networks of support as a positive alternative to traditional day services are all designed to reduce isolation and loneliness;
- We will consider, with local partners, the benefits of setting up a loneliness and isolation 'taskforce' to co-ordinate and oversee efforts across the borough to tackle loneliness and isolation;
- This taskforce will be championed by the Mayor and Cabinet Member for Health and Adult Services. The taskforce will initially focus on engaging with local organisations, services and communities to develop a deeper understanding of how local stakeholders can most effectively identify and support isolated and lonely older people in our communities. The task force will then focus on ensuring that the effectiveness of existing services and interventions is optimised and enhanced, and that new solutions are implemented where these can be demonstrated to further improve outcomes.

Key Theme 9: Optimising independence and wellbeing: Getting the help and support I need as close to home as possible

Introduction to this theme

This theme is essentially about making sure that individuals can access the information and services they need as close to home as possible. As a borough, Tower Hamlets has an incredibly diverse and vibrant voluntary and community sector, and an extensive range of buildings and spaces that are, or could be, accessible to local organisations and communities. The activity planned under this theme is designed to maximise the potential that these existing opportunities provide.

Key messages from local and national research and other related strategies and plans

- As noted in the preceding section a model that estimates subjective loneliness at borough, middle and lower super output areas, ranks Tower Hamlets as 1 out of 33 for London and 1 out of 326 for England, meaning that persons aged over 65 living in Tower Hamlets are predicted to be among the loneliest in both London and England. Delivering services and solutions at the most local level possible increases the likelihood that people will be able to access those services, and /or, have those services delivered to them, with consequent positive impacts in terms of reducing isolation and loneliness.

What we are already doing

- The council and NHS currently fund a range of voluntary and community sector services that are designed to engage with older people at a local level;
- Primary Care services in the borough are organised in eight networks and four localities that support local co-operation;
- Tower Hamlets Together is developing its community health and social care services on an equivalent model based around the same four locality model;
- In commissioning new home care services the council has followed the same approach with service providers being appointed to work in each of the same four localities;
- The council is reviewing how residents access services at a local level to ensure that Idea Stores, one-stop shops and other local access points continue to be effective and are used as efficiently as possible.

Our priorities for the future

- Although there are a range of examples, as outlined above, where services are already organised at a local level, there is more that can be done on this. As an example, in redesigning day provision for older people we will look at ways in which services could be provided in a more flexible way that enables easier access than the current model of fixed building based services that residents need to travel to get access to;

- To work with housing providers, the voluntary and community sector, and with groups of local residents, to explore and develop ways of enabling group activities to take place at a very local level as a means of reducing isolation and loneliness and reducing reliance on 'traditional' types of day services;
- To continue to work, through Tower Hamlets Together, to ensure that services can be delivered as close to local communities as is sensible and viable.

Key Theme 10: Optimising independence and wellbeing: Last years of life

Introduction to this theme

Supporting people to die well, and in the place of their choosing, is a critically important element of an overall approach to ageing well.

In Tower Hamlets, the term “last years of life” has been adopted to describe the period preceding death, recognising that this time may be days, weeks, months and even years for different people. Nationally the term ‘end of life care’ continues to be used to describe care in the last 12 months of life, acknowledging that many people are living longer with multiple long term conditions and frailty, and that care in “the last years of life” better describes their needs.

Changing the terminology to “last years of life” aims to help health and social care service providers to respond early to the care needs of patients and their families, when they are better able to express their preferences about the type and place of care and death, and when care can be tailored to their changing needs.

Last years of life care includes palliative care - an approach to care that is life-enabling and prioritises comfort and quality of life. Palliative care has often been used synonymously with ‘end of life care’ since it developed as a clinical specialty in the 1960s in response to managing the complex symptoms of advanced cancer. It is defined by the World Health Organisation as “an approach that improves the quality of life of patients and their families facing the problems associated with life-threatening illness, through the prevention and relief of suffering by means of early identification and impeccable assessment and treatment of pain and other problems, physical, psychosocial and spiritual.” The appropriateness of a palliative approach to care should be based on the person’s needs, not just on diagnosis or life expectancy.

Key messages from local and national research and other related strategies and plans

- Significantly more Tower Hamlets deaths occur in hospital (59%) compared to the national average of 47%. Significantly fewer deaths occur in care homes (7%) compared to the national average of 22%, and more in a hospice (10% compared to 6% nationally).
- The proportion of people with palliative care need, which has been identified by Tower Hamlets GPs is higher than the England average of 37% and increased from just over a third in 2010/11 to almost half (48.38%) in 2012/13. However not all people identified have their preferences recorded; an audit in 2013/4 showed that only a fifth of care plans for people receiving integrated care included a ‘crisis plan.’
- Bereaved carers in Tower Hamlets are less likely to rate the care given to their relative during their last months of life as high quality, compared to England averages. However very low survey response rates make it difficult to assess specific areas of need and of good practice, and local solutions for feedback from service users are needed.

- Hospice service use reflects the ethnic profile of Tower Hamlets residents who die each year. There appears to be greater use of hospice services by people with conditions other than cancer compared to national rates.

What we are already doing

- A range of interventions which aim to improve access to last years of life services and improve patient and carer experience have been introduced as part of the Tower Hamlets Integrated Care Programme. These include multidisciplinary training in palliative care as well as generic care planning and navigation, shared records, crisis planning and rapid access. Evaluation measures will assess their impact;
- The service specification that underpins the delivery of commissioned home care services in the borough includes a focus on how care services support individuals and their families at the end of life.

Our priorities for the future

- Effective interventions to improve the experience of care in last years of life are:
 - Person centred integrated care, which includes carers and families;
 - Being able to express preferences about care and place of death;
 - Identifying and meeting palliative needs early;
 - Improving the experience of hospital care in last years of life;
 - Access to Specialist Palliative Care;
 - Training and education for health and social care staff;
 - Reducing inequalities in access and experience;
 - Community approaches to Last Years of Life and “healthy dying”

Through the ‘Last Years of Life Working Group’ the NHS, council and key voluntary and community sector partners will continue to develop and implement activities designed to ensure that as far as possible this range of effective interventions is available to all older people in their last years of life.

- The council and NHS will continue to work closely with the residential care homes in the borough, and the primary and community health services that support the homes, to ensure that residents of those home are enabled to die in the home rather than in hospital wherever possible.
- This focus on care homes will form part of a wider ambition to ensure that as far as possible individuals are supported to live their last days and weeks, and to die, in the setting of their choice.

Summary of strategy commitments and action plans.

During the first six months of the life of this strategy more detailed action plans will be developed for each of the ten key themes. This final section of the strategy document will, therefore, be completed once these action plans have been developed.

These ten action plans will set out the following for each of the priorities for the future:

- What we will do;
- When we will do it by;
- Who will be responsible for doing it;
- How we will know what we have done has worked.

Equality Analysis (EA)

Financial Year
2017/18

Section 1 – General Information (Aims and Objectives)

Name of the proposal including aims, objectives and purpose

Tower Hamlets Ageing Well Strategy

The strategy sets out how local communities and organisations will work together to improve the wellbeing of residents aged 50 and over in the borough. Over the next 15 years to 2030 the number of people living in Tower Hamlets aged 65 or over is expected to increase significantly by almost 60% from 16,700 to 26,700. Within this the number of people aged 90 and over is projected to increase by 143%¹.

The aim of the Ageing Well Strategy is to enhance the health, wellbeing and quality of life of people growing older in Tower Hamlets – ensuring that Tower Hamlets is a borough where growing older is about retaining your independence and dignity with the assistance of family, friends and the community where necessary but knowing that the right care and support is there if that independence becomes significantly reduced or your changing circumstances mean increased isolation and loneliness.

In developing this strategy, we have worked closely with older people and a range of local groups and organisations to identify what matters to people as they grow older in our borough and how by working together we can make Tower Hamlets a better place to grow older in. National and local policy and research has also been extensively reviewed to help understand the broader context within which the strategy is framed and to identify solutions that can be implemented locally to help achieve our desired outcomes.

The strategy tells you:

1. What we have identified as the key priorities relating to ageing well in the borough;
2. Why we have identified these key priorities;
3. What we plan to do to make a positive difference in each of these priority areas.

Many of the plans set out in this strategy are ambitious, and will require close and effective partnerships across a range of local organisations from the statutory, community and private sectors and, crucially, with local communities for these ambitions to be realised. Preparing the strategy is the first step – ensuring that the plans set out here are delivered over the next three years will require significant effort and progress will need to be reviewed regularly. The strategy explains how the activities involved in delivering the strategy will be managed and monitored.

A new Carers' Strategy for the borough has been developed alongside the Ageing Well Strategy. For many older residents, providing informal care to partners, children, grandchildren, other family members, neighbours or friends is part of their day to day life. The priorities and plans identified throughout this

See Appendix
A

Current decision
rating



strategy apply just as much to those for whom this informal caring role is a day to day reality as it does to any other older resident of the borough. We have decided, however, not to incorporate a specific theme focused on informal carers into this strategy as this would only replicate the priorities and plans identified in the Carers' Strategy so would not add value here.

Conclusion - To be completed at the end of the Equality Analysis process

The Ageing Well Strategy aims to enhance the health, wellbeing and quality of life of people growing older in Tower Hamlets – ensuring that Tower Hamlets is a borough where growing older is about retaining independence and dignity with the assistance of family, friends and the community where necessary but knowing that the right care and support is there if that independence becomes significantly reduced or changing circumstances mean increased isolation and loneliness.

Putting the Strategy in place will involve increasing the numbers and diversity of people who engage with us and building closer relationships with statutory, voluntary and community partners for the benefit of the borough's older people.

The strategy has the potential to deliver positive outcomes for the borough. However we recognise that there is a need to be vigilant to ensure that the approach is not discriminatory in its implementation. For example, the increasing use of technology and digital platforms to communicate and engage with people will not work for those who are digitally excluded.

To mitigate this, a new information strategy targeted on the older population of the borough that uses a mix of communication methods will be developed. The strategy will also support the borough's Digital Inclusion Strategy by seeking opportunities to support increasing computer literacy.

All associated contracts will have a requirement to record number of people with protected characteristics, in order to assist with service planning and to ensure people from all communities are participating in and accessing services. There is also a commitment within the strategy to develop an 'Equalities Charter' for older people's services that will provide a baseline expectation in respect of future service development and contracting activity in terms of how services are designed and delivered to ensure equality of access across the protected characteristics.

Name:

(signed off by)

Date signed off:

(approved)

Service area:

Integrated Commissioning

Team name:

Ageing Well

Service manager:

Keith Burns

Name and role of the officer completing the EA:

Section 2 – Evidence (Consideration of Data and Information)

What initial evidence do we have which may help us think about the impacts or likely impacts on service users or staff?

Information from a range of documents has been used to develop the strategy's approach and action plan and include the following:

- Community Plan 2015
- Single Equality Framework 2016/17
- Strategic Plan
- Older People's JSNA 2016
- Falls JSNA 2015
- Last Years of Life JSNA 2015
- Loneliness and Isolation in Older People JSNA 2016
- Physical Activity JSNA 2017
- POPPI (Projecting Older People's Population Information)

Section 3 – Assessing the Impacts on the 9 Groups

Please refer to the guidance notes below and evidence how your proposal impacts upon the nine Protected Characteristics in the table on page 3?

For the nine protected characteristics detailed in the table below please consider:-

- **What is the equality profile of service users or beneficiaries that will or are likely to be affected?**

The strategy sets out the council's approach and commitment to people over 50 in Tower Hamlets. Service users and beneficiaries will include people falling under all of the protected characteristics except Pregnancy and Maternity (except in very rare cases).

- **What qualitative or quantitative data do we have?**

Census 2011 data on Tower Hamlets population

Office of National Statistics (ONS) and GLA population estimates

Community Plan 2015

Borough Equalities Assessment

Local Voices' Annual Reports

Older People's Reference Group minutes and reports, including from strategy development workshops

Relevant JSNAs

- **Equalities profile of staff?**

N/A

- **Barriers?**

There are a number of challenges impacting older people in Tower Hamlets. Life expectancy is lower than other parts of London; people's health starts to deteriorate in Tower Hamlets on average 10 years earlier than nationally; the borough's profile indicates the highest prevalence of loneliness in the country; 63% of older residents have a limiting long-term condition which limited their day-to day activities "a little" (26%) or "a lot" (37.6%); Half of older people in the borough live in income deprived households.

Other challenges for many older people include:

- Reduced voice and representation due to many older people being digitally excluded, and some being fearful of crime which limits their ability to take part in evening public meetings
- Insufficient access to information, particularly in print form (again due to digital exclusion)
- Reduced mobility due to physical impairment and reduced confidence in using public transportation

- **Recent consultation exercises carried out?**

As part of the strategy's development, consultation has been carried out with key stakeholders to better understand the things that matter to older people.

Groups consulted and involved in the development of the strategy included:

- A series of strategy specific workshops with the Older People's Reference Group
- Individual surveys undertaken with service users of the largest preventative service in the borough, LinkAge Plus
- A strategy specific workshop with the voluntary and community sector locally

The series of workshops with the Older People's Reference Group covered the following themes:

- Housing and the physical environment;
- Health and wellbeing;
- Loneliness and isolation;
- Getting help and support in my local community when I need it.

The workshops were all well attended by OPRG members and supplemented by additional sessions at regular OPRG meetings.

The findings of the consultation undertaken by the council reveals that there is no particular concern that any one group within the nine protected characteristics would be negatively impacted by the Ageing Well Strategy. Representation from the LGBT community highlighted the barriers that older LGBT people can experience in accessing services and the development of the Equalities Charter is a first step in responding to that concern.

- **Additional factors which may influence disproportionate or adverse impact?**

N/A

- **The Process of Service Delivery?**

Equalities monitoring and analysis will be built into the following to comply with general equality duties and equalities more broadly:

- Tendering and specifications
- Awards process
- Contract clauses
- Performance measures
- Monitoring arrangements

Please Note -

Reports/stats/data can be added as Appendix

Target Groups	Impact – Positive or Adverse	Reason(s)
Race	Positive	<p>Please add a narrative to justify your claims around impacts and,</p> <ul style="list-style-type: none"> Please describe the analysis and interpretation of evidence to support your conclusion as this will inform decision making <p>Please also how the proposal will promote the three One Tower Hamlets objectives?</p> <ul style="list-style-type: none"> - Reducing inequalities - Ensuring strong community cohesion - Strengthening community leadership <p>The Projecting Older People Population Information System (POPPI) shows that nearly two thirds of the older population in Tower Hamlets are white. 25.3% are Asian or Asian British, 8% are Black / African / Caribbean / Black British, 1.2% mixed and 1% other.</p> <p>The demographics section of the strategy highlights how the ethnic make-up of the older population will change over time, with an increasing proportion from BAME communities. The need to factor this change into future service planning activities is highlighted.</p> <p>National, regional and local indicators all show that there are low levels of qualifications amongst Black and Minority Ethnic (BAME) communities in Tower Hamlets.</p> <p>The Ageing Well Strategy aims to empower communities to work together with the council and other agencies in designing and delivering solutions which are aligned to local need. The council recognises that there are inherent challenges in engaging a more diverse breadth of the community (especially across cultures and language barriers) and ensuring inclusive ways of engaging communities are further developed.</p> <p>Action plans to implement the strategy will be developed in conjunction with the Older People’s Reference Group, funding for which comes as part of a larger, preventative contract working with older people. This contract contains provisos for the inclusion of BME groups in order to ensure that, to the greatest extent possible, these groups are accessing services and have an organised, co-ordinated voice that provides an opportunity to influence key decisions made by statutory and other bodies on issues that affect their lives. Members of this group are trained in personal basic IT skills (where appropriate).</p> <p>Specifications for all contracts let which contribute to the Ageing Well strategy require providers to reach</p>

		<p>out to groups which are currently under-represented including BME groups (as appropriate to the specific contract aims and goals), and as a matter of course to record services users' equalities data as a part of annual monitoring data. Contracts also specify where appropriate the need to offer a culturally appropriate service, for example offering culturally appropriate food, and ensuring services offered are relevant to and desired by the borough's diverse communities.</p> <p>To assist those for whom English is not a first language, written information is requested to be accessible by using plain English. Promotional materials are required to be available in community languages.</p> <p>The council will need to monitor to ensure the actions being developed to support the strategy take into account the specific needs of BME groups and do not have an adverse impact.</p>
Disability	Positive	<p>Both men and women in Tower Hamlets from age 50 live significantly fewer years disability free (14.6 for men & 14.1 for women) than those in England (19.1 for men & 19.4 for women). Tower Hamlet residents have a significantly lower proportion of life spent without disability from age 50 compared to England¹.</p> <p>Some of the things that matter to older people uncovered through consultation for the Ageing Well Strategy include issues that are particularly relevant to people with disabilities, as they may be less mobile and feel more vulnerable at home and out in the community. For example:</p> <ul style="list-style-type: none"> • Being able to access health (including GPs) and social care services when we need them and without having to wait; • Feeling safe in our own homes and while out and about; • Knowing what is going on in our local area, particularly about activities that we might benefit from, and being able to access those activities in settings that are welcoming and safe; • Having the right housing options for people as their needs change is a crucially important part of staying independent; • Information to be accessible (for many older people the internet isn't currently the best way of

¹ ONS, Disability-free life expectancy (DFLE) and life expectancy (LE) for females at age 50 by Clinical Commissioning Groups in England, 2010-2012, published 2014; <http://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/lifeexpectancies/datasets/2011censusanalysisdisabilityfreelifeexpectancyatbirthatage50andage65clinicalcommissioninggroupscgs201012>; Latest accessed 12/10/16

achieving this)

- Many older people particularly ‘younger older’ people would welcome the opportunity to provide more support to older neighbours and other vulnerable older people living locally to us, but need training and information to be able to do this effectively;
- Having locally based services that are easier to access is preferable to having to travel to other parts of the borough.

The following themes which will be addressed within the strategy are particularly relevant to older people with disabilities:

- Ensuring that people with longer term health and social care needs experience care and support that is truly personalised to their individual circumstances, strengths and needs, and that optimises their independence.
- Keeping people informed in accessible ways.
- Ensuring that the right housing and accommodation options are available to people as they age.
- Optimising independence and wellbeing: Supporting people, as they age, to continue making a positive contribution in our communities.
- Optimising independence and wellbeing: staying healthy and active.
- Living well with dementia.
- Optimising independence and wellbeing: Getting the help and support I need as close to home as possible.
- Optimising independence and wellbeing: Last years of life.

Residents who are disabled or have a health problem are typically far less likely to have access to the internet compared with non-disabled residents with no health problems (62 vs. 92 per cent according to the 2016 Tower Hamlets Annual Residents Survey) and thus experience digital exclusion. The Ageing Well Strategy action plan will include actions supporting the borough’s digital inclusion strategy, in relation to older people.

		<p>With regards to contracts associated with the Ageing Well Strategy, particularly open access 'preventative' services, the council will need to monitor to ensure that people with disabilities are able to access these to the greatest extent possible.</p>
Gender	Positive	<p>Specifications for all contracts let which contribute to the Ageing Well strategy require providers to reach out to groups which are currently under-represented including older men (as appropriate to the specific contract aims and goals), as this group is known to be less likely to access certain services. As a matter of course all contracts are required to record services users' equalities data as a part of annual monitoring data.</p> <p>Although women are generally more likely to access some of the council's preventative services aimed at older people than men, they also experience gender discrimination which affects many aspects of their lives. The council will therefore need to monitor to ensure the actions being developed to support the strategy take into account the specific needs of men and women and do not have an adverse impact.</p>
Gender Reassignment	Neutral	<p>No inadvertent bias or discrimination on the basis of gender reassignment is indicated in the proposals of the Ageing Well Strategy.</p> <p>Although there is nothing specific with regards to Gender Reassignment, providers of contracts associated with the Ageing Well Strategy are required to give due regard to all nine protected characteristics and to ensure their services are welcoming to all service users.</p> <p>The council will undertake monitoring to ensure equal access and inclusivity, and the monitoring information will be presented to the relevant management teams and escalated further if any identified issues are not addressed.</p> <p>The council will need to monitor to ensure the actions being developed to support the strategy take into account the specific needs of people who have reassigned their gender do not have an adverse impact.</p>
Sexual Orientation	Neutral	<p>There is a limited profile of the LGBT population in Tower Hamlets as sexual orientation was not a specific category used in the last Census. This means that Census analysis is not available on this characteristic.</p> <p>However, national research shows that that lesbian, gay, bisexual and trans people are facing unhealthy attitudes from health and social care professionals. A significant proportion of older gay people are likely to</p>

		<p>live alone, have limited family support and therefore are more likely to rely on formal services for help in the future. Many older gay people have experienced, or fear, discrimination because of their sexual orientation and they say this creates a barrier to receiving appropriate care and treatment. Fear of crime is a serious issue for older lesbian, gay and bisexual people. A survey revealed that 31.5% of older gay men and lesbians feel unsafe within their communities. High levels of LGBT people are socially excluded, isolated and disconnected in the UK. Factors which exacerbate this social exclusion include LGBT people who have multiple equalities strands, carers and those who are economically inactive.</p> <p>The broad aims of the Ageing Well Strategy to maintain and promote independence and wellbeing through various means will benefit LGB&T people generally. However, this group is known to be less likely to access services, for the reasons mentioned above. It is particularly important, therefore, that the Council ensure that services and contracts associated with the Ageing Well Strategy are aware of these issues and take all measures possible to ensure LBG&T people feel welcome to use them. The Council has taken various steps to work with providers in this area, however, much work remains to be done.</p> <p>The council will need to monitor to ensure the actions being developed to support the strategy take into account the specific needs of LGB&T people do not have an adverse impact. It will also need to continue working with providers (in-house and external) to improve how their services are perceived and experienced by LGB&T people. The proposed Equalities Charter will be a first step in improving access to services for the older LGBT population.</p>
Religion or Belief	Neutral	<p>It is possible that as gender segregation is observed within some faiths practised in the borough, having most services mixed gender may disproportionately impact male and female followers of those faiths.</p> <p>The council will need to monitor to ensure the actions being developed to support the strategy take into account any particular needs of people of various faiths do not have an adverse impact.</p>
Age	Positive	<ul style="list-style-type: none"> • Tower Hamlets has a relatively small proportion of residents aged over 65 accounting for just 5.9% of the overall population, compared to 17.4% in the overall UK population; • In 2015, there were an estimated 16,700 people aged 65 or over living in Tower Hamlets. It is expected that the number of older people will increase to 26,700 by 2030; • Life expectancy in Tower Hamlets at age 65 for men (17.3 years of life on average) and women (20.7 years of life on average) is lower than in London and England;

		<ul style="list-style-type: none"> • 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; • All-cause mortality rates for the 65-74 age group are higher than in London and England; • A model looking at loneliness has ranked Tower Hamlets as 1 out of 33 for London and 1 out of 326 for England, meaning that persons aged over 65 living in Tower Hamlets are predicted to be among the loneliest in both London and England. <p>The overall aim of the Ageing Well Strategy is to enhance the health, wellbeing and quality of life of people growing older in Tower Hamlets. It is to ensure that Tower Hamlets is a borough where growing older is about retaining independence and dignity with the assistance of family, friends and the community where necessary but knowing that the right care and support is there if that independence becomes significantly reduced or changing circumstances mean increased isolation and loneliness.</p> <p>The Ageing Well Strategy covers a wide age range from 50+. People needs and desires are likely to change as they age. The Council will need to ensure that actions supporting the strategy take into account these variations.</p>
Marriage and Civil Partnerships	Neutral	<p>No inadvertent bias or discrimination on the basis of marriage and civil partnerships is indicated in the proposals of the Ageing Well strategy.</p> <p>Equalities monitoring will be undertaken to ensure fairness and inclusivity throughout implementation.</p>
Pregnancy and Maternity	Neutral	<p>No adverse impact on the basis of pregnancy and maternity is indicated in the proposals of the Ageing Well Strategy and its action plan.</p> <p>This aspect of protected characteristics will not be monitored.</p>
Other Socio-economic Characteristics	Positive	<p>Socio-economic – Half of older people in the borough live in income deprived households.</p> <p>The overarching purpose of the Ageing Well Strategy to enhance the health, wellbeing and quality of life of people growing older in Tower Hamlets will assist in reducing inequalities associated with</p>

		<p>socioeconomic disadvantage. The majority of the associated services are free or means-tested. There are a range of preventative services which are open-access, and offer free or low-cost activities to ensure that all may participate, regardless of financial circumstances.</p> <p>The council will need to monitor to ensure the actions being developed to support the strategy take into account any particular needs of people of lower socio-economic status do not have an adverse impact.</p>
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<p>One Tower Hamlets Objectives</p>	<p>The Ageing Well Strategy promotes all three One Tower Hamlets objectives by:</p> <ul style="list-style-type: none"> • Reducing inequalities – Key Theme 4 will focus on ensuring that people, as they grow older, continue to have opportunities to access the employment market and that whether in or out of work and after retiring people are supported to access the full range of benefits to which they are entitled; by ensuring associated contracts active seek out and ensure the participation in particular of BME groups, men, LGBT, people with disabilities; funded contracts offer Information, Advice and Advocacy often around debt advice and other issues disproportionately affecting those with socioeconomic disadvantage; • Ensuring strong community cohesion – Key Theme 8 will focus on tackling loneliness and isolation; the flagship project associated with this strategy is LinkAge Plus, a preventative project which draws together older people across ethnic groups through activities held in community hubs across the borough; some contracts associated with the Ageing Well Strategy incorporate requirements for intergenerational projects • Strengthening community leadership – through the Strategy’s Key Theme 5 which is around supporting people, as they age, to continue making a positive contribution in our communities (through volunteering, as members of the OPRG group, and other methods)
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Section 4 – Mitigating Impacts and Alternative Options

From the analysis and interpretation of evidence in section 2 and 3 - Is there any evidence or view that suggests that different equality or other protected groups (inc. staff) could be adversely and/or disproportionately impacted by the proposal?

Yes? No?

If yes, please detail below how evidence influenced and formed the proposal? For example, why parts of the proposal were added / removed?

(Please note – a key part of the EA process is to show that we have made reasonable and informed attempts to mitigate any negative impacts. An EA is a service improvement tool and as such you may wish to consider a number of alternative options or mitigation in terms of the proposal.)

Where you believe the proposal discriminates but not unlawfully, you must set out below your objective justification for continuing with the proposal, without mitigating action.

Section 5 – Quality Assurance and Monitoring

Have monitoring systems been put in place to check the implementation of the proposal and recommendations?

Yes? No?

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

Routine monitoring includes the capturing of protected characteristics where relevant for all service users.

Does the policy/function comply with equalities legislation?

(Please consider the [OTH objectives](#) and [Public Sector Equality Duty](#) criteria)

Yes? No?

If there are gaps in information or areas for further improvement, please list them below:

There are gaps in the evidence base for the areas of gender reassignment, sexual orientation, pregnancy and maternity and numbers of married and civil partnerships in the borough. However, it is not considered that further information in these areas will influence the implementation of the Ageing Well Strategy. Given that the strategy aims to enable and encourage local people to become involved in decision making about local services through more effective consultation, engagement and co-production, it is expected that activity undertaken as part of the strategy should result in positive impacts on these groups (where relevant) as well as all other equality groups.

How will the results of this Equality Analysis feed into the performance planning process?

Equalities monitoring will be embedded in the implementation method of each of the activities. This will include adaptations or extensions to current monitoring systems, performance

measures, relevant timeframes and a commitment to carry out an EA review once the strategy has been in place for one year.

Section 6 - Action Plan





*As a result of these conclusions and recommendations what actions (if any) **will** be included in your business planning and wider review processes (team plan)? Please consider any gaps or areas needing further attention in the table below the example.*

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Ensure equalities monitoring is undertaken for all current associated contracts and services to support analysis and identification of needs.	<ol style="list-style-type: none"> 1. Annual monitoring of contracts' equalities data. 2. Reviews of services will be undertaken to prompt changes in action planning and to help evaluate and reassess targets for participation. 	<p>Annual monitoring</p> <p>Annual service reviews</p>	Commissioning Managers	
Ensure proposed Equalities Charter is developed as planned and that it is subsequently incorporated into all relevant service planning and contracting activity.	<ol style="list-style-type: none"> 1. Development of Equalities Charter in partnership with Older People's Reference Group 2. Inclusion of Charter in all relevant service development and contracting activities 	<p>December 2017</p> <p>Ongoing</p>	Keith Burns	
Contracts and service level agreements (SLA) resulting from the strategy's action plan to contain a clause mandating equalities monitoring of	<ol style="list-style-type: none"> 1. To discuss and implement contract/SLA clause with procurement and commissioning services to ensure collection and monitoring of equalities in all consultation and engagement 	Per contract	Commissioning Services / Procurement	

consultation and engagement activity.	services/activity.			
Provide equalities training / support to people involved in developing the action plan (OPRG) to ensure actions address the needs of the borough's older community and ensure that services are directed appropriately.	<ol style="list-style-type: none"> 1. Training and information sessions on equalities legislation made available to OPRG participants. 2. Share equalities data with service users to support identification of gaps in engagement services and increase understanding. 	<p>June 2017</p> <p>Ongoing</p>	Keith Burns	

Appendix A

(Sample) Equality Assessment Criteria

Decision	Action	Risk
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the use of the policy be suspended until further work or analysis is performed.	Suspend – Further Work Required	Red 
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason may exist that could legitimise or justify the use of this policy.	Further (specialist) advice should be taken	Red Amber 
As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.	Proceed pending agreement of mitigating action	Amber 
As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.	Proceed with implementation	Green: 

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<p>Cabinet</p> <p>2nd May 2017</p>	
<p>Report of: Debbie Jones, Corporate Director, Children's Services</p>	<p>Classification: Unrestricted</p>
<p>Indoor Sports Facilities Strategy 2017-2027</p>	

Lead Member	Councillor Asma Begum, Cabinet Member for Culture
Originating Officer(s)	Judith St John / Thorsten Dreyer / Lisa Pottinger
Wards affected	All Wards
Key Decision?	Yes
Community Plan Theme	A Great Place to Live, and a Healthy and Supportive Community

Executive Summary

This report introduces the Indoor Sports Facilities Strategy for Tower Hamlets.

This Strategy establishes an evidence base and an overall decision making framework for indoor sports facilities in Tower Hamlets over the coming 10 years. The investment implications of this Strategy are expected to be found in subsequent papers provided to Cabinet when individual decisions are taken. It therefore makes no pre-determinations regarding capital projects or asset management.

This Strategy;

- Examines the current supply of indoor sports facilities in the Borough, taking into account public, commercial and dual-use (school site) facilities;
- Compares this to the future demand based on the latest population projections and a nationally recognised modelling tool for specific types of indoor sports facilities;
- Identifies gaps in current and future provision; and
- Assesses the quality, suitability, utilisation, and efficiency of existing indoor sports facilities, with particular reference to resident's different gender, cultural religious and physical needs

This Strategy supports the Community Plan, Strategic Plan, and forms part of the evidence that supports our emerging Local Plan.

It also uses this evidence to establish a set of Strategic Objectives, Guiding Principles and Strategic Options to assist the Council in achieving a more ideal indoor sports facilities network over the coming 10 years.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the analysis and strategic objectives identified in the Indoor Sports Facilities Strategy.
2. Agree the Indoor Sports Facilities Strategy in Appendix 1.
3. Note the importance of the Indoor Sports Facilities Strategy to the emerging Local Plan.

1. REASONS FOR THE DECISIONS

- 1.1 The National Policy Planning Framework (NPPF) requires local authorities to have up to date evidence and strategies relating to community infrastructure. The Indoor Sports Facilities Strategy is an important evidence document for the Local Plan which is due for adoption in summer 2017. The Council's existing Indoor Sports Facilities Strategy was last updated in 2009 and as such would not be considered an up to date set of evidence for this purpose.
- 1.2 In the context of high population growth and increased demand for community facilities, a refreshed Indoor Sports Facilities Strategy will enable the Council to take future decisions relating to its indoor sports facilities network in a way that is both evidence-based and strategic.
- 1.3 The Strategy offers the Council a set of Strategic Objectives, Characteristics of an Ideal Network, and Strategic Options which can help the Borough achieve a more ideal network of indoors sports facilities over the coming 10 years.

2. ALTERNATIVE OPTIONS

- 2.1 The Council could alternatively decide to not adopt the Indoor Sports Facilities Strategy. While it is considered best practice for local authorities to develop and refresh strategies for leisure facility provision, there is no statutory requirement. However, Sport England is a statutory consultee on our emerging Local Plan and may raise objections if a Indoor Sports Facilities Strategy is found to be absent.
- 2.2 The Indoor Sports Facilities Strategy could be revised differently, but the proposed approach is judged to be the best way to meet national requirements, whilst focusing on what matters locally. Taking a different approach would be likely to require further analysis.

3. DETAILS OF REPORT

3.1 *Background*

3.2 The 2009 Leisure Facilities Strategy was successful in its examination of overall indoor sports facilities provision relative to projected demand, identification of gaps in provision, and informing of strategic decisions relating to indoor sports facilities. Perhaps the best example of this was the identification of Poplar and surrounding catchment as an area of both deficiency of indoor sports facilities provision and high forecast population growth. This led to the recommendation and delivery of a retrofitted and re-opened facility at the Historic Poplar Baths. It is a modern, state of the art and fit for purpose leisure centre.

3.3 The Borough is in the process of developing a new Local Plan. The Local Plan contains site allocations for a range of uses including community facilities and more specifically sports facilities. This is informed by the evidence in this strategy. Taking this approach is consistent with the Planning Practice Guidance that accompanies the NPPF. It is also consistent with the requirements of Sport England, a statutory consultee on our Local Plan.

3.4 The Council is currently developing a suite of strategies relating to sports provision which support the Council's overall Strategic Plan and its objectives around both infrastructure and the health and well-being of our population. The Council is preparing an Open Spaces Strategy, an aspect of which is a Playing Pitch needs assessment which addresses the provision of outdoor playing pitches. This and the Indoor Sports Facilities Strategy are concerned with infrastructure provision. An overall Physical Activity and Sport Strategy which is due for delivery in late 2017 will set an overall vision for improving rates of physical activity and sports participation in Tower Hamlets.

3.5 The Council's Leisure Management Contract is being extended at the moment and is due for re-procurement in the medium term. Having those negotiations assisted by an overall strategy will help the Borough meet its best value duty.

3.6 The Mayor has a previously stated commitment to investigate the development of a lido in the Borough. This Indoor Sports Facilities Strategy provides an evidence-based decision making framework for further work in this area.

3.7 *Scope*

3.8 The focus of this strategy is on indoor sports facilities. The Borough's playing pitches will be addressed through a Playing Pitch needs assessment, which will form part of the final Open Space Strategy.

3.9 The strategy places emphasis on indoor sports facilities that are Council owned, however, it takes into account the supply of dual-use facilities (e.g. schools) and commercial facilities (e.g. membership-based gyms). It focuses on the provision of indoor sports facilities within the boundaries of the London

Borough of Tower Hamlets; however, it recognises facilities that are within a 1,200meter (15 minute walk) buffer-zone from the Borough boundary may be the nearest facility for many Tower Hamlet's residents, and these facilities are therefore given due consideration in the strategy's evidence base and strategic options.

- 3.10 In line with nationwide standards and guidance for the development of a Indoor Sports Facilities Strategy, this strategy exclusively relates to sports halls (4-badminton courts), swimming pools (measured in m²) and gyms (measured by no. of fitness stations).
- 3.11 ***Needs Assessment***
- 3.12 Sport England recommends that local authorities complete a needs assessment prior to indoor sports facilities strategy development.
- 3.13 This strategy is also supported by the findings of internal and community consultation and engagement. Internal consultation has been completed through the Health and Wellbeing Board and Asset Management Board. External consultation has been carried out using quantitative and qualitative methods. Market research into resident perceptions of indoor sports facilities was carried out through a telephone survey in November 2016. A discussion session was held with the Youth Council. A summary of external consultation can be found in Section 5 of Appendix 1.
- 3.14 The headline findings from the needs assessment were;
- 3.15 Population growth means that our network of indoor sports facilities will become more intensely used, and may ultimately be unable to meet the needs of a significantly larger population by 2027. According to the Sport England standard, we are forecast to need more pools and sports halls by 2027 (See Appendix One Section 6 for more detail). This planning challenge could become more acute by the concentrated and rapid population growth rates in certain parts of the borough.
- 3.16 As part of its approach to the Local Plan, the Council needs effective tools for addressing social infrastructure need to support sustainable development.
- 3.17 Most Tower Hamlets residents have access to either a sports hall or a swimming pool within a 15 minute walk (1.2km) from where they live. The current gaps in provision for both sports halls and swimming pools are in the north-east of the Borough (though this is forecast to be mitigated by better linkages into the Olympic Park), and a smaller gap in provision in the southern part of the Limehouse Ward.
- 3.18 There are also gaps in the provision of sports halls on the Isle of Dogs and in the wards of Weavers and St Peters, though this is somewhat mitigated by the dual-use school halls in those areas.

- 3.19 Recent market research and Annual Residents Survey data illustrates that a majority of Tower Hamlets residents value the Borough's indoor sports facilities.
- 3.20 The needs assessment identified options for further investment to retain the current indoor sports facilities network, however, it noted that any future decisions taken would need to be consistent with the Council's overall financial strategy. Please see Section 6 of Appendix One.
- 3.21 ***An ideal indoor sports facilities network and Strategic Options***
- 3.22 Based on the research and evidence outlined to above, three key strategic objectives have been identified that will form the basis of the Indoor Sports Facilities Strategy over the next ten years. These objectives are informed by an understanding of the key characteristics of an ideal indoor sports facilities network (taking into account national, regional and local strategic drivers and best practice guidance) and an assessment of the extent to which the existing network is consistent with this ideal model. Broadly speaking, an ideal indoor sports facilities network for Tower Hamlets should:
- a. use available capital to reconfigure and consolidate facilities with a view to revenue saving without loss of capacity
 - b. address gaps in provision now and in the future, in particular for swimming pools and sports halls
 - c. have facilities located in locations where people will use them most and where they will support the ambitions set out in the Local Plan
 - d. provide dry (gym/sports hall) facilities alongside all swimming pools in order to reduce the subsidy requirement
 - e. focus additional sports hall capacity on school sites to maximise value for money, providing this is supported by the analysis and adequate community access can be secured through the development management process
 - f. offer state of the art indoor sports facilities that are fully accessible to all residents, taking into account cultural, religious and physical inclusion needs
 - g. ensure indoor sports facilities are designed to be operationally efficient (including energy efficiency and therefore carbon reducing)
- 3.23 The following table identifies three strategic objectives and options for meeting these objectives, which will enable the council to progress towards an ideal indoor sports facilities network.
- 3.24 The strategy is supported by an action plan for years 1 and 2, which contains more detailed information on the preparatory tasks that will need to be

completed in advance of making formal decision in relation to specific strategic options and specific leisure centre sites. Once these tasks have been completed, separate reports will be presented to the Executive for consideration prior to any options being progressed to implementation.

- 3.25 It is important to note that the objectives and options above should not be considered in isolation, as there are many interdependencies between them, and they will always sit within the overall strategic and financial context of the Council.

3.26 *Figure 1: Strategic Objectives and Options*

Strategic Option	Strategic Objective:
1. Investigate any opportunities for adding indoor sports provision as part of the Bishopsgate Goods Yard development, potentially as a joint venture with partners, including neighbouring councils.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets
2. Investigate any opportunities to develop indoor sports provision as a joint venture with partners, including neighbouring councils.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets
3. Explore provision of Whitechapel Sports Centre with an enhanced facilities mix (pitch and sports hall, plus possibly a pool) on the existing or an alternative site as part of the wider re-development of the Whitechapel area.	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>
4. Investigate options for increasing community access to sports halls on school sites and other dual-use facilities.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets
5. Investigate options for a lido in the borough to provide additional swimming pool capacity in line with the Mayor's pledge.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets
<p>6. At York Hall, the council should explore either:</p> <ul style="list-style-type: none"> • Refurbishment of York Hall with the existing facilities mix (excluding Mayfield House), or; • Re-development of the site including Mayfield House and retention of the historic York Hall building, with pool provision and potentially enhanced facilities mix and housing development, or; • Re-development of the site including Mayfield House and retention of the historic York Hall building and the event function / boxing hall, with housing development, but with pool provided elsewhere. 	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>

<p>7. The council should investigate either:</p> <ul style="list-style-type: none"> • The retention/refurbishment of the St George's Pool, with the addition of a sports hall, with an option for housing development on the site, or; • The addition of new facilities at John Orwell Leisure Centre, including a swimming pool, of high design quality, to replace any lost provision at St George's and new facilities such as 5-a-side playing pitches. St George's could then be redeveloped to help fund the new facilities. 	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>
<p>8. The council should explore options to improve the facility mix of the Tiller Leisure Centre by:</p> <ul style="list-style-type: none"> • Investigating if the adjacent proposed school sports facilities could be brought into the footprint of the leisure centre. This could include the redevelopment of Tiller Leisure Centre to create a more financially viable and attractive provision in a high growth area. • Investigating the inclusion of alternative site allocations for the Isle of Dogs in the Local Plan. 	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>
<p>9. Continue to support the implementation of the council's Carbon Management Plan, Climate Change Strategy and Air Quality Action Plan</p>	<p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>
<p>10. Work with the council's equalities forums to evaluate the accessibility and suitability of the council's indoor sports facilities for people of all protected characteristics</p>	<p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p>

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The adoption of the Indoor Sports Facilities Strategy will provide the framework within which delivery plans for the initiative outlined can be developed. There is a strong focus within the Strategy on indoor sports facilities and the use of capital to reconfigure and consolidate facilities with the aim of achieving revenue savings without a reduction in capacity.
- 4.2 The financial implications of the areas identified in the strategy both as individual proposals and in aggregate will need to be assessed and included as part of the Council's capital strategy to determine how the priorities for

facilities improvements sits alongside the Council's other capital aspirations together with an associated financing strategy that considers the overall affordability of the Council's capital needs.

5. LEGAL COMMENTS

- 5.1 There is no statutory requirement for the Council to have an Indoor Sports Facilities Strategy. However, the National Planning Policy Framework ('NPPF') and which was published on 27th March 2012 sets out the Government's planning policies for England and how these are expected to be applied. It sets out the Government's requirements for the planning system only to the extent that it is relevant, proportionate and necessary to do so. It provides a framework within which local people and their accountable councils can produce their own distinctive local and neighbourhood plans, which reflect the needs and priorities of their communities. An element of the Framework is Promoting Healthy Communities and as part of that councils should through their planning policies deliver social, recreational and cultural facilities and services the community needs.
- 5.2 There is no statutory requirement to consult but the NPPF does provide that the Council should aim to involve all sections of the community in the development of Local Plans and as this Strategy will be used as important evidence document for the Local Plan then a proportionate level of consultation will be required and therefore the common law duty to consult arises. This common law duty imposes a general duty of procedural fairness upon public authorities exercising a wide range of functions which affects the interests of individuals. The report advises that regard has been has to consultation responses in preparing this draft Strategy and paragraph 3.13 of the report advises that consultation was both internal and external. Further a summary of external consultation can be found in Section 5 of Appendix 1. However, such consultation must 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.
- 5.3 With regard to the above, before approving the Indoor Sports Facilities Strategy the Mayor in Cabinet will be required to consider whether the consultation was appropriate and the Mayor must conscientiously take into account the consultation responses.
- 5.4 The Indoor Sports Facilities Strategy does not form part of the Council's Policy and Development Framework and its approval is an Executive Decision.

- 5.5 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 some information in the report relevant to these considerations in paragraph 6 below.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The main purpose of the Indoor Sports Facilities Strategy is to ensure continued access to high quality indoor sports facilities to all sections of the community in the context of a rapidly growing population and subsequent increased demand on existing indoor sports facilities. As such it is consistent with the Council's duties to promote equality in all protected characteristics.
- 6.2 Indoor sports facilities provide one of the main ways Tower Hamlets' residents can engage with healthier lifestyles and the impact of this service infrastructure on tackling health inequalities and community integration issues cannot be under estimated. Recognising the need to provide facilities in the most accessible locations for all residents, the Strategy focuses recommends on the provision of potential facilities in town centre locations and close to transport hubs.
- 6.3 The Strategy aims to address geographical deficiencies in the distribution of indoor sports facilities and recognises that gaps in the network correlate to some extent with areas of lower levels of participation in physical activity. It identifies such areas as key locations for potential facilities in order to positively impact on participation levels.
- 6.4 Furthermore, the Strategy makes proposals at a high level and aims to support future growth in the Borough. Strategic options are largely demand driven (based on population growth modelling). The Strategy draws on the significant amount of consultation already undertaken, as well as targeted market research into the perceptions of the existing indoor sports provision that can be broken down by equalities groups.
- 6.5 The strategic options within the Strategy will form part of the Local Plan suite of documents and residents will be able to comment on high level proposals as part of the relevant consultations in the spring of 2017. The development of individual solutions will include further project-specific consultation with residents to inform design, accessibility, and the services to be provided.
- 6.6 When individual projects are presented to Council, a detailed Equalities Impact Assessment will be carried out

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The Indoor Sports Facilities Strategy forms an important investment prioritisation framework to help make the Council's network of indoor sports facilities more operationally efficient while continuing to meet the needs of residents. As noted in 3.24, the Strategy guides future decisions on indoor sports facilities to improve economic efficiency. This is directly supportive of the Council's best value responsibilities

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Many indoor sports facilities by their very nature have high energy demands. The Indoor Sports Facilities Strategy identified the need to reduce the carbon footprint of the Council's indoor sports facilities where possible. Energy surveys are regularly undertaken to underpin the strategic objective to make Tower Hamlet's indoor sports facilities more operationally efficient and therefore carbon reducing.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 All of the strategic options arising from this strategy will be subject to individual risk assessments as part of their own detailed appraisal process. The main risk in relation to the overall delivery of any of the proposed solutions will be the availability of project development and capital funding. Individual risk implications will be reported to Members on a project by project basis as strategic options are presented for further detailed decision making

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 Indoor sports facilities and other community infrastructure are recognised to have a positive effect in improving rates of crime and anti-social behaviour, particularly among youth. Sport England notes that when sporting participation is increased among targeted populations; youth offending can fall. By its very nature this Indoor Sports Facilities Strategy supports the Council's strategic aims around crime reduction and Anti-Social Behaviour by supporting the provision of an effective indoor sports facilities network.

11. SAFEGUARDING IMPLICATIONS

- 11.1 N/A

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- The Tower Hamlets Indoor Sports Facilities Strategy 2017-2027
- Equality Impact Assessment
- Large Scale Maps

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

- None

Officer contact details for documents:

N/A

Indoor Sports Facilities for the Future
An Indoor Sports Facilities Strategy for the London Borough of
Tower Hamlets
2017-2027

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READING GUIDE

Section 1 is an executive summary of the Indoor Sports Facilities Strategy, 2017-2027.

Section 2 outlines the purpose and scope of the Indoor Sports Facilities Strategy for 2017-2027 and summarises the achievements of the previous strategy.

Section 3 sets out a strategic focus for indoor sports facilities in Tower Hamlets for the next 10 years. It includes:

- An overview of an ideal indoor sports facilities network for Tower Hamlets
- Three strategic objectives to help move towards the ideal network. For each objective there are suggested options for exploring potential developments to the existing council-owned network of facilities.

Section 4 is an assessment of indoor sports facilities in Tower Hamlets. It includes:

- Analysis of current and future need for sports halls;
- Analysis of current and future need for swimming pools;
- Analysis of current and future need for fitness stations;
- Assessment of existing council-owned facilities in Tower Hamlets, including an external assessment of the condition of existing facilities.

Section 5 provides an overview of the policy and strategic context for indoor sports facilities focusing on national, regional and local priorities for sport and leisure.

Section 6 provides key data and information from the borough profile, which informs the strategic objectives and options set out. It includes data about adult and children participation in sports and physical activity.

Section 7 summarises findings from recent consultations carried out in Tower Hamlets related to sports and leisure, which have informed the objectives and options set out in this strategy.

SECTION ONE: EXECUTIVE SUMMARY

1.1 Introduction

This is the executive summary of the Indoor Sports Facilities Strategy 2017 – 2027 for the London Borough of Tower Hamlets. The strategy is based on the findings of a comprehensive assessment of the borough's current and projected indoor sports facility needs, an externally commissioned survey of the condition and suitability of the council-owned network and market research to establish the views of Tower Hamlet's residents.

This strategy provides an overall decision making framework for optimising indoor sports facilities in the borough and considers potential investment over the coming decade in council-owned facilities. It supports the council's Strategic Plan and forms essential evidence for the new Local Plan, by providing a clear analysis of supply and demand following a nationally recognised model for indoor sports facilities.

1.2 Scope

Residents in Tower Hamlets have access to a range of indoor sports facilities operated by public, private and voluntary organisations. In some cases facilities are offered as part of a wider service offer to residents, for example, within a community centre or school.

This strategy assesses supply and demand for all indoor sports facilities (including dual-use facilities and commercial facilities) in the borough regardless of ownership and sets out specific strategic options for the seven council-owned indoor sports facilities (referred to as council-owned facilities); however, it takes into account the supply of.

The seven council-owned facilities are:

- John Orwell Sports Centre
- St George's Pool
- Whitechapel Sports Centre
- York Hall
- Mile End Park Stadium and Leisure Centre
- Poplar Baths
- Tiller Leisure Centre

The strategy relates to the provision of indoor sports facilities within the boundaries of the London Borough of Tower Hamlets. However, it recognises facilities that are within a 1,200 metre (15 minute walk) buffer-zone from the borough boundary, which may be the nearest facility for many Tower Hamlets residents, and these facilities are given due consideration in this strategy's evidence base and strategic options.

1.3 Policy context

The Tower Hamlets Indoor Sports Facilities Strategy is consistent with national, regional and local policy on leisure provision which has been reviewed in the development of this strategy (see Section 5). The current ambitions for physical activity and sport at the national, regional and local level are that;

- More people take up regular physical activity as a habit;
- Sporting clubs and institutions have the right supply and mix of facilities to further develop their respective disciplines;
- Resources allocated to indoor sports facilities provision are used in a more targeted, efficient and effective way;
- Communities have facilities that enable their members to come together in a more inclusive way;
- Access to facilities is improved for groups with historically low participation.

1.4 Needs assessment

Sport England recommends that local authorities complete a needs assessment prior to strategy development. The needs assessment that supports this strategy includes supply and demand modelling based on a nationally recognised facilities planning calculator, externally commissioned condition surveys of the council-owned facilities and representative market research into the views of over 700 residents.

The headline findings from the needs assessment are that:

- Population growth in Tower Hamlets over the coming decades will result in increased demand for indoor sports facilities in the borough
- Some council-owned facilities are nearing the end of their asset life
- Tower Hamlet's residents value council-owned facilities, with the majority of regular users reporting their overall experience of the borough's centres as being either good or very good
- There are some areas of the borough currently without a sports hall or swimming pool within a 15-minute walk.

There is further explanation of these findings in Section 4 of the strategy.

1.5 An ideal indoor sports facilities network for Tower Hamlets

Based on the research and evidence outlined above (and detailed in Section 4), three key strategic objectives have been identified for the Indoor Sports Facilities Strategy 2017-2027. The objectives are informed by an understanding of the key

characteristics of an ideal network (taking into account national, regional and local drivers and best practice guidance) and an assessment of the extent to which the existing network is consistent with this ideal model.

Broadly speaking, an ideal and optimised indoor sports facilities network for Tower Hamlets should:

- Offer state of the art indoor sports facilities that are fully accessible to all residents, taking into account cultural, religious and physical inclusion needs
- Have facilities located in locations where people will use them most and where they will support the ambitions set out in the Local Plan
- Use available capital to reconfigure and consolidate facilities with a view to revenue saving without loss of capacity
- Address gaps in provision now and in the future, in particular for swimming pools and sports halls
- Provide dry (gym/sports hall) facilities alongside all swimming pools in order to reduce the subsidy requirement
- Focus additional sports hall capacity on school sites to maximise value for money, providing this is supported by the analysis and adequate community access can be secured through the development management process
- Ensure indoor sports facilities are designed to be operationally efficient e.g. by enhancing energy efficiency.

The following table identifies three strategic objectives and options for meeting these objectives. Pursuing these objectives will enable the council to progress towards an ideal indoor sports facilities network.

Figure 1: Table of strategic objectives and strategic options for the Indoor Sports Facilities Strategy 2017-2027

Strategic Option	Strategic Objective:
1. Investigate any opportunities for adding indoor sports provision as part of the Bishopsgate Goods Yard development, potentially as a joint venture with partners, including neighbouring councils.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets
2. Investigate any opportunities to develop indoor sports provision as a joint venture with partners, including neighbouring councils.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets

<p>3. Explore provision of Whitechapel Sports Centre with an enhanced facilities mix (pitch and sports hall, plus possibly a pool) on the existing or an alternative site as part of the wider re-development of the Whitechapel area.</p>	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>
<p>4. Investigate options for increasing community access to sports halls on school sites and other dual-use facilities.</p>	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p>
<p>5. Investigate options for a lido in the borough to provide additional swimming pool capacity in line with the Mayor's pledge.</p>	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p>
<p>6. At York Hall, the council should explore either:</p> <ul style="list-style-type: none"> ○ Refurbishment of York Hall with the existing facilities mix (excluding Mayfield House), or; ○ Re-development of the site including Mayfield House and retention of the historic York Hall building, with pool provision and potentially enhanced facilities mix and housing development, or; ○ Re-development of the site including Mayfield House and retention of the historic York Hall building and the event function / boxing hall, with housing development, but with pool provided elsewhere. 	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>
<p>7. The council should investigate either:</p> <ul style="list-style-type: none"> ● The retention/refurbishment of the St George's Pool, with the addition of a sports hall, with an option for housing development on the site, or; ● The addition of new facilities at John Orwell Leisure Centre, including a swimming pool, of high design quality, to replace any lost provision at St George's and new facilities such as 5-a-side playing pitches. St George's could then be redeveloped 	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>

to help fund the new facilities.	
<p>8. The council should explore options to improve the facility mix of the Tiller Leisure Centre by:</p> <ul style="list-style-type: none"> Investigating if the adjacent proposed school sports facilities could be brought into the footprint of the leisure centre. This could include the redevelopment of Tiller Leisure Centre to create a more financially viable and attractive provision in a high growth area. Investigating the inclusion of alternative site allocations for the Isle of Dogs in the Local Plan. 	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>
9. Continue to support the implementation of the council's Carbon Management Plan, Climate Change Strategy and Air Quality Action Plan	Improve economic efficiency and energy efficiency of indoor sports facilities
10. Work with the council's equalities forums to evaluate the accessibility and suitability of the council's indoor sports facilities for people of all protected characteristics	Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance

1.6 Next steps

This strategy establishes evidence and guidance for future decisions and strategic options. This could lead to a suite of feasibility studies, and a programme of work for the council's network of indoor sports facilities. When individual investigations, decisions and capital works are undertaken, individual papers will be provided to the Executive for decision-making. These projects will be considered within the council's existing governance structures for asset management, Capital Strategy, and infrastructure planning.

The strategy does not make recommendations about the management of council-owned facilities. The current leisure management contract runs until 2019 (with an option to extend) and any future management arrangements will need to consider how the strategic options can best be delivered through contractual arrangements. A review of management options is expected to commence in 2018 (unless the contract is extended).

Implementation of the Indoor Sports Facilities Strategy will be monitored by the relevant Directorate Management and key actions arising will be included in the

council's strategic plan. The action plan contains a number of preparatory actions for the first two years which need to be completed prior to any decision is taken to implement specific strategic options. As and when relevant implementation decisions are taken, the action plan will be updated to reflect actions associated with project implementation.

SECTION TWO: INTRODUCTION

2.1 Purpose

The council's vision is to make Tower Hamlets a great place to live with healthy and supportive communities. It is a vision shared by all partners in the Tower Hamlets Partnership, which comprises the council and other public service providers, businesses, faith communities and the voluntary and community sector.

The provision of high quality, accessible indoor sports facilities in the borough will contribute to the achievement of this vision, by supporting Tower Hamlets residents to live healthier lives in more cohesive and integrated communities.

In the coming decade Tower Hamlets is projected to see some of the most intense and sustained population growth in London. This challenges the council to consider options to address the need for additional social and community infrastructure – including publicly accessible leisure centres. This strategy supports an evidence-based approach to managing the impact of population growth.

The strategy provides an overall framework for decision making in relation to the council's indoor sports facilities and wider leisure provision in the borough over the next ten years. It is consistent with best practice guidance issued by the Mayor of London, the Department for Communities and Local Government and Sport England. The strategy will make a significant contribution to the development of spatial planning policy in Tower Hamlets by providing an evidence base that clearly articulates the indoor sports facilities needed to support the growing and changing population. It provides a clear analysis of supply and demand that follows a nationally recognised model for indoor sports facilities. In doing so it supports the council's Strategic Plan, forms an essential part of the evidence base for the emerging Tower Hamlets Local Plan and will inform the Capital Strategy.

The strategy is not an investment programme. Rather than make investment recommendations it will inform the council's corporate decision making processes for infrastructure planning and capital investment, as described above.

To deliver this decision making framework and spatial plan for indoor sports facilities in the borough, this strategy:

1. Examines the current supply of indoor sports facilities in the borough (taking into account public, commercial and dual-use facilities);
2. Compares supply to the on-going demand for indoor sports facilities. (based on the latest population projections and nationally recognised modelling tool);
3. Identifies gaps in current and future provision; and
4. Assesses the quality, suitability and efficiency of existing indoor sports facilities, with particular reference to residents' different cultural, religious and physical inclusion needs

2.2 Scope

The Indoor Sports Facilities Strategy is part of a number of sport and open space related strategy documents that are being developed in parallel to address separate but interrelated issues. This strategy focuses on ensuring that the network of indoor sports facilities in the borough will be of sufficient quantity, quality, accessibility and suitability. It sits alongside the Open Space Strategy which focuses on ensuring that the network of open spaces and playing fields in the borough will be of sufficient quantity, quality, accessibility and suitability. Both strategies are predominately concerned with physical assets.

The Physical Activity and Sport Strategy, which will be informed by the strategies mentioned above, will set out a vision for sports and physical activity in the borough including the outcomes that we want to improve on, including participation and sports development.

The Indoor Sports Facilities Strategy cannot set the agenda for every sports facility within the borough as many are commercially or privately owned and operated and are not in the council's sphere of direct influence. For this reason, although the supply and demand modelling covers commercial and private facilities, the strategic solutions that are proposed mainly relate to facilities in which the council has an ownership interest.

It addresses the following questions:

- How might the council aim to meet future demand?
- How should the council prioritise its objectives in pursuit of a more ideal network?
- What is the current state of publicly accessible indoor sports facilities (supply and condition)?

The council's major leisure management contract is currently with Greenwich Leisure Limited. This contract covers service delivery and operations at the council's leisure centres. Service development and improvement will be driven through ongoing contract monitoring and partnership working with the contractor.

2.3 Achievements of the previous Leisure Facilities Strategy

The Leisure Facilities Strategy 2009 - 2018 set ambitious aims for the council to address the leisure needs of the borough over the decade to 2018. Significant achievements include;

- Re-opening of the historic Poplar Baths in 2016 addressing deficiency in the area, specifically with the addition of:
 - o A 25meter swimming pool
 - o A teaching pool
 - o 4x Badminton courts, equivalent to 1 sports hall
 - o And a gym/fitness studio

- Improvement to the energy and economic efficiency of the network by adding pool covers
- Significant capital works have been completed at the John Orwell Sports Centre, including;
 - o Replacement of floodlights
 - o Installation of spectator seating
 - o Refurbishment of indoor changing rooms and gym
- At the Tiller Leisure Centre, the council completed a refurbishment of all poolside changing facilities as well as the front desk area.
- At Mile End Park Leisure Centre the council extended the female 'dry-side' changing room and the fitness centre. The council also invested in the creation of a dedicated function area in response to customer demand. The new layout eliminated an identified set of 'customer flow' issues. In addition, continued investment has been made in the programmable gym which caters for Women's Only Sessions. This has led to increased patronage of those programmes, which supports the objective of increasing participation among women.
- At York Hall the council has invested in new 'dry side' changing facilities and refurbished the existing gym facilities.
- Public access has been secured as part of the planning approval process for a number of sports hall under development in new primary and secondary schools. These include:
 - o Wood Wharf
 - o London Dock (formerly New International)
 - o Westferry Printworks

SECTION THREE: STRATEGIC OBJECTIVES

Based on the research and evidence presented below, three key strategic objectives have been identified for the Indoor Sports Facilities Strategy 2017-2027.

These objectives are informed by an understanding of the key characteristics of an ideal network (taking into account national, regional and local drivers and best practice guidance) and an assessment of the extent to which the existing network is consistent with this ideal model.

3.1 An ideal indoor sports facilities network

Broadly speaking, an ideal and optimised indoor sports facilities network for Tower Hamlets should:

- Offer state of the art indoor sports facilities that are fully accessible to all residents, taking into account cultural, religious and physical inclusion needs
- Have facilities located in in locations where people will use them most and where they will support the ambitions set out in the Local Plan
- Use available capital to reconfigure and consolidate facilities with a view to revenue saving without loss of capacity
- Address gaps in provision now and in the future, in particular for swimming pools and sports halls
- Provide dry (gym/sports hall) facilities alongside all swimming pools in order to reduce the subsidy requirement
- Focus additional sports hall capacity on school sites to maximise value for money, providing this is supported by the supply and demand analysis, and adequate community access can be secured through the development management process
- Ensure indoor sports facilities are designed to be operationally efficient e.g. by enhancing energy efficiency.

It will not necessarily be possible to achieve the full implementation of such a network given spatial and financial constraints. However, the model serves as a benchmark against which individual solutions can be assessed.

3.2 Strategic Objectives

The following (interrelated) strategic objectives are designed to be pursued concurrently by the council. A more detailed action plan setting out borough-wide and site specific strategic options as well as associated milestones is provided at the end of this document.

Objective One: Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets

In the next decade the population of Tower Hamlets is forecast to expand at rates unseen in the post-war era. As referenced throughout this strategy, a significantly increased population will increase demand for community infrastructure.

National best practice guidance sets standards for the ideal distribution of indoor sports facilities relative to the population. Based on this guidance, the borough is set to have a shortfall of indoor sports facilities provision relative to the population.

The council will therefore work to increase the provision of indoor sports facilities, where feasible. This will include, subject to viability, the expansion of provision on existing sites, as well as a search for new sites for leisure development, as provided for in the emerging Local Plan. This will also mean working to preserve existing provision where facilities are nearing the end of their asset life and ensuring, through the emerging Local Plan, that facilities are protected.

In pursuit of this objective the council will;

- Identify potential sites for new indoor sports facilities through the site allocations contained in the Local Plan, with a particular emphasis on areas of spatial deficiency.
- Investigate any opportunities to develop indoor sports provisions as a joint venture with neighbouring councils.
- Review all council-owned leisure centres and explore whether further facilities to meet demand can be located at existing sites.
- Seek to ensure that planned and existing school sports facilities are publicly accessible outside school hours.
- Investigate options for a lido in the borough to provide additional swimming pool capacity and complement indoors sports facilities provision, in line with the Mayor's pledge.

Objective Two: Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance

Recent condition surveys have identified that several of the borough's leisure centres are in need of considerable investment.

Furthermore, some of the facilities do not meet the needs of sections of the community and there is limited capacity to improve accessibility (both physical and culturally) within the existing buildings. The council has a legal duty to ensure it:

- Removes or minimises disadvantages suffered by people due to their protected characteristics;
- Takes steps to meet the needs of people from protected groups where these are different from the needs of other people.

In addition to its legal duty to ensure access to facilities, the council is also required by law to ensure best value in the delivery of its services. Facilities that do not meet the needs of customers from all sections of the community will limit the customer base and as a consequence facilities are not operating as efficiently and effectively as possible.

This strategy, therefore, has the objective of adapting or re-providing ageing facilities, where feasible, to improve and increase the existing provision in ways that are consistent with best practice design guidance and the principles of inclusive design.

In pursuit of this objective, the council will:

- Review all council-owned leisure centres and explore whether access to sites for all sections of the community could be improved within the existing buildings.
- Carry out detailed feasibility work for all sites, with the exception of Poplar Baths and Mile End Park Leisure Centre, to understand the best long term options for providing indoor sports facilities in specific locations, parts of the borough and across the borough as a whole.

Objective Three: Improve economic efficiency and energy efficiency of indoor sports facilities

In a difficult financial climate, Tower Hamlets council is searching for opportunities to find savings. A more economically efficient network of leisure centres will assist the council to provide indoor sports facilities in the future whilst budgets are reducing. The need to deliver the right facilities mix in the right place, at the right time to support growth, ensures that facilities are as attractive as possible to customers within the catchment area and as a consequence provide a more sustainable revenue position for the council in the long term.

As leisure centres are high energy users, more energy efficient leisure centres will help the council to honour its commitments to climate change legislation by reducing emissions. In turn, reducing emissions will help limit costs. High standards of environmental sustainability can deliver improvements in air quality and carbon emissions. The council will exploit all design opportunities to reduce carbon emissions from existing and new facilities. Therefore, the strategy has the objective of using available capital to make its leisure centres more economically and energy efficient in the coming decade.

In pursuit of this objective, the council will;

- Review the facilities mix at all sites to ensure that the offer is attractive to customers and operates as efficiently as possible.
- Continue to implement carbon reduction measures at council-owned leisure centres.
- Commission a review of its leisure centres stock in advance of letting any future contract to manage the council's centres to determine the most suitable contracting approach.

SECTION FOUR: SUPPLY AND DEMAND ANALYSIS

4.1 Introduction

Residents in Tower Hamlets have access to a range of indoor sports facilities operated by a number of organisations from the public, private and voluntary sectors. In some cases indoor sports facilities are offered as part of a wider service offer to residents, for example, within a community centre or a school.

A detailed audit of indoor sports facilities in the borough was carried out in late 2016. In line with Sport England guidance, the audit included:

- Sports halls – measured in terms of the number of badminton courts provided
- Swimming pools – measured in terms of the water surface area available
- Health and fitness gyms – measured in terms of the number of health and fitness stations available.

It is recognised that there are other indoor sports facilities, such as small boxing gyms or indoor five-a-side football pitches centres, in the borough. However, while these facilities contribute to the overall offer, Sport England guidance recommends that modelling relates to the facilities outlined above. Indoor pitch facilities will be considered in the context of a playing pitch assessment carried out in parallel to this strategy.

The audit identified four different types of facilities operating types:

- Publicly operated facilities – these are public leisure centres, largely run by or on behalf of the council, that offer public access within standard operating hours;
- Dual use facilities – these are often those located within schools and only offer public access to facilities at prescribed times, normally outside of school hours or in school holidays;
- Commercially operated facilities – these offer restricted public access, generally on a registered membership basis and occasionally on a pay and play basis;
- Private use facilities – these are often located within schools or higher education institutions and do not allow any public access.

In many cases sites will combine more than one facility type, for example, a swimming pool with an adjacent sports hall.

4.2 Data sources

The original information on the supply of indoor sports facilities was obtained through the Sport England *Active Places Power* database. *Active Places Power* has been developed by Sport England to provide a planning tool for sports facilities.

A validation exercise was carried out which involved spot-checking the Sport England data via phone calls to providers such as schools and commercial operators, and web research, to determine the extent to which the operating model

had been recorded accurately. This is particularly important as not all business operating models are taken into account when applying demand modelling tools.

The following data sources have been used to forecast the likely future demand for indoor sports facilities facilities in Tower Hamlets:

- Population projections were produced in November 2016 using the Local Plan development trajectory and the GLA's online projection model, Witan;
- Sport England *Facilities Planning Calculator*, which generates a demand-factor relative to forecast population that can be compared to the existing levels of provision.

In addition to identifying the supply of indoor sports facilities, a mapping exercise has also been undertaken which plots a 1,200m walking distance accessibility catchment areas for each facility type in order to identify any areas of the borough that fall outside of the catchment of current facilities. The maximum walking distance of 1,200m has been derived from recent market research in which the majority of respondents stated they would be prepared to walk 15 to 20 minutes to access indoor sports facilities.

4.3 Results

This section sets out the detailed results of supply and projected demand modelling for the key facilities types identified.

The key findings are summarised below.

Sports halls

- Current supply is equivalent to 16 sports halls, taking into account facilities which meet Sport England requirements.
- Projected demand is unlikely to be fully met due to financial constraints and very limited available land.
- Provision of stand-alone sports halls is not financially sustainable.
- Alternative options, such as access to new school facilities and improving facilities mix at existing leisure sites should be investigated.
- Dual use access to an additional 3 sports halls (not included in modelling) should become available once new schools have been built.

Swimming pools

- Current supply is equivalent to five pools, taking into account facilities which meet Sport England requirements.
- The market is unlikely to deliver full sized pools and the council is unlikely to be able to fully meet projected demand due to financial and land availability constraints.
- Although outside of the borough, the Aquatics Centre in Queen Elizabeth Olympic Park now provides substantial supply to the northeast of Tower Hamlets, where connections into the area are also expected to improve.
- There are opportunities to explore development of outdoor pool facilities, with the benefit that they can be developed in a variety of locations.

Health & fitness gyms

- Current supply – 2,228 fitness stations, taking into account facilities which meet Sport England requirements.
- Resident only gyms on private estates cannot be included in the results but have been increasing in recent years and will contribute to meeting some level of future demand.
- Provision of gym equipment in council-operated leisure centres is vital to their financial viability and allows for cross subsidy of swimming pools and other facilities.
- The market is likely to keep providing gym facilities but including gym space in any reconfigured council-owned leisure centre provides the most financially viable facilities mix.

4.3.1 Current and future need for sports halls

The geographical distribution of public, dual use and commercial sports halls in and around the borough is illustrated in the map below. For supply modelling purposes only publicly accessible sports halls (e.g. publicly operated, dual use and commercial facilities accessible to non-members) within the borough are taken into account, in line with Sport England guidance. Commercially operated and private use facilities are excluded. In addition, as dual use facilities are only open outside of school hours the model assumes a 25% reduction in the level of accessible sports hall space. Sports halls are measured in terms of the number of badminton courts they provide, with a standard size sports hall comprising four courts.

Figure 2: Map of existing sports hall locations in Tower Hamlets, 2017

See Map A in Appendix Four

In total, the audit identified 34 sports hall sites, of which 25 are located within the borough and nine are in the buffer zone outside of the borough boundary. Of the 25 sites within the borough, 24 meet the criteria for being included in the supply calculation – comprising four fully public sites, 18 dual use or club use sites that are open to the public, and two commercially operated sites which are bookable on a pay and play basis. Three of the sites outside the borough are publicly-operated and the remaining six are dual use. A full list of sites identified in the audit is provided at the end of this document.

Applying the assumptions outlined above, the current supply of sports halls in the borough equates to 62.75 courts which is the equivalent of 16 sports halls. The results of the demand modelling process are summarised in the table below.

Figure 3: Table showing supply and demand projections for sports halls in Tower Hamlets for 2016, 2026 and 2031 –

Facilities	2016			2026		2031	
	Supply	Demand	Over or (under) supply	Demand	Over or (under) supply	Demand	Over or (under) supply
Sports halls (badminton courts)	62.75 badminton courts	99.08 badminton courts	(36.33) badminton courts	130.24 badminton courts	(67.49) badminton courts	132.14 badminton courts	(69.39) badminton courts
	Equivalent to 16 sports halls	Equivalent to 25 sports halls	Equivalent to 9 sports halls	Equivalent to 33 sports halls	Equivalent to 17 sports halls	Equivalent to 33 sports halls	Equivalent to 17) sports halls

The projected growth in demand for sports halls and corresponding static supply is reflected in the following graph.

Figure 4: Chart projecting supply and demand for sports halls (badminton courts) in Tower Hamlets from 2015/6 to -2030/1

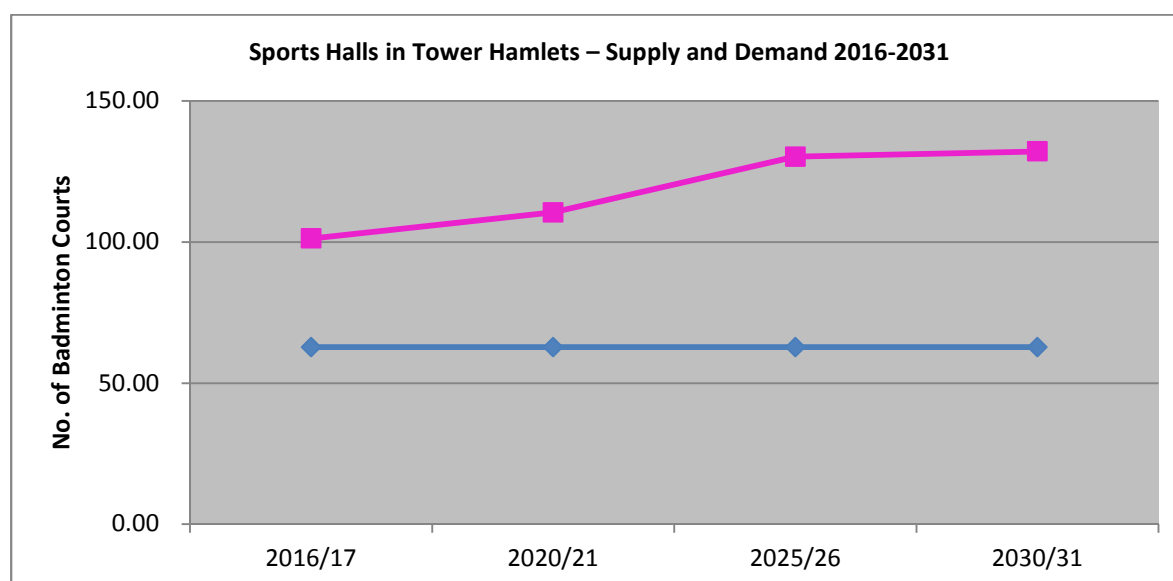


Figure 5: Map of existing sports halls with catchment areas for Tower Hamlets, 2017

See Map B in Appendix Four

According to Sport England’s modelling tools, there is currently an under-provision of nine sports halls, rising to seventeen by 2031. However, financial constraints,

together with very limited availability of land in the borough, mean it is unlikely that this projected demand can be fully met.

Geographical distribution of public and dual use sports halls across the borough is relatively good, with only small areas of the borough outside the catchment distance of 1,200 metres. One such area is in the north of the borough and broadly covers the northern parts of Bethnal Green, Bow West and Bow East wards. Another broadly covers Canary Wharf and Blackwall & Cubitt Town wards. Coverage has improved since the Leisure Facilities Strategy 2009, particularly due to the re-opening of Polar Baths and the legacy conversion of the former Olympics handball arena (now the Copper Box) in the Olympic Park.

Access to public sports halls, which provide more flexible access than dual use sites is more limited. Areas north of the railway line into Liverpool Street station, the eastern part of Bromley North and Bromley South wards, the entire Isle of Dogs, as well as much of St Dunstan's and Limehouse wards are outside catchment areas.

The provision of stand-alone sports halls is not financially sustainable in the current climate and as such, alternative options (such as securing access to new school facilities and improving the facilities mix at existing leisure sites) should be investigated. Furthermore, it should be noted that the Copper Box has significant sports hall capacity and lies just beyond the borough boundary, with transport links and bridge connections set to improve over the life of the strategy and as a consequence improving accessibility and catchment areas.

At present, dual use access to three new sports halls planned as part of new schools has been secured through the development management process. This would add an additional nine badminton courts to publicly accessible provision; however, the modelling does not currently take these into account as they have yet to be built. Two of these proposed sports halls would be located on the Isle of Dogs, an area of particular shortage and high projected population growth. As further proposals for new schools are brought forward, public access to their sports halls should be secured through the use of planning obligations.

At the same time, any investigations into optimisation of the existing council leisure centre network should take into account the addition of sports halls capacity, where feasible, to achieve a more attractive and financially sustainable facilities mix.

4.3.2 Current and future need for swimming pools

The geographical distribution of public and commercially operated swimming pools in and around the borough is illustrated in the map below. For supply and demand modelling purposes only publicly accessible water space within the borough that is provided by publicly operated or dual use facilities and which is suitable for lane swimming, is taken into account. This is in line with standards set by Sport England. Commercially operated and private use facilities are excluded. All learner water (e.g. teaching pools) and leisure water are excluded, as are main swimming pools with less than 100m² of water space since these are not considered suitable for public lane swimming.

Figure 6: Map of existing swimming pool locations in Tower Hamlets 2017

See Map C in Appendix Four

52 swimming pools were identified through the audit process. Of these, 16 are located within the borough – comprising 5 main public pools, 4 public teaching pools, and 6 commercially operated pools and 1 private use pool in a school. Of the 36 pools within the buffer zone outside the borough boundary, 8 are public main pools, 3 are public teaching pools, 1 is a public diving pool, 3 are dual use, 18 are commercially operated and 3 are private use. A full list of facilities identified in the audit (including private use and training pool sites) is provided in appendix two.

On the basis of the supply assumptions outlined above, the current supply of water surface in the borough is 1,932m². The results of the demand modelling process are summarised in the table below.

Figure 7: Table showing supply and demand projections for swimming pools in Tower Hamlets for 2016, 2026 and 2031

Facility Type	2016			2026		2031	
	Supply	Demand	Over / (under) supply	Demand	Over/ (under) supply	Demand	Over/ (under) supply
Swimming Pools	1,932m ²	3,345m ²	(1,413)m ²	4,398m ²	(2,466)m ²	4,462m ²	(2,530)m ²
	Equivalent to 5 pools	Equivalent to 10 pools	Equivalent to (5) pools	Equivalent to 13 pools	Equivalent to (8) pools	Equivalent to 13 pools	Equivalent to (8) pools

The projected growth in demand for swimming pools and corresponding static supply is reflected in the following graph:

Figure 8: Chart projecting supply and demand for swimming pools in Tower Hamlets between 2015/6 to 2030/1

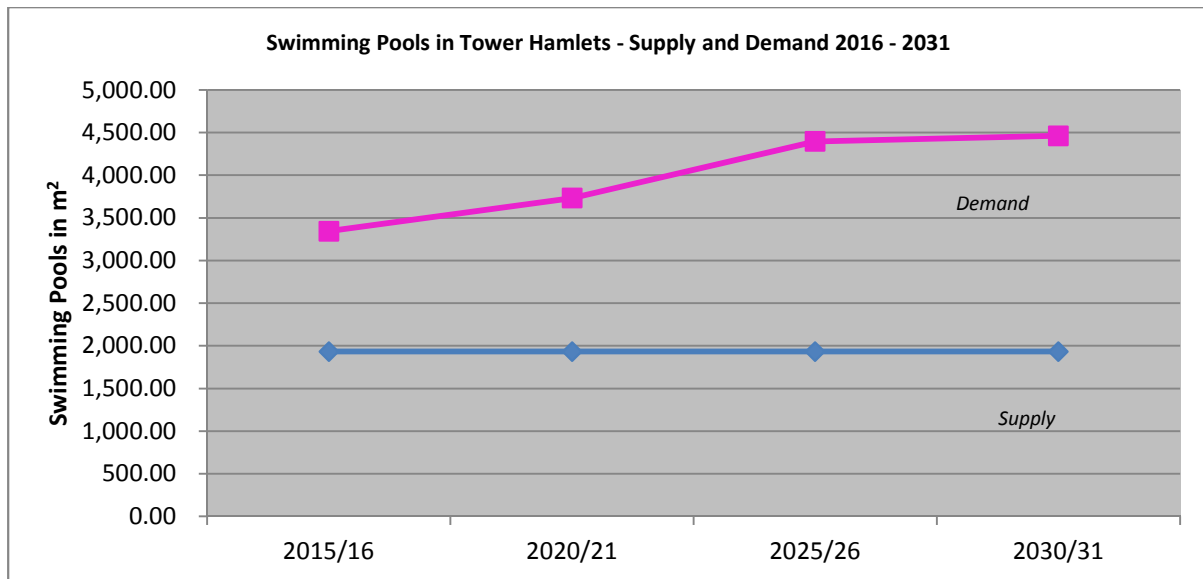


Figure 9: Map of existing swimming pool catchment areas for Tower Hamlets 2017

See Map D in Appendix Four

According to Sport England’s demand model, there is a deficit of swimming pool provision in Tower Hamlets. However, the market is unlikely to deliver full size swimming pools as part of private leisure development, and financial constraints together with high demand for land in Tower Hamlets make it unlikely that the council will be in a position to improve the supply side significantly.

While the broad distribution of public swimming pools across the borough is relatively even, with little or no overlap in catchment areas, there are areas of the borough outside the catchment distance of 1,200 metres. These are:

- the eastern half of the Isle of Dogs;
- Weavers and Spitalfields & Banglatown wards in the north-west;
- most of Bow West and Bow East wards in the north-east;
- the eastern parts of Bromley North and Bromley South wards;
- most of Limehouse, St Dunstan’s and Stepney Green wards in the centre of the borough.

Unlike sports halls, new swimming pools are highly unlikely to come forward as part of future school developments

It should be noted that the Aquatics Centre in the Queen Elizabeth Olympic Park has been converted to its legacy design and has re-opened as a community pool and elite training facility. The centre has two 50m pools, which are available for public swimming sessions. This provides the equivalent of 2,300 sqm on the borough’s boundary – equivalent to almost the entire projected shortfall over the life of the plan. While the facility is regional in nature, much of its community swimming programme

is targeted at a more local market and will provide for some of the shortfall in Tower Hamlets. The Centre is located immediately to the northeast of the borough boundary and connections into the area are expected to improve significantly over the coming years. Therefore, whilst in-borough supply falls short of expected demand, substantial supply can be accessed easily just outside and will, as a sub-regional facility, cater for exported demand from Tower Hamlets.

Furthermore, there are opportunities to explore the development of outdoor swimming pool facilities, with ancillary income generating activity to provide a sustainable business model. The advantage over indoor facilities is that the open nature of outdoor pools would allow their development in a variety of locations, including as part of open spaces or existing areas of water.

4.3.3 Current and future need for health and fitness gyms

The geographical distribution of dual use, public and commercial health and fitness gyms in and around the borough is illustrated in the map below. For health and fitness provision all registered publicly operated, dual use *and* commercially operated facilities within the borough that are open to the public are included, in recognition of the importance of the commercial sector provision for this type of facility. Private use facilities are excluded.

The supply of gym facilities is measured in terms of the number of fitness stations in each facility, in accordance with Sport England guidance.

Figure 10: Map of gym locations in Tower Hamlets, 2017

See Map E in Appendix Four

In total, the audit identified 104 sites providing health and fitness provision in and around the borough. Of those, 42 are within the borough. This includes eight public facilities, four dual use facilities, and 19 commercially operated clubs. The remaining 11 sites are private use and therefore excluded from the modelling. A further 62 facilities are located in the buffer zone outside the borough boundary. This includes 10 public facilities, six dual use facilities, and 46 commercially operated clubs. A full list of facilities identified in the audit (including private use) is provided in appendix two.

Demand modelling for gym equipment is based on the borough's adult daytime population to take into account the high influx of office workers compared to other local authority areas. The net influx into the borough was estimated as currently being 83,500 based on a combination of data sources from the GLA and the Census 2011.

On the basis of these assumptions, the current supply of health and fitness equipment in the borough is 2,228. The results of the demand modelling process are summarised in the table below.

Figure 11: Table showing supply and demand projections for health and fitness gyms in Tower Hamlets for –2016, 2026 and 2031 (based on daytime population)

Facility Type	2016	2016		2026		2031	
	Supply	Demand	Over/ (under) supply	Demand	Over/ (under) supply	Demand	Over/ (under) supply
Health and Fitness Gyms	2,228 fitness stations	2,699 fitness stations	(471) fitness stations	3,360 fitness stations	(1,132) fitness stations	3,400 fitness stations	(1,172) fitness stations

The projected growth in demand for health and fitness equipment and corresponding static supply is reflected in the following graph.

Figure 12: Chart projected supply and demand for health and fitness stations in Tower Hamlets from 2015/6 to 2030/1

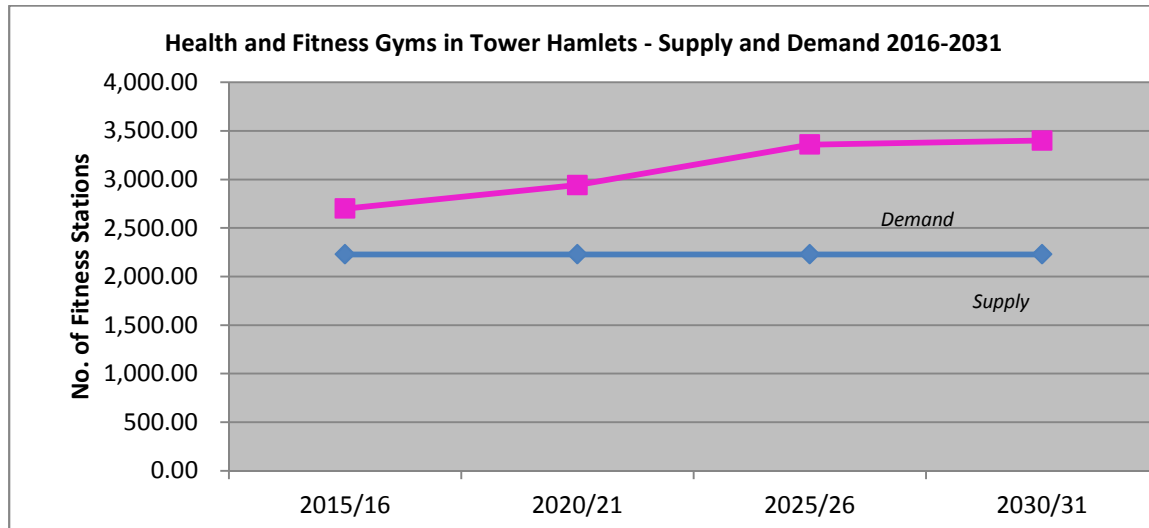


Figure 13: Map of existing gym catchment areas Tower Hamlets 2017

See Map F in Appendix Four

While there is apparently a shortfall of gym equipment to serve the combined resident and daytime population, the model does not include resident-only gyms on private estates. These are effectively invisible to existing mapping tools but are likely to have an impact on the sustainability of facilities and the markets elsewhere. Especially in recent years, the number of on-site gyms within residential developments has steadily increased and this pattern is likely to continue.

The provision of equipment in council-operated leisure centres remains vital to their financial viability. The combination of facilities offered in public leisure centres makes them attractive to customers. The membership fees generated from gym users allow for the cross subsidy of swimming pools and other facilities, not generally offered by the private sector. As a consequence, while the market is likely to keep providing gym facilities, consideration should be given to the inclusion of gym space within any reconfigured leisure centre in order to provide the most financially viable facilities mix.

Geographical distribution is comprehensive with only small areas around Bromley-by-Bow and the south-east of the Isle of Dogs being out of the catchment distance of 1,200 metres. Both of these areas are within the vicinity of proposed enhanced town centres. As town centre development comes forward in these locations, the market is likely to provide additional commercial gym capacity.

4.4 The council's facility network

While this strategy considers all relevant facility types regardless of ownership, the council's own network of indoor sport facilities plays an important role in the local provision, especially for those facility types not generally provided by commercial or dual use operators. This section therefore considers the suitability, condition, facility mix, and site constraints of the council's indoor sports facilities network. Strategic options set out in Section 3 and in the action plan seek to address the challenges and opportunities identified below.

The table and graphs below provide a summary snapshot of each council-owned facility. More detailed information on each centre can be found in Appendix One.

Figure 14: Table of council-owned facilities in Tower Hamlets and their condition, suitability and site constraints

Centre	Type	Suitability / restrictions / condition and life span	Visits 2015/16
Tiller Leisure Centre	Wet	<ul style="list-style-type: none"> - Located in residential area with limited footfall - Some capacity for expansion - Located highest projected population growth area in the borough - Average condition rating is fair/satisfactory with a higher than average maintenance risk 	180,536
Whitechapel Sports Centre	Dry	<ul style="list-style-type: none"> - Located in commercial/residential area with high footfall, to increase with opening of adjacent Whitechapel Crossrail Station - Modern facilities - Limited scope for expansion due to location in high density area 	135,272
Mile End Park Leisure Centre	Wet/ Dry	<ul style="list-style-type: none"> - Modern, purpose built facility - Best practice for co-location - Caters for uses of different ethnic and religious backgrounds 	652,397
John Orwell Sports Centre	Dry	<ul style="list-style-type: none"> - Dry facility only - Located in mainly residential area - Surrounded by public open space - Adjacent to pitch managed by centre 	114,288
St George's Pool	Wet	<ul style="list-style-type: none"> - Located in conservation area adjacent to main road with high footfall and passing traffic - Site restricted by surrounding park and conservation area status - Site has limited capacity in current form - Likely to have significant investment need in future due to concrete construction method 	222,132
Poplar Baths	Wet / Dry	<ul style="list-style-type: none"> - Historic building re-opened in 2016 - Co-located wet-dry facility with roof top playing pitch - Located in town centre with high footfall - Provides capacity in area of high forecast population growth 	N/A
York Hall	Wet	<ul style="list-style-type: none"> - Has significant forecast maintenance and investment required to keep open due to 	453,956

		<ul style="list-style-type: none"> - age and being listed - Located in town centre with high footfall - Historically significant to borough residents. High amenity value - Due to historic nature and construction methods likely to have significant energy loss 	
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Visitor figures for each site between 2013/14 and 2015/16 are outlined in the graph below:

Figure 15: Visits to Tower Hamlets Leisure Centres from 2013/14 to 2015/16

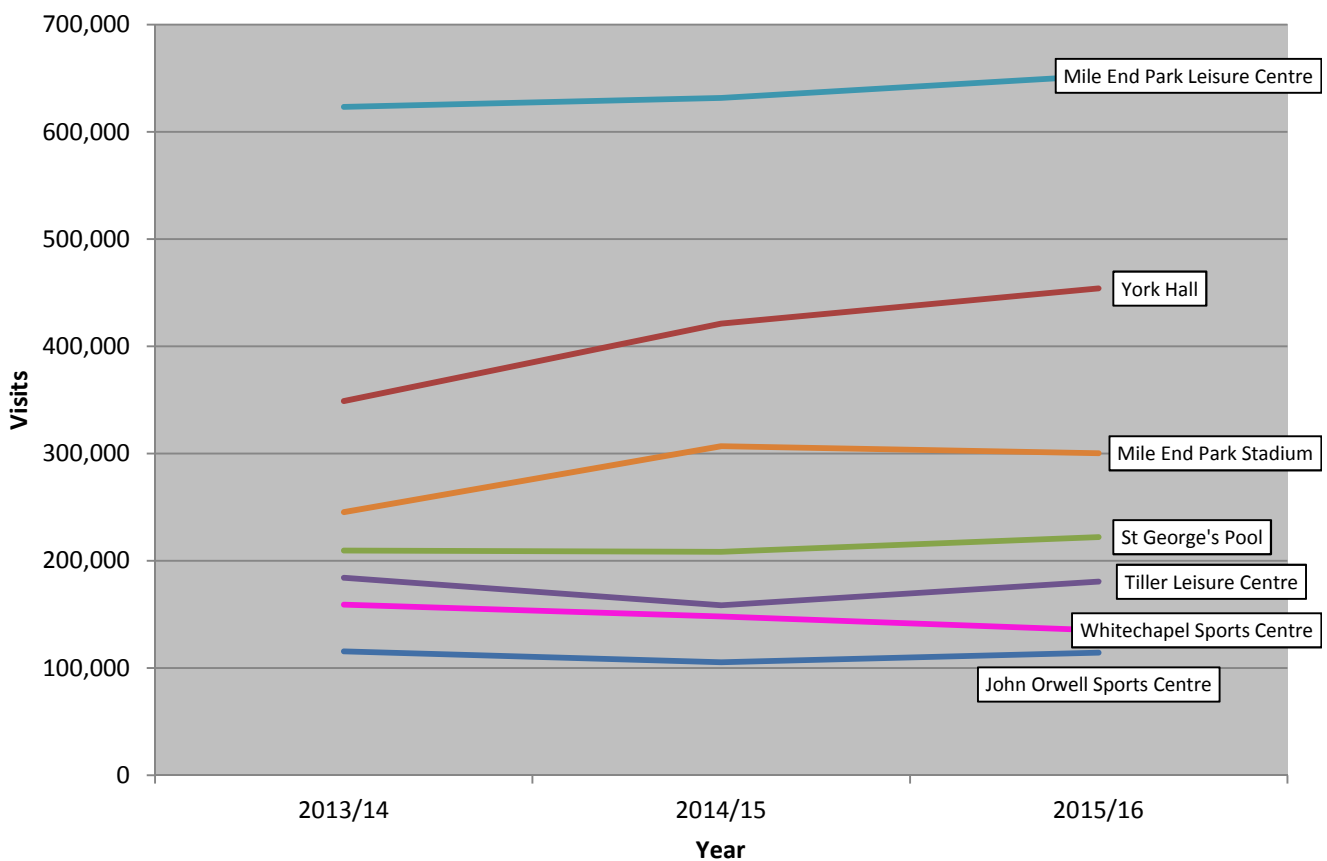


Figure 16: Map of council-owned indoor sports facilities including catchment areas

See Map G in Appendix Four

Figure 17: Map of council owned indoor sports facilities with public transport accessibility

See Map H in Appendix Four

The maps above show council-owned indoor sports facilities with their respective catchment areas and within the context of public transport accessibility levels. Facilities outside the borough boundary are owned by neighbouring local authorities or (in the case of facilities in the Olympic Park) the London Legacy Development Corporation.

The maps distinguish between catchment areas for sites that provide (a) dry leisure facilities only (sports halls with ancillary use), (b) wet leisure facilities only (swimming pools with ancillary use), and (c) both wet and dry facilities on one site.

The east of the borough, with the exception of the Bromley-by-Bow area and Bow East and Bow West wards, is well served by modern, combined wet and dry facilities (Mile End Leisure Centre and Poplar Baths) with very little overlap in catchment areas. Both Mile End Leisure Centre and Poplar Baths are in locations with good public transport accessibility. While there is limited access in the northeast of the borough, there is significant public provision of wet and dry facilities just across the borough boundary in the Olympic Park. Planned public transport and connectivity improvements, including new foot, cycle and road bridges, will overcome lines of severance and extend the catchment areas of the Copper Box and Aquatics Centre further into Tower Hamlets.

Access to council-owned leisure facilities on the Isle of Dogs is limited to wet facilities (Tiller Leisure Centre). Much of the south of the Isle of Dogs (Island Gardens ward) is not within the catchment area of the existing centre due to the severance caused by the historic docks. As access to sports halls in this area of high growth is generally limited, there is scope to consider options for an improved combined wet and dry facility to serve the Isle of Dogs more effectively.

Four of the council's indoors sports facility sites are in the west of the borough. Neither of these facilities combines the full wet and dry facilities mix and there is significant overlap between catchment areas. There is scope to consider options for all sites in this part of the borough in conjunction to achieve an improved facilities mix at individual sites and provide a better customer offer, while ensuring that catchment areas are optimised. Strategic options identified in relation to York Hall, Whitechapel Leisure Centre, St George's Pool and John Orwell Leisure Centre will need to be considered together.

SECTION FIVE: POLICY AND STRATEGIC CONTEXT

National, regional and local strategy and policy relating to sport and leisure facilities has shaped and informed the development of this strategy, and the resulting strategic objectives and options outlined in section three.

Sustaining and growing participation in sport and physical activity through the provision of high quality, accessible indoor sports facilities is an important objective for the Government, Greater London Authority and the council's own agenda. This is owing to the contribution of sport and sports facilities to social and community outcomes especially around health, integration and sustainability.

National planning policies and guidance are a key driver for the development of the Indoor Sports Facilities Strategy as they require local authorities to undertake a needs analysis and audit of existing facilities for sport and recreation to understand how well they are meeting current and future needs – the results of which form the basis of recommendations made in this strategy. They also set the broad parameters for ongoing maintenance and upgrades of existing facilities which Tower Hamlets have articulated in the ideal indoor sports facilities network – for example, that they should be open and accessible to all groups, located in town centres and aligned with national and local climate change and energy efficiency policy agendas.

Ensuring that there is an adequate supply of suitable facilities to meet local need is a requirement of the planning system. In line with national policy recommendations, this strategy makes an assessment and recommendations for how Tower Hamlets can deliver a network of indoor sports facilities to meet present and future need.

Regional planning guidance also gives priority to preserving and improving the provision of community infrastructure, which includes leisure centres.

The emerging Tower Hamlets Local Plan also acknowledges that indoor sports facilities are essential in the development of new and existing places.

Below is an outline of the key strategies and policies that inform the council's Indoor Sports Facilities Strategy.

5.1 Government Priorities

5.1.1 Sporting Future: A New Strategy for an Active Nation

In December 2015 the Government launched *Sporting Future: A New Strategy for an Active Nation*.

While previous strategies were focused on numbers of active participants in sport, *Sporting Future* focuses on what people can get out of participating in sport and physical activity, and what more can be done to make a physically active life more transformative. It directs funding decisions to be made on a basis of the social good that the sport and physical activity can deliver, not simply on numbers of participants.

The new approach includes a transformation of how the Government measures success; replacing the 'Active People Survey' with 'Active Lives'. This is intended to measure how active people are overall, rather than how often they take part in any particular sport. Subsequent to that, a new set of key performance indicators were introduced to test progress towards the five key outcomes (below).

- Physical well-being
- Mental well-being
- Individual development
- Social and community development
- Economic development

The Government notes in the *Sporting Future Strategy* that local government has an important leadership role to play in achieving the goal of a more active nation.

5.1.2 Sport England's Towards an Active Nation

The Government relies on the non-departmental public body Sport England to implement its agenda for sport and physical activity. This includes the advice and guidelines that Sport England provide to local authorities for the delivery of sport and physical activity.

The overarching Sport England strategy was refreshed in 2016 taking its lead from the Government's *Sporting Future Strategy*. The updated version of Sport England's: *Towards an Active Nation 2016-2021* outlines how Sport England will drive the delivery of the selected outcomes set out by Government.

The headline changes set out by Government that cascade through to the revised Sport England strategy are;

- Focusing more money and resources on tackling inactivity because this is where the gains for individual and for society are greatest.
- Investing more in children and young people from age five to build positive attitudes to sport and activity as the foundations of an active life.
- Helping those who are active now to carry on, but at a lower cost to public purse over time. Sport England will work with those parts of the sector that serve the core market to help them identify ways in which they can become more sustainable and self-sufficient.
- Putting customers at the heart of what Sport England does, responding to how they organise their lives and helping the sector to be more welcoming and inclusive, especially of those groups currently under-represented in sport.
- Helping sport to keep pace with the digital expectations of customers.

- Working nationally where it makes sense to do so (for example on infrastructure and workforce) but encouraging stronger local collaboration to deliver a more joined-up experience of sport and activity for customers.
- Working with a wider range of partners, including the private sector, using our expertise as well as our investment to help others align their resources.
- Working with the sector to encourage innovation and share best practice particularly through applying the principles and practical learning of behaviour change.

In support of this contribution, Sport England, reference seven new investment programmes in response to the Government's *Sporting Future Strategy*. They are focused on;

- Tackling inactivity
- Children and young people
- Volunteering – a dual benefit
- Taking sport and activity into the mass market
- Supporting sport's core market
- Local delivery
- Facilities

The new investment programme relating to 'Facilities' emphasises that the places where people play sport have a big impact on their experience and the likelihood they will participate regularly. Sport England note that they will continue to invest in all types of facilities, with a strong presumption in favour of multi-sport for major strategic investments.

This presents Tower Hamlets with an opportunity to leverage the strategic direction of the nation's top sporting body, and for the borough to realise its ambitions for an improved network of leisure infrastructure.

In the 'Facilities' chapter of the *Towards an Active Nation Strategy*, Sport England notes that;

*"...building the right things in the right places makes taking part in sport and physical activity a realistic option for many more people and leads to a better experience for those who are already engaged."*¹

Sport England note their intention to prioritise co-located facilities integrated with other community services so that the needs of local people are better served at a lower cost. Sport England also notes their intention to favour multi-sport solutions unless they offer poor value for money or there is no demand.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/486622/Sporting_Future_ACCESSIBLE.pdf

5.1.3 The National Planning Policy Framework (NPPF)

The NPPF outlines the Government's expectations with regards to nationwide planning for open space, sport and recreation. It recommends that local authorities carry out a needs assessment and audit of existing leisure centres to understand how well they are meeting current and future community needs and to consequently inform decisions about new centres and upgrades to existing provision. The NPPF also recommends that local authorities:

- Plan positively for the provision and use of shared space, community centres (such as local shops, meeting places sports venues, cultural buildings, public houses and places of worship) and other local services to enhance the sustainability of communities and residential environments
- Guard against the unnecessary loss of valued centres and services, particularly where this would reduce the community's ability to meet its day-to-day needs
- Ensure that established shops, leisure centres, and services are able to develop and modernise in a way that is sustainable, and retained for the benefit of the community
- Ensure an integrated approach to considering the location of housing, economic uses and community centres and services

The NPPF also requires that existing open space, sports and recreational buildings and land, including playing fields should not be built on unless;

- An assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements
- The loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location
- The development is for alternative sports and recreational provision, the need for which clearly outweigh the loss

5.1.4 Planning Practice Guidance (PPG)

Accompanying the NPPF is the Government's Planning Policy Guidance. The guidance includes a section relating to 'Open space, Sport and Recreation Facilities, Public Rights of Way and Local Green Space'.

The guidance to local authorities with regard to indoor sports facilities includes:

- A recommendation for authorities and developers to refer to Sport England guidance on assessing need for sports and recreation facilities
- A direction relating to cases where development would affect existing open space, sports and recreation facilities – for local authorities to consult Sport England in the certain cases where development affects the use of land as playing fields.

Where the requirement to consult is not triggered local authorities are advised to consult Sport England in cases where development might lead to;

- Loss of, or loss of use for sport, of any major sports facility
- Proposals which lead to the loss of use for sport of a major body of water
- Creation of a major sports facility
- Creation of a site for one or more playing pitches
- Development which creates opportunities for sport (such as the creation of a body of water bigger than two hectares following sand and gravel extraction)
- Artificial lighting if a major outdoor sports facility
- A residential development of 300 dwellings or more

5.1.5 Sport England's Active Design

Sport England's *Active Design* guidance is made up of 'Ten Principles' to guide plan making bodies on how to use urban design to increase physical activity in the population. The principles relevant to this strategy are outlined below;

- Activity for all – Neighbourhoods, facilities, and open spaces should be accessible by all users and should support sport and physical activity across all ages
- Walkable communities – Homes, schools, shops, community facilities, workplaces, open spaces and sports centres should be within easy reach of each other
- Co-location of community facilities – The co-location and concentration of retail, community, and associated uses to supported linked trips should be promoted. A mix of land uses and activities should be promoted to avoid the uniform zoning of large areas to single uses
- Network of multifunctional open space – A network of multifunctional open space should be created across all communities to support a range of activities including sport, recreation and play plus other landscape features. Centres for sport, recreation and play should be of an appropriate scale and positioned in prominent locations.
- Appropriate infrastructure – supporting infrastructure to enable sport and physical activity to take place should be provided across all contexts including workplaces, public facilities and public space, to facilitate all forms of activity
- Active buildings – The internal/external layout design and use of buildings should promote opportunities for physical activity
- Management, maintenance, monitoring and evaluation – the management, long term maintenance and viability of sports facilities should be considered in their design. Monitoring and evaluation should be used to assess the success of

Active Design initiatives and to inform future directions to maximise activity outcomes from design interventions

- Activity promotion and local champions – promoting the importance of participation in sport and physical activity as a means of health and well-being should be supported. Health promotion measures and local champions should be supported to inspire participation in sport and physical activity across neighbourhoods, workplaces and facilities.

5.1.6 Sport England's Assessing Needs and Opportunities Guidance

This guidance was developed by Sport England to help local authorities provide the right facilities in the right place for the purpose of enabling people to play sport and maintain and grow their participation. It assists local authorities to complete an assessment of need in order to provide a clear understanding of what is required in an area, and provide a sound basis on which to develop policy, and to make informed decisions for sports development and investment in facilities.

This guide and approach is based on a number of key principles that Sport England set out to help local authorities prepare robust and up to date assessments of need for indoor and outdoor sports provision. More specifically the guidance was developed to:

- Provide a recommended step by step approach which can be followed for a wide range of indoor and outdoor sports facilities and for different geographical levels
- Cover formal (non-playing pitch) sporting facilities rather than widen the guidance to cover other provision such as informal open space
- Ensure an approach which can be tailored to reflect the particular nature of a study area and how different facilities are used and sports are played
- Provide an approach that can be used to undertake assessments for a variety of purposes
- Ensure the user can tailor the approach so that the work to undertake an assessment is proportionate to its purpose
- Provide a clear message that the more detail covered under each assessment area the more robust the assessment and its findings will be
- Enable the results of an assessment to be used in and applied to a variety of different situations and scenarios, specifically to support the development of a sports facility strategy

This Indoor Sports Facilities Strategy follows the approach set out in this guidance by evaluating the wider policy and strategic context, assessing the need for indoor sports facilities (using tools and guidance provided by Sport England), and then making strategic recommendations based on that set of evidence.

5.2 Regional Policies

5.2.1 The London Plan 2011

The *London Plan* is the Mayor's 20-year spatial development strategy for London and local authorities are required to comply with the spatial policies set out within it. The key policies that relate to sport and indoor sports facilities are consistent with the expectations set out in the NPPF and associated guidance, such as the directions from Sport England. While the 2011 London Plan remains operative, it is currently subject to a full review. By explicitly examining the supply of indoor sports facilities in the borough, comparing this to the on-going demand for centres in order to identify gaps in current and future provision, and assessing the quality, suitability and efficiency of existing leisure centres; the Indoor Sports Facilities Strategy gives effect to provisions of the London Plan.

5.2.2 The London Plan Supplementary Guidance (SPG) – Social Infrastructure 2015

The London Plan SPG 2015 on Social Infrastructure prescribes that:

- Development proposals that increase or enhance the provision of sports and recreation facilities will be supported.
- Proposals that result in a net loss of sports and recreation facilities, including playing fields should be resisted.
- Temporary facilities may provide the means of mitigating any loss as part of proposals for permanent re-provision.
- Wherever possible, multi-use public facilities for sport and recreational activity should be encouraged. The provision of sports lighting should be supported in areas where there is an identified need for sports facilities to increase sports participation opportunities, unless the sports lighting gives rise to demonstrable harm to local community or biodiversity
- Where sports facility developments are proposed on existing open space, they will need to be considered carefully in light of policies on Green Belt and protecting open space, as well as the borough's own assessment of needs and opportunities for both sports facilities and for green multifunctional open space

5.3 Local Policies

5.3.1 Tower Hamlets Community Plan (2015) and Strategic Plan (2016)

In 2016 London Borough of Tower Hamlets launched its *Strategic Plan* (2016-2017) to achieve the *Community Plan's* (2015) goal of a borough that is;

- A great place to live
- A prosperous community
- A safe and cohesive community
- A healthy and supportive community

- One Tower Hamlets – a more equal and cohesive borough with strong community leadership

As the *Community Plan* identifies, there are also some long term and emerging challenges within the borough:

- Low levels of health and life expectancy
- Growth and development impacting on local infrastructure and services
- A further programme of austerity and public sector cuts arising from the Spending Review and a consequent Medium Term Financial Strategy savings target of £59 million over the next three years.

The council is accelerating its work with its partners to tackle these challenges, and has set itself a number of Priority Outcomes, including;

- Creating and maintaining a vibrant, successful place
- More young people realising their potential
- More people living more healthily and independently, for longer

The strategic objectives that flow from the priority outcomes include making the best use of council resources by exploiting the value and use of assets, improving and enhancing the environmental sustainability of the borough and reducing carbon emissions. There is also a focus on increasing visits to leisure centres, improving participation in sport and other health promoting activities at a community level, and tackling obesity.

To achieve these outcomes at a time of reducing resources the council recognises it will need to transform its approach to delivering its traditional services – this includes its approach to the provision of indoor sports facilities. The *Strategic Plan* notes that meeting local priorities with significantly less money requires a transformational approach. The council has therefore agreed some key transformational principles to ensure that it:

- Targets its resources at the right people at the right time;
- Empowers its communities and design services around them

In addition to this, as the borough moves into 2016/17, the Strategic Plan notes that the council look to renew and strengthen its culture in a range of ways to build on its Best Value Plan and deliver outcomes around:

- Effective procurement
- Maximising the value and use of assets
- Appropriately supporting the voluntary and community sector to deliver priority outcomes
- Communicating and engaging with local people

This direction of travel has implications for indoor sports facilities provision, and specific implications are noted throughout the strategy.

5.3.2 Mayoral Priorities

The Strategic Plan (noted in 3.1.1) contains a number of Mayoral Priorities and associated activities for the council. These priorities and activities span the range of council services; those that relate to indoor sports facilities provision are noted below.

In pursuit of the priority of creating and maintaining a vibrant and successful place the Mayor recognises the need to manage development pressure through the preparation of a new Local Plan, and provide effective local infrastructure services and facilities. This Indoor Sports Facilities Strategy supports this work by providing evidence and recommendations that both feed into the Local Plan, and work to ensure future demand for facilities is met.

Further to this activity, the Mayor prioritises the need to increase participation in Tower Hamlet's core cultural specific Idea Stores and leisure centres. This strategy supports that ambition by setting out the characteristics of a more ideal network of indoor sports facilities that will be more attractive and accessible to users, and therefore increase participation.

5.3.3 Tower Hamlets Sport Policies

The development of this Indoor Sports Facilities Strategy forms part of a wider programme of work to refresh the borough's overall sport and physical activity policies. Taking a lead from the Government's *Sporting Futures* and Sport England's *Towards an Active Nation*, Tower Hamlets is preparing to launch a suite of sport and physical activity related strategies in the short to medium term.

This includes a:

- *Physical Activity and Sports Strategy*
- *Open Spaces Strategy (including a Playing Pitch Needs Assessment)*

The Physical Activity and Sports Strategy sets out a vision for physical activities and sports in the borough, including shared priorities and outcomes for improving rates of participation and working more effectively to deliver physical activity and sport across the Tower Hamlets partnership.

The Open Space Strategy assesses all open space in Tower Hamlets and identifies need for improvements and sets out an approach for prioritising investment. It includes a Playing Pitch Needs Assessment which assesses the borough's outdoor sporting facilities, reports on engagement with interested sport governing bodies, and organisations, and forms a set of evidence for the strategic recommendations of the Open Space Strategy.

5.3.4 Emerging Tower Hamlets Local Plan

The emerging *Tower Hamlets Local Plan* is the collection of planning documents that deliver the borough's spatial planning strategy, and therefore give effect to its *Community Plan*.

The emerging *Local Plan* recognises that Tower Hamlets is at the heart of London's growth aspirations. In line with the London Plan, the emerging Tower Hamlets Local Plan seeks to facilitate:

- An increase of 54,241 new homes by 2031²
- An increase in the provision of affordable housing
- An increase in the provision of family sized accommodation
- The appropriate provision of social and physical infrastructure required to support the growth in housing (including schools, health care facilities, public transport and utilities), focused on town centre locations where appropriate
- The creation of socially balanced communities and of spaces which promote social interaction and inclusion.

The evidence arising from this strategy will be used to inform the relevant sections and policies of the *Local Plan*.

5.3.5 Health & Wellbeing Strategy 2017

The aim of the Health and Wellbeing Strategy is to make a difference to the physical and mental health of everyone who lives and works in the borough. The strategy sets out five priorities, including 'Creating a healthier place' and 'Children's weight and nutrition'.

The 'Creating a healthier place' priority highlights how, in a borough that has high levels of new development and lower levels of open space, the environment, including local infrastructure that supports physical activity and the promotion of active travel, have an impact on residents' health and wellbeing.

The range of programmes which promote healthy weight, good nutrition and physical activity for children are referenced under the priority 'Children's weight and nutrition' and measures for the first 12 months include promoting the 'Healthy Mile' in schools.

The strategy outlines the changes that the council and its partners want to see, the ways in which it can be assessed if the approach is working, and how the Health and Wellbeing Board will work in partnership to make a difference.

5.3.6 Smarter Together Programme

The *Strategic Plan* (2016) recognises the financial position of the council in the context of funding cuts by central government. This is reflected in the requirement to achieve savings of £59 million over three years from 2016. This means the Tower Hamlets overall budget will be more constrained during the life of this strategy, as the council strives to simultaneously meet savings targets while satisfying increasing demands from residents for services. Capital funding will also be constrained as opportunities to generate new capital receipts from the disposal of existing assets have diminished.

² Cumulative Housing Development, Tower Hamlets Infrastructure Delivery Plan

In response to these challenges the council has launched its efficiency and business transformation programme 'Smarter Together'. Smarter Together is an opportunity to rethink and create the right service models, skills and tools to get the best outcomes for the borough's residents.

The Indoor Sports Facilities Strategy supports the Smarter Together Programme by focussing on efficiency of the council's network of facilities with an emphasis on reducing the need for ongoing revenue support by ensuring the right facilities are located in the right places, offering the most customer focused mix of services and facilities on offer.

5.3.7 Tower Hamlets Corporate Asset Management

The council is in the process of developing an asset strategy which will map current and future demand for assets for itself and key partners. The Indoor Sports Facilities Strategy will form part of this work and activities identified in section seven of this strategy consider the scope for the co-location of services and facilities.

The council's *Corporate Asset Management Plan* also sets a requirement for all council assets to be reviewed periodically. Such reviews need to take into account strategic need, utilisation, and suitability, as well as financial and political implications. By recognising the specialist nature of indoor sports facilities, the Indoor Sports Facilities Strategy provides the necessary information to make a strategic assessment of the council's leisure centre portfolio against these criteria.

Infrastructure proposals outlined in this strategy have been developed within the council's property portfolio and are based on existing knowledge of emerging property sites. However, further work has been identified to co-ordinate strategic decision-making across the wider corporate property portfolio, including a wider search for opportunity sites.

The 2015 *Corporate Asset Strategy* directs the council to;

- Own and occupy few buildings
- Reduce the running costs of our buildings
- Maximise overall returns from income producing properties
- Increase the occupancy levels of our buildings and maximise opportunities for co-location of services (including partners)
- Challenge the business case for retaining properties and sell surplus properties in a timely and efficient manner

SECTION SIX: TOWER HAMLETS BOROUGH PROFILE

The demographic make-up of the Tower Hamlets population and its sport and physical activity participation patterns have an impact on the nature of future indoor sports facilities provision in Tower Hamlets.

This section sets out information about the borough population and results from surveys and consultation, related to sports and physical activity. These findings are identified to provide a fuller picture of challenges and strengths that need to be taken into account when considering future need.

Key findings

- Tower Hamlets has a relatively young population with a significant proportion in the age range that Sport England identify as the most physically active.
- The anticipated increased pressure on facilities and growth in demand is highlighted by population findings, such as:
 - o Tower Hamlets is expected to be the fastest growing borough in London over the next ten years.
 - o Population projections suggest an increase in the number of residents of approximately a quarter by 2027
- The Active People and Active Lives surveys show encouraging rates of participation in sport and physical activity in the borough in recent years, which provision of accessible and sustainable facilities may help sustain. However, it must also be noted that the improved rate of physical activity may be linked to demographic groups with higher levels of activity being predominant in newer residents.
- National data indicates that older people tend to be less active. However, more than half of Tower Hamlets people between 45-54 years of age are active at least once a week. It is important to ensure that indoor sports facilities are accessible and in other ways support this group to can sustain their active life styles into older age.
- Women tend to participate less frequently than men. Some indoor sports facilities provide dedicated activities and spaces for women. These tend to show higher usage by women. Designing and operating facilities in a manner that is culturally and physically inclusive can support participation.
- There is a slightly higher rate of severe disability in the working age population in the borough, compared to London and England averages – this underlines the importance of accessibility and has implications for how we optimise existing facilities and plan new facilities.

- Primary pupils are more active than secondary students during all periods except lesson times, when they appear to be equally active.
- Like elsewhere in the country, ethnic minority groups have lower participation rates than white British. The results of the Culture, Leisure and Open Spaces survey 2016 show that the proportion of respondents agreeing that they would recommend a council-owned leisure centre to family or friends was broadly high across different ethnic groups, with some notable differences. The proportion of respondents identifying as 'Asian or Asian British – Bangladeshi' who said they would recommend council-run leisure centres to a friend or family member was significantly above the average. The proportion of respondents identifying as 'White' who said they would recommend council-run leisure centres was significantly lower than the average.
- Tower Hamlets is home to considerable numbers of residents classified in socio-economic groups NS-SEC 3-8. National data indicates that these groups tend to be less physically active than those in higher socio-economic groups. This pattern is reflected locally in lower participation patterns in areas of the borough with higher levels of deprivation.
- There are some pockets of significant social and economic deprivation within the borough, particularly in the east and north east. These overlap with areas of low participation in sport and physical activity identified by Sport England.

6.1 Key Population Statistics

6.1.1 Current Population and Age Structure

Based on the population projections produced using the Local Plan development trajectory and the GLA's online projection model, Witan, the 2016 population of Tower Hamlets is 297,800. According to the Greater London Authority it is estimated to be 296,300.³

Using GLA estimates, 240,200 Tower Hamlets are between the age of 5 and 54, deemed to be the most physically active population by Sport England. This reflects the fact that Tower Hamlets has a relatively young population, with a higher proportion of people in twenties and thirties than both London and England.⁴

The age structure is expected to change slightly during the life of this strategy, with the population of young adults growing more slowly than that of older adults. However, Tower Hamlets is still projected to have a higher proportion of young adults than the London average in 2026.

³ ONS Mid-year Estimates 2011-2015 via NOMIS; GLA 2015 Round Population Projections (SHLAA, capped household size)

⁴ http://www.towerhamlets.gov.uk/Documents/Borough_statistics/Population/Population_Projections_for_Tower_Hamlets_January_2016.pdf

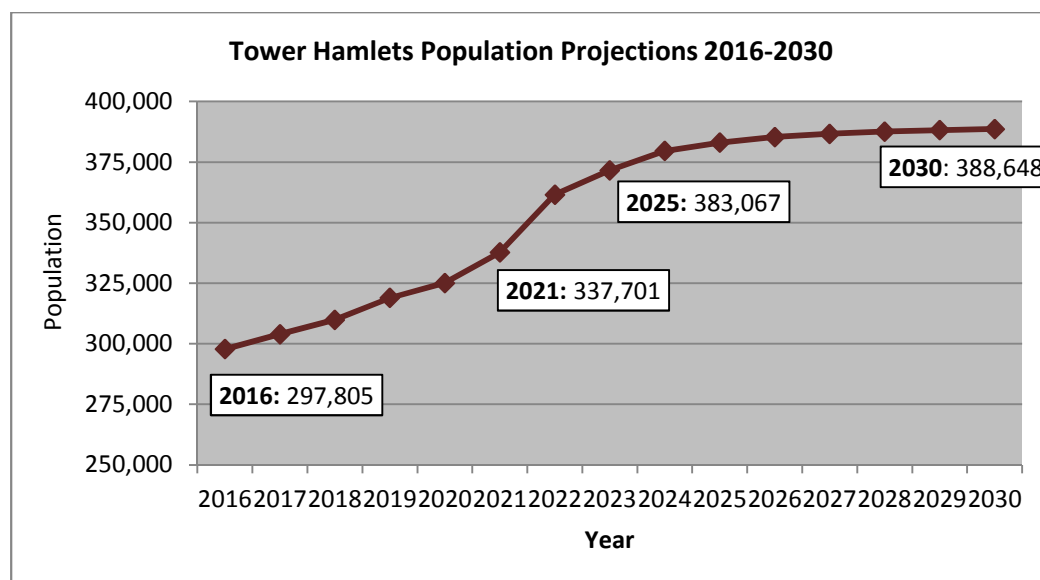
6.1.2 Projected Changes in Population 2016-26

Tower Hamlets is expected to be the fastest growing borough in London and one of the fastest growing boroughs in England over the next ten years. According to Greater London Authority Projections, the population will rise from 296,300 in 2016 to 374,000 in 2026, a 26% increase.⁵

In the following ten years, from 2026 to 2036, population growth is projected to slow down. By 2031, the borough's population is expected to grow at a slower rate than London as a whole.

Blackwall and Cubitt Town is projected to be the fastest growing ward in the borough over the next ten years. Bow West and St Dunstan's are projected to be the wards with the least population growth over the next decade, seeing a 2 percent and 4 percent rise in population, respectively.⁶

Figure 18: Chart showing Tower Hamlets Population Projections from 2016 to 2031⁷



6.1.3 Ethnicity and Religion

Tower Hamlets is one of the most diverse boroughs in London. According to the 2011 census, the borough's three largest ethnic groups are the Bangladeshi, White British and 'Other White' populations. Residents from these three ethnic groups make up around three-quarters of the Tower Hamlets population.⁸

White British residents make up 31% of the borough's population, far lower than the percentage nationally (80%). Tower Hamlets has the fifth lowest proportion of White British residents in England. Newham and Brent had the lowest rates (17% and 18% respectively).⁹

⁵ ONS Mid-year Estimates 2011-2015 viaNOMIS; GLA 2015 Round Population Projections (SHLAA, capped household size)

⁶ Ibid

⁷ Ibid

⁸ http://www.towerhamlets.gov.uk/Documents/Borough_statistics/Ward_profiles/Census-2011/RB-Census2011-Ethnicity-2013-01.pdf

⁹ http://www.towerhamlets.gov.uk/Documents/Borough_statistics/Ward_profiles/Census-2011/RB-Census2011-Ethnicity-2013-01.pdf

Tower Hamlets has the highest percentage of Muslim residents in England and Wales -38% compared with a national average of 5%. Conversely, the borough has the lowest proportion of Christian residents nationally: 30% compared with a national average of 59%.

6.1.4 Indices of Deprivation

Deprivation is widespread in Tower Hamlets: more than half (58%) of the borough's 144 Lower layer Super Output Areas (LSOAs) are in the most deprived 20% of LSOAs in England, according to the *Index of Multiple Deprivation*. One quarter (24%) of Tower Hamlets LSOAs are in the most deprived 10% of LSOAs in England.¹⁰

Deprivation is higher than the England average and about 37.9% (19,800) children live in poverty¹¹.

Within the borough, the most highly deprived areas – which fall into the 5% most deprived LSOAs nationally - are mainly clustered in the east of the borough in the Lansbury and Mile End area. The least deprived areas of the borough are in the riverside areas of St Katharine's Dock, Wapping, and the Isle of Dogs.

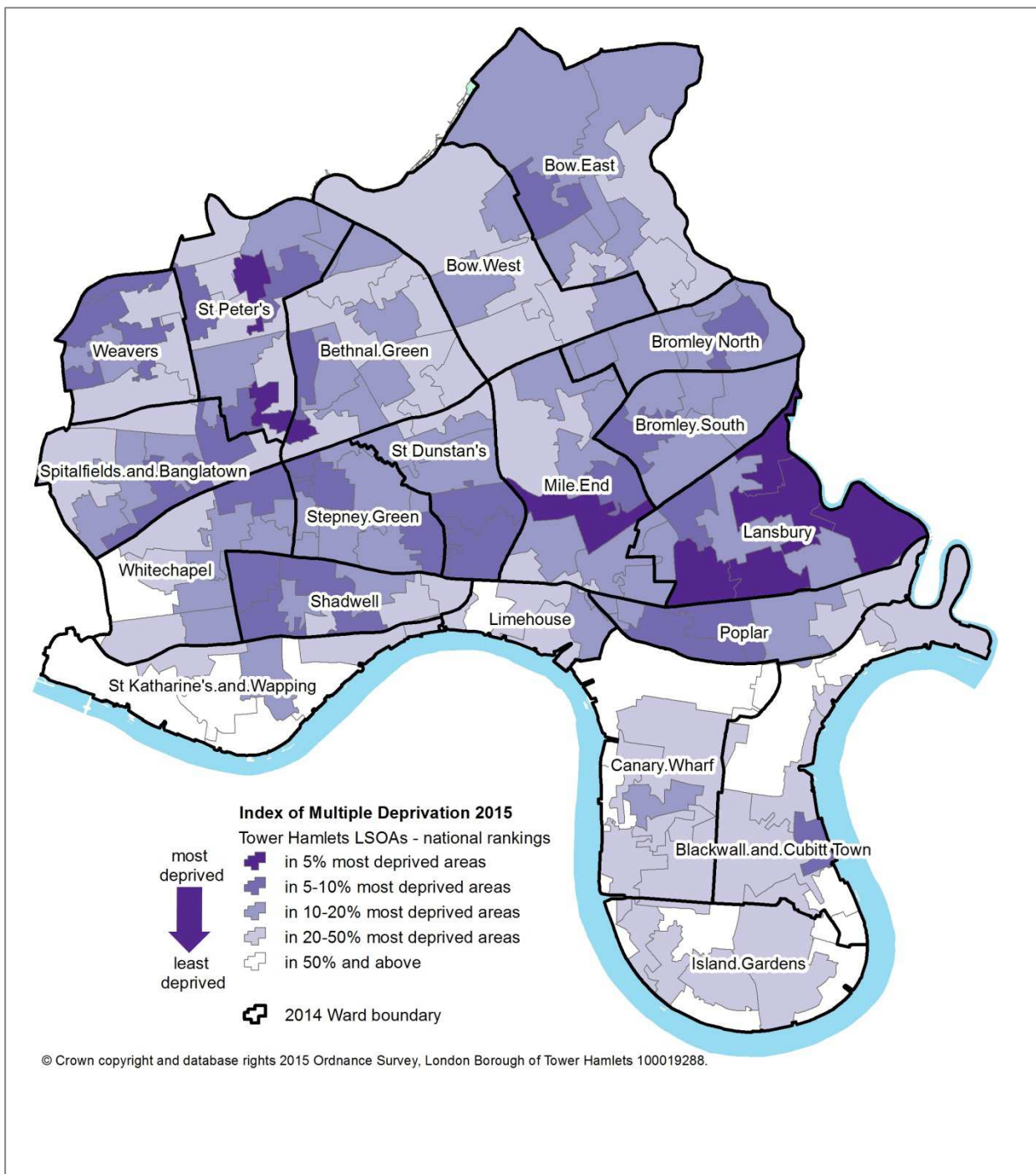
To complement the 'official' data, at LSOA level, the Local Government Association has produced Index of Multiple Deprivation estimates for wards. The four wards in the east of the borough – Lansbury, Bromley South, Mile End and Bromley North – are the most deprived wards within the borough on the IMD. Two thirds of the borough's wards (13 out of 20) are in the most deprived ten per cent of wards in England.¹² This is illustrated below.

¹⁰ http://www.towerhamlets.gov.uk/Documents/Borough_statistics/Income_poverty_and_welfare/Indices_of_Deprivation_Low_resolution.pdf

¹¹ <http://www.apho.org.uk/resource/view.aspx?RID=50215®ION=50156&LA=50146&SPEAR=%20>

¹² http://www.towerhamlets.gov.uk/Documents/Borough_statistics/Income_poverty_and_welfare/Indices_of_Deprivation_Low_resolution.pdf

Figure 19: Map of: LSOAs in Tower Hamlets by national percentile (taken from Index of Multiple Deprivation 2015 data)



6.1.5 Health

The health of people in Tower Hamlets is varied compared to the England average. Life expectancy for men is lower than the England average.¹³

¹³ <http://www.apho.org.uk/resource/view.aspx?RID=50215®ION=50156&LA=50146&SPEAR=%20>

There is also variation within the borough. Life expectancy is 8.8 years lower for men and 3.9 years lower for women in the most deprived areas of Tower Hamlets than in the least deprived areas.¹⁴

The headline findings of the *Joint Strategic Needs Assessment – Life and Health in Tower Hamlets* (July 2015)¹⁵ note that;

- 25.3% of 10-11 year olds in Tower Hamlets are obese (9th highest in the country) although levels have plateaued over the past three years
- 13.6% of adults are classified as obese, better than the average for England.
- The 2011 census data indicated that Tower Hamlets has a slightly higher rate of severe disability in its working age population (4.1%) compared to the average in London (3.4%) and England (3.6%)
- 68% of the adult population do not do the recommended level of physical activity of 30 minutes of moderate activity at least five days a week (similar to national averages).¹⁶

The slightly higher levels of severe disability has implication for optimisation of existing indoor sport facilities and planning of new facilities, as it underlines the importance of accessibility. The large segment of the adult population that do not engage in the recommended level of exercise underscores the importance of encouraging residents to have an active life style.

6.2 Adult Participation in Sports

The *Active People Survey* measures the number of adults taking part in sport across England. It is carried out on behalf of Sport England by social research company TNS BMRB and provides a comprehensive picture of sports participation in England. The *Active People Survey* is central to Sport England's measurement of its own strategy and the performance of key partners.

In 2016 the survey was replaced by an updated *Active Lives* survey. The new approach includes a transformation of how good performance is measured, as the survey is designed to measure how active people are overall rather than merely how often they take part in any particular sport¹⁷.

The *Active People Survey* surveys 165,000 adults (age 14 and over) each year. The time series data arising from the survey dates back to 2005/6 when it was first introduced. APS provides estimates of the number of adults taking part in sport, tracks how often people take part in sport and what sports they do, tracks variations between different geographical areas, allows analysis by demographic factors such as gender, social class, ethnicity, age and disability. It also tracks regular sport volunteering, club membership, involvement in competition and levels of tuition or coaching. This allows the APS to provide data for important measures of public health and active travel on behalf of Public Health England and the Department for Transport.

¹⁴ <http://www.apho.org.uk/resource/view.aspx?RID=50215®ION=50156&LA=50146&SPEAR=%20>

¹⁵ <http://www.towerhamlets.gov.uk/Documents/Public-Health/JSNA-Summary-2015.pdf>

¹⁶ <http://www.towerhamlets.gov.uk/Documents/Public-Health/JSNA-Summary-2015.pdf>

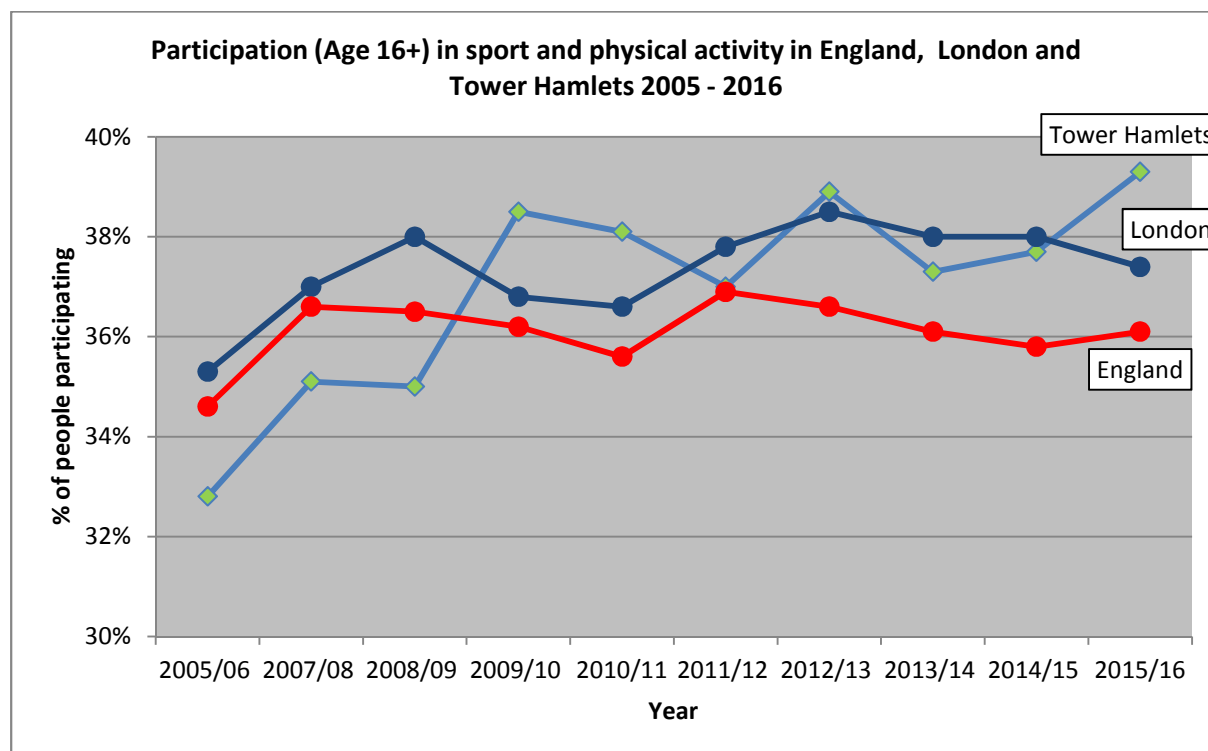
¹⁷ Cabinet Office (2015) *Sporting Future: A New Strategy for an Active Nation*, London, pp 11- 12

The *Active People Survey* enables local authorities to compare their performance against their neighbours as well as regional and national averages. It also allows local authorities to understand differences in participation relating to different demographic groups and different sports. The key findings of relevance to this strategy are detailed below.

6.2.1 Headline Findings

The *Active People Survey* provides data on rates of participation in sport and physical activity. A comparison of participation in sport and physical activity (at least once per week for 30 minutes) against the regional and national average from 2005/06 to 2015/16 is shown in the graph below.

Figure 20: Chart showing participation rates (age 16+) in sport and physical activity for England, London and Tower Hamlets from 2005/06 to 2015/16



The information above illustrates that participation in sport and physical activity in Tower Hamlets was historically lower than the rates for both London and England. However, since 2010 rates in participation have been consistently, yet marginally (c. 2%) higher than those for England, and consistent with the rates of participation in Greater London.

The encouraging trend of improved participation in sport and physical activity in Tower Hamlets has implications for future indoor sports facilities provision, because accessible and suitable facilities may help to sustain the trend.

6.2.2 Participation by Demographic Group

A comparison of borough figures against the London average and the national picture is shown in the table below with areas of notable difference¹⁸ highlighted in red (lower) or green (higher).

¹⁸ Sports England advises that the margin of error for a sample size of 1000 is 2,6 %. Notable differences are therefore determined to be above (or below) that level.

Figure 21: Table showing participation rates by population group (data taken from Active People Survey 2015/16, APS10Q2) ¹⁹

Category	Borough	London average	National average
Overall	39.3%	37.4%	36.1%
Male	48.0%	42.5%	40.7%
Female	29.0%	32.3%	31.7%
16-25	*	52.1%	55.8%
26-34	47.1%	43.1%	45.3%
35-44	34.7%	39.4%	41.6%
45-54	52.6%	35.9%	36.0%
55-64	*	29.7%	27.3%
65+	*	18.3%	17.7%
White British	45.5%	39.8%	36.1%
Black/Minority Ethnic **	37.0%	35.3%	36.7%
Disabled	*	18.0%	17.0%
Not Disabled	41.2%	40.2%	39.9%
NS-SEC 1-4***	44.5%	41.1%	43.3%
NS-SEC 5-8	*	25.9%	26.4%

*Data withheld due to insignificant sample size

** There is insufficient data for all sub-categories, but it should be noted that this includes all groups other than 'White British'.

*** NS-SEC refers to National Statistics Socio-Economic Classification

Key highlights can be summarised as follows:

- Overall participation rates are slightly above the national average, but over half of all residents spend less than 30 min a week on sports and physical activity
- Participation rates for men (all age groups) are significantly above London and national averages
- Residents between the ages of 26-34 are more active than the London and national average: residents between the ages 45-54 are significantly more active than the London and national average
- Participation rates for residents who self-identify as white British are significantly higher than participation rates for the white British group, nationally.

A number of challenges can be deduced from the data:

- Participation rates for women are lower than the national averages and significantly lower than the participation rate for men.

¹⁹ <https://www.sportengland.org/research/who-plays-sport/active-people-interactive/>

- Due to an insignificant sample size there is no data on residents above the age of 55, however national trends suggest that participation rates amongst older residents are traditionally low.
- The participation rate for the group that self-identify as 'black-minority ethnic' is in line with regional and national averages for this group, and is lower than that for 'white British' residents.
- Due to an insignificant sample size there is no data on residents in the lower half of the socio-economic classification, however national trends suggests that there is an important relationship between household income and the level of routine physical activity people engage in. This is supported by regional and national data (45.7% among NS-SEC 1 and 2 in London, 25.9% among NS-SEC 5-8).

6.2.3 Participation by Area

Differing levels of participation amongst different demographic groups is reflected in variations in participation levels across the borough. There are pockets of higher participation, mainly towards the south of the borough, in the wards of St Katharine's and Wapping, Shadwell, Millwall and Blackwall and Cubitt Town. Although this data is based on estimates rather than actual figures, the results suggest there are clear areas of extremely low participation around the centre and east of the borough, particularly in Bromley-by-Bow, Poplar, Mile End and Stepney Green.

Figure 22: Map of participation rates in Tower Hamlets by ward with publicly accessible facilities overlaid 2015/16²⁰

See Map I in Appendix Four

6.3 Children and Young People's Participation in Sports and Physical Activity

There is comparatively less national data available relating to children and young people's participation in sport in the borough. The last available School PE and Sport Survey (2009/10) showed that children in Tower Hamlets take part in less formal activity than the England average, and the proportion of primary school children walking to school (whilst high) has fallen year-on-year, with levels of cycling to primary school remaining significantly lower than the national average.²¹

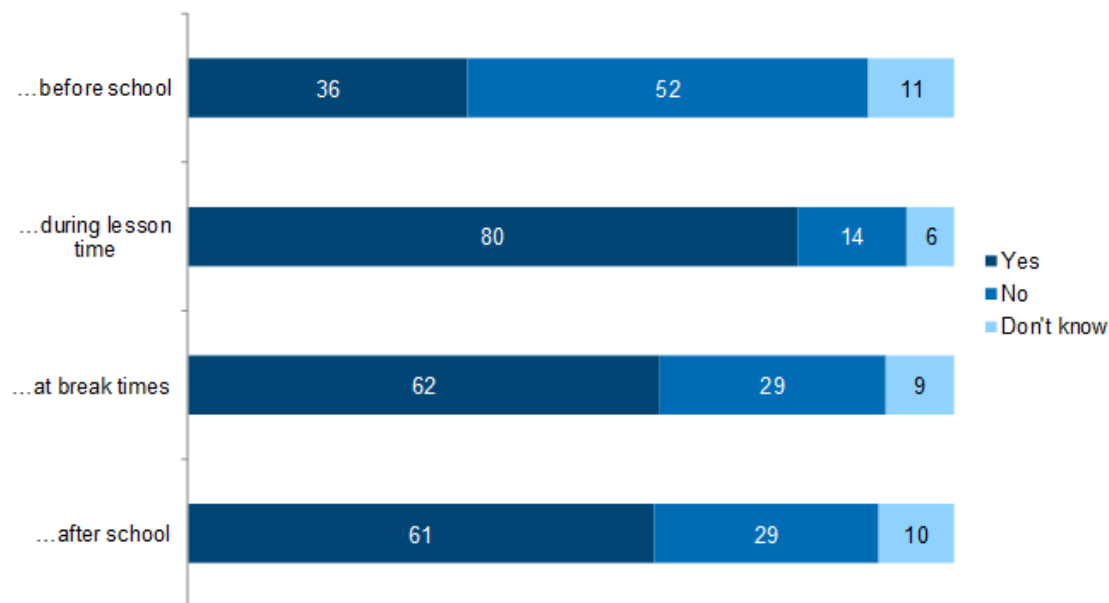
Tower Hamlets Pupil Attitude Survey 2015

As part of the Tower Hamlets Pupil Attitude Survey (2015), children and young people were asked how active they were in the previous week. This could include walking to school as well as running around, riding a bike, playing sports, dancing and swimming. Overall, 91 per cent of pupils reported doing something active at some point during the previous week.

²⁰ Data taken from Active People Survey 2015/16. Participation levels are estimated using Small Area Estimates.

²¹ <http://www.towerhamlets.gov.uk/Documents/Children-and-families-services/Children-and-Families-Plan-2012-15-FINAL.pdf>

Figure 23: Chart showing proportion (%) of pupils who report doing something active (e.g. dancing, playing sports) in the previous week



Source: Tower Hamlets Pupil Attitude Survey 2015
 Sample size (n): 2,646

There are statistically significant differences in the reported levels of physical activity between primary and secondary pupils and between genders. Primary pupils are significantly more active than secondary students before school, during break times, and after school. Primary school pupils are twice as active during break times than secondary pupils (85 vs. 43 per cent). Lesson time was the only period when primary and secondary pupils said they were equally active.

Boys reported being significantly more active than girls before school, during break times and after school; however, both boys and girls were equally active during lesson time.

SECTION SEVEN: COMMUNITY ENGAGEMENT

The Tower Hamlets Indoor Sports Facilities Strategy is largely demand driven, focused on ensuring the scale, configuration and spatial distribution of existing and future leisure centres is consistent with best practice guidance.

The strategy draws upon the findings of a range of recent consultations undertaken by the council, as well as market research commissioned to directly support this strategy.

This section outlines findings from existing consultation work, and the findings of the targeted market research.

7.1 Community Plan Consultation 2014

To inform the development of the Tower Hamlets Community Plan 2015 a consultation exercise was undertaken with residents to identify their priorities for the borough over the next 10-15 years. Feedback was gathered through borough-wide workshops and consultations, market stalls, and an online survey.

Some of the feedback related directly to the Indoor Sports Facilities Strategy. In particular:

- There was some support for improved leisure centres, however, during the Budget Consultation residents demonstrated comparatively less opposition to reduced spending on leisure centres relative to other council activities;
- Respondents were generally open to changes in the service delivery model for leisure facilities.

More broadly, the consultation identified a widely shared view about the need to provide more leisure and recreational facilities for children and young people as a way of tackling anti-social behaviour, as well as more amenities aimed at older people.

7.2 Tower Hamlets Children and Family Plan 2016

The *Tower Hamlets Children and Families Plan 2016 – 2019* sets out how local services will support children and families in Tower Hamlets over the next three years.

As part of producing that plan almost 100 children, young people, and adults were asked to tell the council their views on issues affecting children and families in Tower Hamlets, as did a large number of staff from a wide range of organisations. The key messages relevant to indoor sports facilities included;

- Active play and socialising is beneficial to children and families and should be protected and promoted
- Parents can need support in their parenting role, and should be encouraged to engage in activities that are relevant to their children's lives

- Mental and emotional wellbeing needs should be considered in all services²²

7.3 Your Borough, Your Future Budget Consultation 2016

In late 2016 the council undertook a community wide consultation on its budget outlook over the coming three years. The consultation exercise aimed to;

- Involve, inform and consult partners and the public about the financial pressures facing the council;
- Inform and involve people in the council's new approach in setting a longer term strategic budget based on outcomes for residents;
- Understand what is important to residents and stakeholders and how they can work together with the council to make the most of the money we have;
- Build a greater public knowledge of how the council works.

The consultation's objective was to draw out high level overall themes with regard to community priorities for spending, and therefore did not closely analyse community views on, for example, spending on indoor sports facilities provision. There were, however, a number of findings directly relevant to this strategy.

The consultation found that overwhelmingly, residents want the council to retain existing levels of service and instead find savings through efficiencies, and transferring some services to community organisations. This view is reflected in this strategy with its emphasis on working with schools to provide more dual-use sports halls and optimising the existing network of council facilities to support their financial sustainability. The desire of residents for the delivery of council services to become more efficient is also reflected in this strategy; especially with regard to the strategic objective of re-providing facilities so that they to become more operationally efficient and attractive to customers.

Nearly half (48%) of residents held the view that the council's provision of facilities for sport and swimming benefited their households. This strategy therefore recognises that maintaining and improving access to leisure centres will be recognised by residents as directly benefiting their lives.

7.4 Health and Wellbeing Strategy 2017

As part of the development of the Health and Wellbeing Strategy 2017, substantial consultation was carried out. Notable feedback relating to the provision of indoor sports facilities included;

- Some respondents felt that there was limited access to the borough's leisure centres, particularly with regard to times that the facilities were available for public use;

²² https://democracy.towerhamlets.gov.uk/documents/s86222/5.9b%20App1%20AI_2016-19%20Children%20Families%20Plan.pdf

- Some respondents gave positive feedback about the availability and accessibility of Mile End Park Leisure Centre for swimming and gym exercise activities.

7.5 Culture, Sport and Learning Market Research 2016

In autumn 2016, Tower Hamlets' Culture, Leisure and Learning Service commissioned independent market research to better understand residents' perceptions of the borough's Idea Stores, parks and open spaces and indoor sports facilities. The method consisted of just over 700 telephone surveys with weighting applied to ensure the sample was representative of the borough profile.

On indoor sports facilities and sports participation, residents were asked a number of questions on frequency of use, barriers to participation and satisfaction with the existing service provision. The headline findings were as follows;

- A quarter of residents (25%) visit council-owned facilities either daily, more frequently than once a week, about once a week or more frequently than once a month and were classified as 'regular users'. In contrast, three quarters (75%) of residents visit council-owned facilities once a month or less often, almost never or never and were classified as 'non-users'.
- Respondents were asked what the maximum walking time is that they are prepared to walk to get to a council-run indoor sports facility. The most popular response was between 15 and 20 minutes with 43% of respondents choosing this response. A third (33%) said that they would be prepared to walk between 5 and 10 minutes. A fifth (20%) of respondents said that they would be prepared to walk 25 minutes or more to get to a council-run indoor sports facility. This suggests that 63% of residents would be prepared to walk for 15 or more to a council-owned facility.
- Respondents who reported having used council-owned facilities in the borough more frequently than once a month (regular users) were asked whether they agreed or disagreed with five statements. The findings suggest that the vast majority (95%) of regular users agree that the council-owned facilities are in easily accessible locations. More than four fifths of regular users agree that staff is helpful (86%) and that the activities, classes or programmes offered are suitable for people like them (86%). Around three quarters of regular users agree that the changing facilities are suitable for people like them (77%) and that the council-run indoor sports facilities are kept in a clean and tidy condition (74%).
- Non-daily users of council-owned facilities (including those who use them 'almost never') were asked which factors affect how often they use council-run indoor sports facilities. The findings were that for non-daily users cost (74%) is a factor affecting usage. Around three fifths of non-daily users agree that the activities, classes or programmes on offer (63%), the customer service (61%), the location (61%) and the state of the premises (59%) affect how often they use indoor sports facilities that are council-owned. More than half (52%) of non-daily users find that opening hours affect their usage.

- Respondents who never visit any of the council-run indoor sports facilities in Tower Hamlets were asked why this was the case. The findings suggest that the top reasons why non-users don't use council-owned facilities are because they are too busy/don't have the time (33%) and/or they use a private leisure facility/gym (22%).
- Around three quarters (74%) of residents agree that council-run indoor sports facilities help bring people of different backgrounds together. Just under a fifth (17%) neither agree nor disagree, whilst 9% disagree.
- Over 7 in 10 (72%) residents would be likely to recommend Tower Hamlets indoor sports facilities to a friend or family member. 15% would be unlikely to do so, whilst 13% would be neither likely nor unlikely to recommend.²³

The findings of this market research inform the Indoor Sports Facilities Strategy in the following ways;

- Most Tower Hamlets residents are prepared to walk for 15 minutes or more to access indoor sports facilities. 95% of regular users think that indoor sports facilities in Tower Hamlets are located in accessible locations. The ideal indoor sports facilities network and strategic objectives outlined in section 3 will guide future decisions on indoor sports facilities to ensure this level of access is achieved for as many Tower Hamlets residents as possible, where practicable.

²³ London Borough of Tower Hamlets Culture, Leisure and Open Space Research 2016, Opinion Research Services, Swansea, United Kingdom

APPENDICES

Appendix One: council-owned facility assessment

John Orwell Sports Centre

Building History, Location and Key Facilities

John Orwell Sports Centre opened in 1980. It is a combination of a converted Victorian dockside workshop, new sports hall and adjacent in-filled dock basin providing outdoor facilities.

The Centre is located in the heart of Wapping's residential area and is within a short walk of Wapping Overground Station and is served by a variety of local bus routes.

The Centre has the following facilities:

- 4 Court Sports Hall
- Gym/Fitness Area
- 1 Artificial/All Weather Football/Hockey Pitch (Sand-fill/Floodlit)
- Multi-court Tarmac comprising (restricted to one sport at a time)
 - 1 Tennis Court
 - 1 Netball Court
- 5 a-side football
- Changing Rooms (Indoor/Outdoor)
- Office Facilities
- Car Park

Opening Hours

Mon-Fri: 7.00am – 10.00pm (Extension under consideration)

Sat: 9.00am – 6.00pm

Sun: 9.00am – 7.00pm

Off Peak Hours

Mon-Fri: 7.00am – 12.00pm and 2.30pm – 5pm

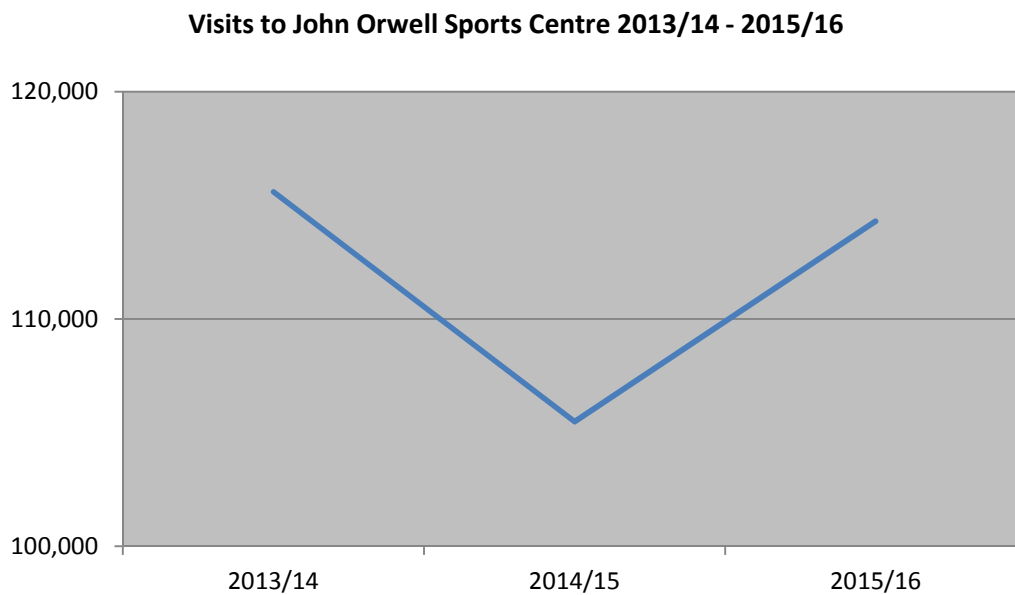
Sat: N/A

Sun: 2.30pm – 7.00pm

Visits

The graph below shows visitor figures for John Orwell Sports Centre for 2013/14, 2014/15 and 2015/16

Figure 24: Chart showing visits to John Orwell Sports Centre between 2013/14 to 2015/6



Suitability and Issues with Use

- Some restricted access for users with disabilities
 - Difference in level with stairs only and no lift
- Lack of exclusive dance studio which can be segregated for single use

Building Condition and Investment Needed

John Orwell Leisure Centre was considered to be in satisfactory condition at the time of the latest full condition survey (2016). The survey highlighted that varying parts of the centre are of differing investment need. Internally, the surveyors noted that the sanitary and changing rooms were in an aged and poor condition as was the facilities' heating system. It was also noted that the facilities' electrical switch gear was in poor condition and in need of investment.

Mile End Park Leisure Centre and Stadium

Building History, Location and Key Facilities

The centre was opened in February 2006 and is located in the heart of the borough in Mile End within walking distance of London Underground, British Rail and Docklands Light Railway stations. It is also served well by major road routes including the A13 and A12.

The leisure centre has the following facilities:

- Fitness centre/gym (recently extended)
- Programmable gym
- Main Swimming pool (with viewing gallery)
- Teaching pool
- Studio
- Health Suite
- Men's, Women's and Family Changing Area for both dry and wet sides
- Sports Hall
- Crèche (Play and Learn)
- Meeting Room
- Car Park and Offices

The stadium comprises the following facilities:

- 400m/8 lane athletics track (floodlit)
- 1 grass football pitch (floodlit)
- 10 mini-football pitches for 5-7 aside
- Changing accommodation

Opening Hours

Mon-Fri: 6.30am – 10.00pm

Sat-Sun: 9.00am – 5pm

Off peak hours:

Mon-Fri: 6.00am – 12.00pm and 2.00pm – 5.00pm

Saturday: All day

Sunday: 2.30pm – 5.00pm

Visits

The graph below shows visitor figures for Mile End Park Leisure Centre and Mile End Park Stadium

Figure 25: Chart showing visits to Mile End Park Leisure Centre between 2013/14 and 2015/16

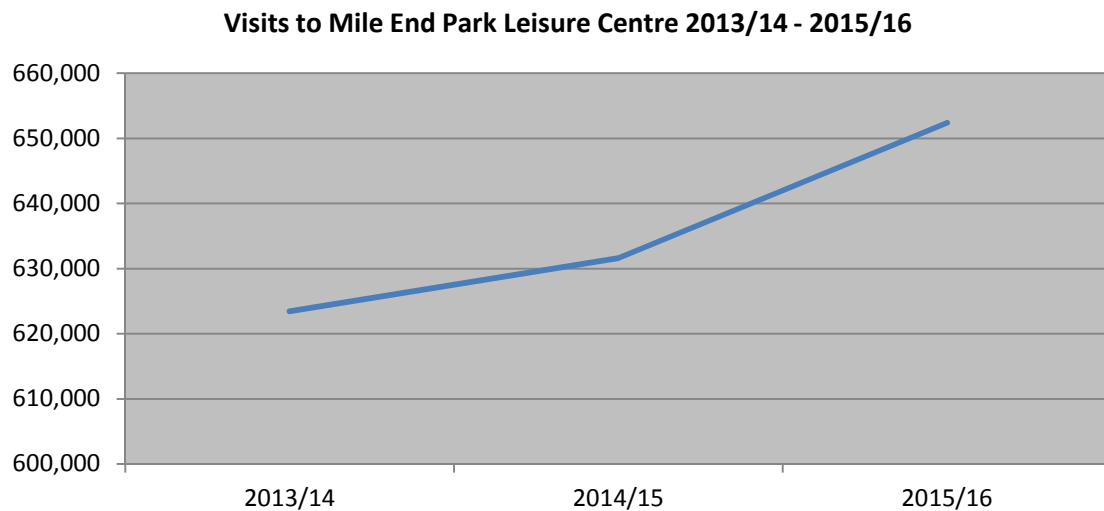
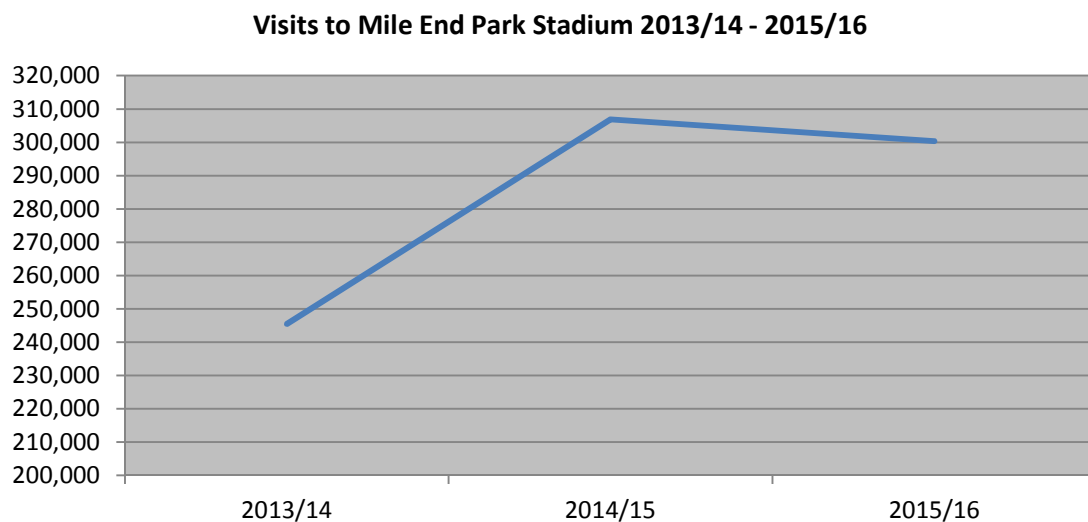


Figure 26: Chart showing visits to Mile End Park Stadium between 2013/14 and 2015/6



Suitability and Issues with Use

- Window to sport hall makes single sex use difficult
- Access to mini football pitches and control of users
- Separation of reception areas between leisure centre and stadium
- Conflict between football and athletics users of the grass pitch area (particular in relating to throwing events)
- Design issue with rebound boards and vandalism on mini pitches

Good design features

- Programmable gym
- Individual private showers

- Pool hall able to separated whilst still being able to be used by families when programme allows
- Separate dry / wet changing
- Changing village & women's only section

Building Condition and Investment Need

Mile End Park Leisure Centre is still a new facility and the latest condition survey identified no urgent maintenance risks, or areas of concern. This was reflected in the surveyors giving the facility an A-condition grading. The adjacent Stadium, however, was recognised in the conditions survey as requiring some immediate work. Notably; the grand-stand showed signs of concrete cracking and spalling and having general weather-tightness issues. Further to this the running track was identified as being at the end of its service life.

St George's Pool

Building History, Location, Key Facilities

The Centre opened in 1969. It has received considerable investment during its life to enhance facility provision. This has included a recent extension and addition of studio space, with a separate entrance. It is located on The Highway, the main road route between the City of London and the Docklands, and is close to the DLR and the London Overground.

The Centre has the following facilities:

Main Pool

Teaching Pool

Changing Facilities (for both Main and Teaching Pools)

2x Gym and Fitness Rooms

Disabled Lift

Viewing gallery for main pool

Offices

Car Park

Opening Hours

Mon-Fri: 7.00am – 9.30pm

Sat: 8.00am – 6.30pm

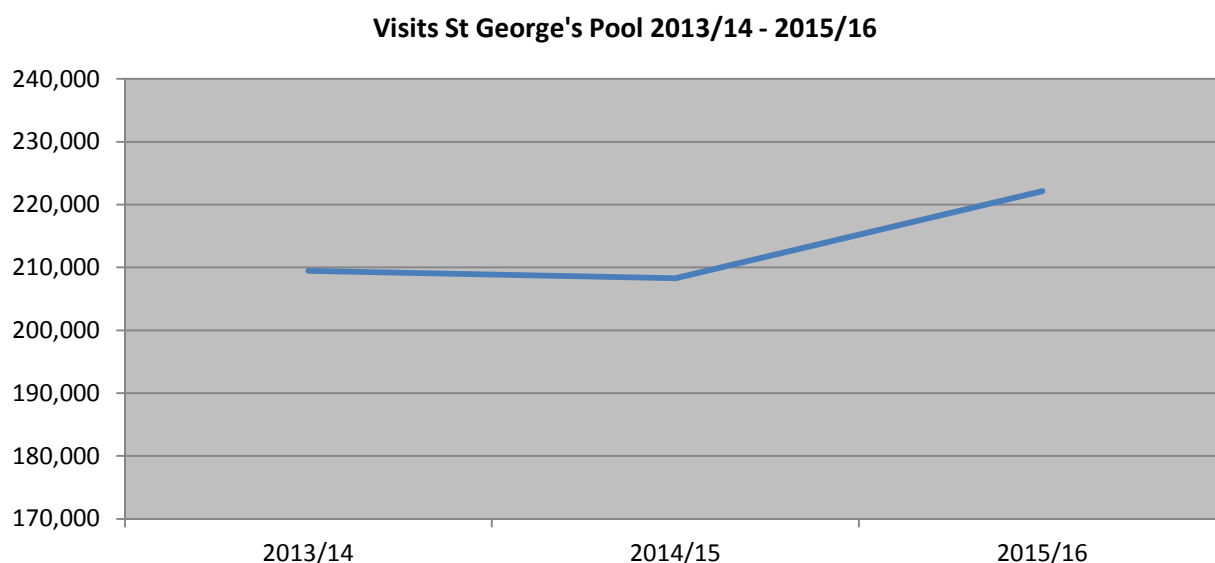
Sun: 8.00am – 6.30pm

Off Peak Hours:

Visits

The graph below shows visitor figures for St George's Pool.

Figure 27: Chart showing visits to St George's Pool between 2013/14 and 2015/16



Suitability and Issues with Use

- Limited 'dry' facilities which do not allow for a full programme to be developed
- Site constraints mean little room for future expansion
- Difficult to segregate for single-sex sessions
- Building age and concrete material considered to be at risk of structural decay

Building Constraints and Investment Needed

In the latest condition survey of the site (2016) the surveyors noted the need for immediate repairs to the suspended roof grids, and the presence of weather-tightness issues (roof leaks). The survey company gave the facility an overall condition grading of B (Satisfactory). However, a further, more detailed, structural survey is required to understand the condition of elements of the building which cannot be assessed as part of a visual condition survey.

Tiller Leisure Centre

Building History, Location and Key Facilities

The Tiller Leisure Centre was opened in 1966. The Centre is located in the heart of the heart of London's Isle of Dogs and is within walking distance of local bus routes and the Docklands Light Railway. This enables easy access from both the Canary Wharf estate and for Tower Hamlets residents. Despite this, it is located on a quiet residential street which impacts on the 'footfall' the Centre can reasonably expect.

The Centre has the following facilities:

- Main Pool with spectator area
- Gym/fitness room
- Boxing gym
- Under 7's children's ball play zone and Party Room
- 2x studios
- Beauty Treatment Room
- Changing Rooms
- Office Space

Opening Hours

Mon-Fri: 7:00am - 9.30pm

Sat - Sun: 8.00am - 5.00pm

Off Peak Hours

Mon-Fri: 7:00am - 12.00pm and 2.00pm – 5.00pm

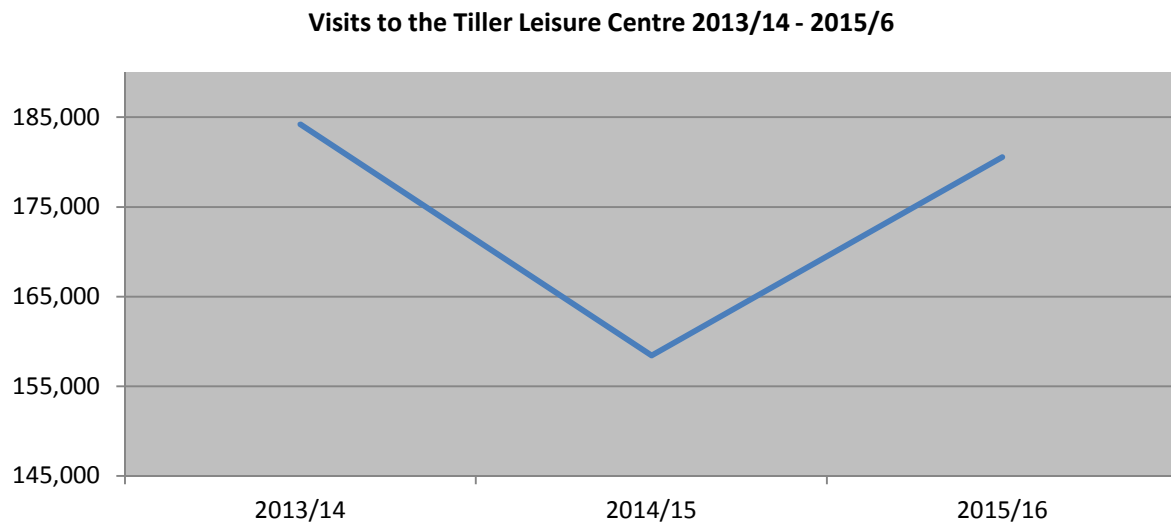
Sat: All day

Sun: 2.30pm – 5.00pm

Visits

The graph below shows visitor figures for Tiller Leisure Centre.

Figure 28: Chart showing visits to Tiller Leisure Centre between 2013/14 and 2015/16



Suitability and Issues with Use

- Concrete block floor of fitness studio unfit for dance classes (used for free weights)
- No individual/private showers

Building Constraints and Investment Needed

Tiller Leisure Centre was considered to be in fair over all condition in its latest condition survey. Elements of its construction were identified to be nearing the end of their service life. Most notably the window systems, timber doors, internal pool side walls, pipework, air handling units and electrical switchboard were all recognised to be in poor condition and needing immediate investment.

Whitechapel Sports Centre

Building History, Location and Key Facilities

The Centre opened in 1998 and is located adjacent to Whitechapel Underground Station. A major principle of the development has been accessibility so as to attract a traditionally non-sporting section of the local community. In particular, women, people with disabilities, young people and black/minority ethnic communities are the target markets. The Centre also provides a quality venue to assist in the development of excellence in basketball.

The Centre has the following facilities:

- 4x badminton court Sports Hall
- Outdoor Training Pitch (currently out of commission due to Crossrail development)
- 2x general gym/fitness rooms
- 1x women only gym/fitness rooms
- Aerobics studio
- Crèche
- Meeting Room
- Changing accommodation
- 2x saunas
- Offices

Opening Hours

Mon: 7.00am - 9.00pm
Tues-Fri: 7.00am - 10.00pm
Sat: 8.00am - 6.00pm
Sun: 8.00am - 4.00pm

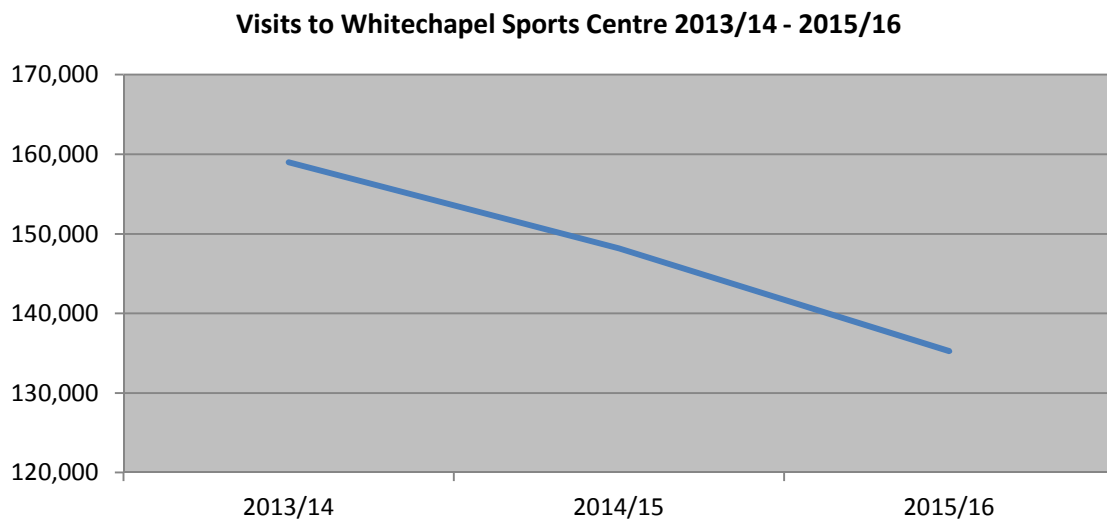
Off Peak Hours:

Mon: 7.00am - 12.00pm and 2.00pm - 4.30pm
Tues: 8.00am -
Sat: All day
Sun: 2.30pm – 4.00pm

Visits

The graph below shows visitor figures for Whitechapel Sports Centre.

Figure 29: Chart showing visits to Whitechapel Sports Centre between 2013/14 and 2015/16



Suitability and Issues with Use

- Location of saunas within changing rooms are difficult to supervise
- Site location has limitations on any future expansion (unless vertical which may be more costly)

Building Condition and Investment Needed

Whitechapel Sports Centre was considered to be in a good condition in its latest condition survey, and no major investment needs were identified. The condition survey did identify the need for some non-urgent investment in the particle board covering of the ductwork in the floor, renewal of the sports hall floor and remediation/replacement of the Centre's boilers.

York Hall

Building History, Location and Key Facilities

York Hall opened in 1929 to provide public bathing facilities and a prestigious civic hall. It is particularly famous as a boxing venue for both amateurs and professionals. York Hall is located in the heart of the borough in Bethnal Green, and is on a variety of bus routes. It is also within a short walk the London Underground Central Line Station at Bethnal Green.

The Centre has the following facilities:

- Main Pool with spectator area
- Teaching Pool
- Events/multi-purpose hall with stage area, seating up to 900 people, with balcony for additional 250 people
- Aerobics studio
- Gym/fitness room
- SPA London, which includes;
 - 2x steam rooms
 - 1x sauna
 - 1x plunge pool
 - 3x hot rooms
 - 1x relaxation area
 - Treatment rooms
- Changing accommodation (for both 'dry' and 'wet' side)
- Refreshment Area
- Offices

Opening Hours

Mon-Fri: 7.00am – 9.30pm

Sat: 8.00am – 8.30pm

Sun: 8.00am – 7.30pm

Off Peak Hours:

Mon-Fri: 7.00am – 12.00pm and 2.00pm – 5.00pm

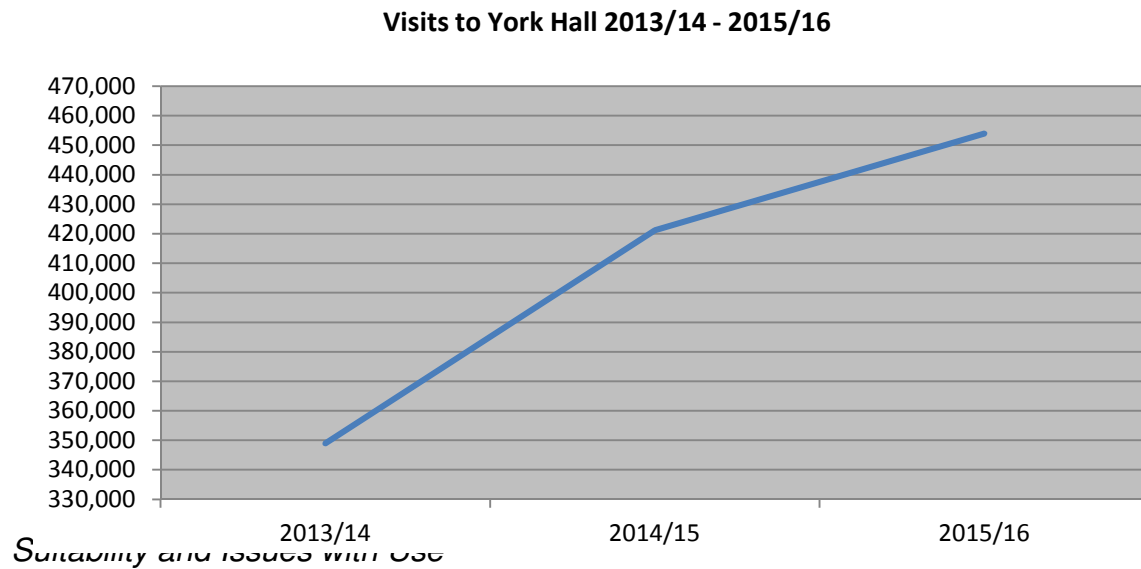
Sat: All day

Sun: 2.30pm – 7.30pm

Visits

The graph below shows visitor figures for York Hall

Figure 30: Chart showing visits to York Hall between 2013/14 and 2015/16



- No individual/personal showers
- School rooms access from within single sex changing

Building Condition and Investment Needed

In its latest full condition survey, York Hall was recognized by the surveyors as being in overall satisfactory condition. Despite this, the surveyors forecast that, for the facility to retain its existing condition, it will require substantial investment over the next 15 years. This is due to the age and construction of the building, as well as it being a grade-II listed building. Of note, the surveyors identified that immediate repairs were required to the suspended grids in the roof. In addition, they recognized missing pipework insulation and that the facility's air handling unit was in acceptable but deteriorating condition. The condition survey also noted that the electrical switchgear was in poor condition.

Appendix Two: facility audit data tables

Figure 31: Table of sports halls (badminton courts) in and around Tower Hamlets, 2016

Site Name	Facility Type	Courts
Included in supply modelling		
John Orwell Sports Centre	Public	4
Mile End Park Leisure Centre and Stadium	Public	4
Poplar Baths	Public	4
Whitechapel Sports Centre	Public	4
Arbour Youth Centre	Dual use	1
Attlee Youth and Community Centre	Dual use	1
Bethnal Green Academy	Dual use	6
Central Foundation Girls School	Dual use	4
Ensign	Dual use	1
George Green's School and Sports Centre	Dual use	4
Ian Mikardo High School	Dual use	1
Mulberry Sports and Leisure Centre	Dual use	1
Oaklands Secondary School	Dual use	3
Sir John Cass Foundation and Redcoat Church of England School	Dual use	4
St Pauls Way Trust School	Dual use	4
Stepney Green Maths Computing and Science School	Dual use	2
Swanlea School	Dual use	6
Tarling East Community Centre	Dual use	1
The Workhouse Leisure Centre	Dual use	1
Bow School	Dual use	4
Raines Foundation School	Dual use	4
Haileybury Youth Centre	Dual use	2
Q Motion Health & Fitness	Commercial	3
Reebok Sports Club	Commercial	4
Excluded from supply modelling		
Within Borough	Reason for Exclusion	Courts
Bishop Challoner Catholic Collegiate School	Private Use	4
Outside Borough		
Britannia Leisure Centre	Outside Borough - Public	6
Cardinal Pole Catholic School	Outside Borough – Dual Use	1
Hackney Sports and Performing Arts Centre	Outside Borough – Dual Use	6
Haggerston School	Outside Borough – Dual Use	3
The Copperbox Arena	Outside Borough - Public	10
Eastlea Community School	Outside Borough – Dual Use	4
Seven Islands Leisure Centre	Outside Borough - Public	4
The Salmon Youth Centre	Outside Borough – Dual Use	4
Bacons College Sports Centre	Outside Borough – Dual Use	4

Figure 32: Table of sports halls (badminton courts) in and around Tower Hamlets, grouped by facility type, 2016

Facility Type	Number of sites	Number of Courts	
Public	4	16	
Dual Use	18	53	39.75 (weighted for dual use capacity reduction)
Commercial	2	7	
Sub-total – included in supply modelling	24	74	62.75 (weighted for dual use capacity reduction)

Private Use	1	4
Outside Borough	9	42
Sub-total – excluded from supply modelling	10	44

Figure 33: Table of swimming pools in and around Tower Hamlets, 2016

Site Name	Facility Type	M ²
Included in supply modelling		
Mile End Park Leisure Centre and Stadium	Public	416.25
Poplar Baths	Public	312.5
Tiller Leisure Centre	Public	312.5
St George's Pool	Public	466.2
York Hall Leisure Centre	Public	425.0
Excluded from supply modelling		
Within Borough	Reason for Exclusion	M²
St George's Pool	Public – Training Pool	50.0
York Hall Leisure Centre	Public – Training Pool	120.00
Poplar Baths	Public – Training Pool	42.5
Mile End Leisure Centre	Public – Training Pool	170.0
The Tower Bridge Health And Fitness Club	Commercial	UKN
Fitness First Health Club (London Thomas More Square)	Commercial	75.00
The Canary Wharf Health Club	Commercial	UKN
Reebok Sports Club (London)	Commercial	224.25
Virgin Active Classic (Canary Riverside Health Club)	Commercial	200.00
Sir John Cass Foundation And Redcoat C Of E Secondary School	Private Use	160.00
Spindles Health & Leisure (London)	Commercial	96.00
Outside Borough		
Bannatynes Health Club (Tower 42)	Outside Borough – Commercial	UKN
Bannatynes Health Club (Tower 42)	Outside Borough – Commercial	108.0
Britannia Leisure Centre	Outside Borough – Public	572.0
Britannia Leisure Centre	Outside Borough – Public	UKN
Circle Spa Health Club	Outside Borough – Commercial	UKN
City Of London School For Girls	Outside Borough – Dual Use	UKN
Fitness First Health Club (London, London Bridge Cottons)	Outside Borough – Commercial	UKN
Glendinning Fitness Centre	Outside Borough - Private Use	UKN
Golden Lane Sports & Fitness	Outside Borough – Public	UKN
Grange City Hotel	Outside Borough – Commercial	UKN
Grange City Hotel	Outside Borough – Commercial	192.5
Ironmonger Row Baths	Outside Borough – Public	305.0
Ironmonger Row Baths	Outside Borough – Public	90.0
Lax (London Wall)	Outside Borough – Commercial	UKN
London Aquatics Centre	Outside Borough – Public	1250.0
London Aquatics Centre	Outside Borough – Public	1050.0
London Aquatics Centre	Outside Borough – Public	500.0
London Fields Lido	Outside Borough – Public	850.0
Nuffield Health (City)	Outside Borough – Commercial	UKN
Nuffield Health (City)	Outside Borough – Commercial	UKN
Nuffield Health (Moorgate)	Outside Borough – Commercial	UKN

Nuffield Health (Shoreditch)	Outside Borough – Commercial	UKN
Orchard Lisle Swimming Pool At Guys	Outside Borough - Private Use	250.0
Seven Islands Leisure Centre	Outside Borough – Public	UKN
Shooters Hill Post 16 Campus	Outside Borough – Dual Use	160.0
Shoreditch House	Outside Borough – Private Use	96.0
St. Paul'S Health & Fitness Club	Outside Borough – Commercial	UKN
The Downside Fisher Youth Club	Outside Borough – Dual Use	117.0
The Greenwich Centre	Outside Borough – Public	UKN
The Greenwich Centre	Outside Borough – Public	UKN
The Quad Club (London Docklands)	Outside Borough – Commercial	UKN
Third Space Health Club (Tower Bridge)	Outside Borough – Commercial	140.0
Virgin Active Classic (Bank Health Club)	Outside Borough – Commercial	UKN
Virgin Active Classic (Broadgate Health Club)	Outside Borough – Commercial	UKN n
Virgin Active Club (Moorgate)	Outside Borough – Commercial	UKN
Virgin Active Club (Tower Bridge)	Outside Borough – Commercial	168.0

Figure 34: Table of swimming pools in and around Tower Hamlets, grouped by facility type, 2016

Facility Type	Number of sites	M ²
Public – Main Pool	4	1932.45
Sub-total – included in supply modelling	4	1932.45
Teaching Pool	4	382.5
Private Use	1	160
Commercial	6	Unknown
Outside Borough	36	Unknown
Sub-total – excluded from supply modelling	47	Unknown

Figure 35: Table of health and fitness gyms in and around Tower Hamlets, 2016

Site Name	Facility Type	No. of Stations
Included in supply modelling		
Inside Borough		
Ability Bow	Dual Use	17
Anytime Fitness (London City)	Commercial	32
Bodylines (Ladies Only)	Commercial	39
Crossfit London	Commercial	20
Crossfit London (Gales Gardens)	Dual Use	20
East River Spa	Commercial	15
Fit4Less (London Bethnal Green)	Commercial	61
Fit4Less (London Caspian Wharf)	Commercial	40

Fitness First Health Club (London Spitalfields Tower)	Commercial	60
Fitness First Health Club (London Thomas More Square)	Commercial	90
Fitness4Less (London Cambridge Heath)	Commercial	340
Hayaa Fitness	Commercial	53
John Orwell Sports Centre	Public	75
Limehouse Marina Elite	Commercial	100
Mile End Park Leisure Centre And Stadium	Public	124
Mulberry Sports & Leisure Centre	Dual Use	24
Muscle Works Gym	Commercial	115
Poplar Bath	Public	80
Pure Gym (London Canary Wharf)	Commercial	10
Q Motion Health & Fitness	Dual Use	90
Reebok Sports Club (London)	Commercial	170
Soho Gyms (Bow Wharf)	Commercial	73
Spindles Health & Leisure (London)	Commercial	45
St George'S Leisure Centre	Public	30
The Tower Bridge Health And Fitness Club	Commercial	15
Tiller Leisure Centre	Public	60
Urban Fitness (Sugar House)	Commercial	80
Virgin Active Classic (Canary Riverside Health Club)	Commercial	100
Whitechapel Sports Centre	Public	110
Whitechapel Sports Centre	Public	40
York Hall	Public	100
Excluded from supply modelling		
Inside Borough		
Bethnal Green Academy	Private Use	21
Bow School Of Maths And Computing	Private Use	16
Central Foundation Girls School	Private Use	20
Livingwell Express Club (London Canary Wharf)	Private Use	9
London Metropolitan University (London City Campus)	Private Use	17
Morpeth School	Private Use	14
Oaklands Secondary School	Private Use	14
Sir John Cass Foundation And Redcoat C Of E Secondary School	Private Use	15
St Pauls Way Trust School	Private Use	24
Swanlea School	Private Use	12
The Canary Wharf Health Club	Private Use	100
Outside Borough		
1Rebel (St Mary Axe)	Outside Borough - Commercial	20
Bacons College Sports Centre	Outside Borough - Dual Use	15
Bannatynes Health Club (Tower 42)	Outside Borough - Commercial	73
Beefs & Babes (Greenwich)	Outside Borough - Commercial	43
Beormund Community Centre	Outside Borough - Public	12
Better Gym North Greenwich	Outside Borough - Public	83
Britannia Leisure Centre	Outside Borough - Public	61

Circle Spa Health Club	Outside Borough - Commercial	30
City Athletic	Outside Borough - Commercial	19
City Golf And Health Club	Outside Borough - Commercial	23
Citysport	Outside Borough - Dual Use	132
Energie Fitness Club (Hackney)	Outside Borough - Commercial	45
Fit4Less (London Old Street)	Outside Borough - Commercial	100
Fit4Less (London Tower Hill)	Outside Borough - Commercial	32
Fitness First Health Club (London Angel)	Outside Borough - Commercial	79
Fitness First Health Club (London Bishopgate)	Outside Borough - Commercial	50
Fitness First Health Club (London Broadgate)	Outside Borough - Commercial	80
Fitness First Health Club (London Devonshire Square)	Outside Borough - Commercial	67
Fitness First Health Club (London Fenchurch Street)	Outside Borough - Commercial	123
Fitness First Health Club (London Gracechurch Street)	Outside Borough - Commercial	110
Fitness First Health Club (London Liverpool Street)	Outside Borough - Commercial	78
Fitness First Health Club (London Tower Hill)	Outside Borough - Commercial	100
Fitness First Health Club (London, London Bridge Cottons)	Outside Borough - Commercial	98
Fitness4Less (London Canning Town)	Outside Borough - Commercial	58
Golden Lane Sports & Fitness	Outside Borough - Public	27
Gymbox (Bank)	Outside Borough - Commercial	100
Gymbox (Farringdon)	Outside Borough - Commercial	100
Gymbox (Old Street)	Outside Borough - Commercial	50
Gymbox (Westfield Stratford)	Outside Borough - Commercial	75
Hackney Sports & Performing Arts Centre (Space)	Outside Borough - Dual Use	30
Ironmonger Row Baths	Outside Borough - Public	136
Kings Gymnasium Health Club	Outside Borough - Commercial	50
La Fitness (St Pauls)	Outside Borough - Commercial	51
Lax (Aldgate)	Outside Borough - Commercial	78
Lax (London Wall)	Outside Borough - Commercial	77
London Aquatics Centre	Outside Borough - Dual Use	50
Nuffield Health (Moorgate)	Outside Borough - Commercial	60
Nuffield Health (Shoreditch)	Outside Borough - Commercial	50
Otium Leisure Club (Barbican)	Outside Borough - Commercial	22
Peacock Gymnasium	Outside Borough - Dual Use	30
Pure Gym (London Bermondsey)	Outside Borough - Commercial	220
Queensbridge Sports & Community Centre	Outside Borough - Public	40
Seven Islands Leisure Centre	Outside Borough - Public	60
Shoreditch House	Outside Borough - Commercial	26
Slim Jim'S Health Club	Outside Borough - Commercial	92
Soho Gyms (Farringdon)	Outside Borough - Commercial	55
Surrey Docks Watersports Centre	Outside Borough - Public	70
The Copper Box Arena	Outside Borough - Public	100
The Downside Fisher Youth Club	Outside Borough - Dual Use	8
The Greenwich Centre	Outside Borough - Public	130
The Gym (London Angel)	Outside Borough - Commercial	117

The Quad Club (London Docklands)	Outside Borough - Commercial	25
Third Space Health Club (Tower Bridge)	Outside Borough - Commercial	100
Titan Fitness Centre Ltd	Outside Borough - Commercial	50
Tokei Martial Arts & Fitness Centre	Outside Borough - Commercial	17
Virgin Active Classic (200 Aldersgate)	Outside Borough - Commercial	93
Virgin Active Classic (Bank Health Club)	Outside Borough - Commercial	75
Virgin Active Classic (Broadgate Health Club)	Outside Borough - Commercial	130
Virgin Active Club (Barbican)	Outside Borough - Commercial	100
Virgin Active Club (Islington Angel)	Outside Borough - Commercial	200
Virgin Active Club (Moorgate)	Outside Borough - Commercial	180
Virgin Active Club (Tower Bridge)	Outside Borough - Commercial	170

Figure 34: Table of health and fitness gyms in and around Tower Hamlets, grouped by facility type, 2016

Facility Type	Number of Sites	Number of Stations
Public	8	619
Dual Use	4	131
Commercial	19	1478
Sub-total – included in supply modelling	31	2228
Private Use	11	262
Outside Borough	62	4355
Sub-total – excluded from supply modelling	73	4617

Appendix Three: action plan

Strategic Option	Strategic Objective	Key Deliverables and Milestones	Senior Lead	Date
1. Investigate any opportunities for adding indoor sports provision as part of the Bishopsgate Goods Yard development, potentially as a joint venture with partners, including neighbouring councils.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets	Advise plan making team as to the likely site footprint of an indoor sports facilities at the site allocation	Divisional Director for Strategy, Policy, Equalities and Partnerships	May 2017
		Plan making team to consider requirement as part of the prioritisation for wider requirements of the site	Divisional Director Planning and Building Control	September 2017
2. Investigate any opportunities to develop indoor sports provision as a joint venture with partners, including neighbouring councils.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets	Review strategies and site allocations for sports facility development in Local Plans of Hackney, Newham, the City of London and Islington	Divisional Director for Strategy, Policy, Equalities and Partnerships	July 2017
		Establish communication and explore options regarding any identified opportunities	Divisional Director for Sport, Leisure, Culture and Youth	December 2017
3. Explore provision of Whitechapel Sports Centre with an enhanced facilities mix (pitch and sports hall, plus possibly a pool) on the existing or an alternative site as part of the wider re-development of the Whitechapel area.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance Improve economic efficiency and energy efficiency of indoor sports facilities	Commission review of leisure stock and options	Divisional Director for Sport, Leisure, Culture and Youth	February 2018
		Commission full structural survey of Whitechapel Sports Centre following completion of Crossrail works	Divisional Director for Sport, Leisure, Culture and Youth	May 2018
		Commission design and feasibility study	Divisional Director for Sport, Leisure, Culture and Youth	September 2018
4. Investigate options for increasing community access to sports halls on school sites and other dual-use facilities.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets	Complete audit of all existing and planned dual-use school sports halls in borough	Divisional Director for Strategy, Policy, Equalities and Partnerships	September 2017
		Identify existing sites where improved community access to dual use facilities might be possible	Divisional Director for Strategy, Policy, Equalities and Partnerships	September 2017
		Enter discussions with operators of facilities that are not currently publicly accessible	Divisional Director for Sport, Leisure, Culture and Youth	October 2017
		Put in place a process that allows Sport and Physical Activity Service to review planning applications for new schools	Divisional Director Planning and Building Control	June 2017
5. Investigate options for a lido in the borough to provide additional swimming pool capacity in line with the Mayor's pledge.	Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets	Identify potential sites for lido development	Divisional Director for Sport, Leisure, Culture and Youth	July 2017
		Commission feasibility study for lido development recommendations at prospective sites	Divisional Director for Sport, Leisure, Culture and Youth	September 2017

<p>6. At York Hall, the council should explore either:</p> <ul style="list-style-type: none"> ○ Refurbishment of York Hall with the existing facilities mix (excluding Mayfield House), or; ○ Re-development of the site including Mayfield House and retention of the historic York Hall building, with pool provision and potentially enhanced facilities mix and housing development, or; ○ Re-development of the site including Mayfield House and retention of the historic York Hall building and the event function / boxing hall, with housing development, but with pool provided elsewhere. 	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>	<p>Commission review of leisure stock and options</p> <p>Commission full structural survey of York Hall</p> <p>Commission design and feasibility study</p>	<p>Divisional Director for Sport, Leisure, Culture and Youth</p> <p>Divisional Director for Sport, Leisure, Culture and Youth</p> <p>Divisional Director for Sport, Leisure, Culture and Youth</p>	<p>February 2018</p> <p>May 2018</p> <p>September 2018</p>
<p>7. The council should investigate either:</p> <ul style="list-style-type: none"> • The retention/refurbishment of the St George's Pool, with the addition of a sports hall, with an option for housing development on the site, or; • The addition of new facilities at John Orwell Leisure Centre, including a swimming pool, of high design quality, to replace any lost provision at St George's and new facilities such as 5-a-side playing pitches. St George's could then be redeveloped to help fund the new facilities. 	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>	<p>Commission review of leisure stock and options</p> <p>Commission full structural surveys of St George's Pool and John Orwell Sports Centre</p> <p>Commission design and feasibility study</p>	<p>Divisional Director for Sport, Leisure, Culture and Youth</p> <p>Divisional Director for Sport, Leisure, Culture and Youth</p> <p>Divisional Director for Sport, Leisure, Culture and Youth</p>	<p>February 2018</p> <p>May 2018</p> <p>September 2018</p>
<p>8. The council should explore options to improve the facility mix of the Tiller Leisure Centre by:</p> <ul style="list-style-type: none"> • Investigating if the adjacent proposed school sports facilities could be brought into the footprint of the leisure centre. This could include the redevelopment of Tiller Leisure Centre to create a more financially viable and attractive provision in a high growth area. • Investigating the inclusion of alternative site allocations for the Isle of Dogs in the Local Plan. 	<p>Increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets</p> <p>Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance</p> <p>Improve economic efficiency and energy efficiency of indoor sports facilities</p>	<p>Advise plan making team as to the likely site footprint of an indoor sports facilities at the site allocation</p> <p>Plan making team to consider requirement as part of the prioritisation for wider requirements for the Isle of Dogs site allocations</p> <p>Work with property services, planning and education colleagues to explore options for achieving a more comprehensive leisure offer at the existing site and in conjunction with the adjacent proposed school site</p> <p>Commission review of leisure stock and options</p>	<p>Divisional Director for Strategy, Policy, Equalities and Partnerships</p> <p>Divisional Director Planning and Building Control</p> <p>Divisional Director for Sport, Leisure, Culture and Youth</p> <p>Divisional Director for Sport, Leisure, Culture and Youth</p>	<p>May 2017</p> <p>September 2017</p> <p>July 2017</p> <p>February 2018</p>

		Commission full structural surveys of Tiller Leisure Centre	Divisional Director for Sport, Leisure, Culture and Youth	May 2018
		Commission design and feasibility study	Divisional Director for Sport, Leisure, Culture and Youth	September 2018
9. Continue to support the implementation of the council's Carbon Management Plan, Climate Change Strategy and Air Quality Action Plan	Improve economic efficiency and energy efficiency of indoor sports facilities	Put forward proposals to consider the use of Carbon Offset Funds for energy efficient retrofits of council leisure centre sites, based on the relatively high energy consumption of these buildings as detailed in the Carbon Offset Solutions Study	Divisional Director for Sport, Leisure, Culture and Youth	Ongoing
10. Work with the council's equalities forums to evaluate the accessibility and suitability of the council's indoor sports facilities for people of all protected characteristics	Re-provide indoor sports facilities with improved provision that is consistent with best practice guidance	Work with our leisure management contractor to ensure accessibility improvement works are considered in all future refurbishment improvements	Divisional Director for Sport, Leisure, Culture and Youth	Ongoing


Equality Analysis (EA)

Financial Year
2017/18

Section 1 – General Information (Aims and Objectives)

See Appendix
A

Current decision
rating



Indoor Sports Facilities Strategy 2017 – 2027

The strategy provides evidence and an overall framework to inform decision making in relation to the Council's indoor sports facilities and wider indoor sports provision in the borough over the next ten years.

The strategy:

- Examines the current supply of indoor sports facilities in the borough (taking into account public, commercial and dual-use facilities);
- Compares supply to current and future demand for indoor sports facilities (based on the latest population projections and a nationally recognised modelling tool);
- Identifies gaps in current and future provision; and
- Assesses the quality, suitability and efficiency of existing indoor sports facilities, with particular reference to residents' different cultural, religious and physical inclusion needs

It sets out a vision for an ideal indoor facilities network and strategic objectives to work towards that network:

- To increase the overall supply of publicly accessible sports halls and swimming pools in Tower Hamlets
- To re-provide indoor sports facilities with improved provision that is consistent with best practice design guidance and meets the needs of a diverse population
- To improve economic efficiency and energy efficiency of indoor sports facilities in Tower Hamlets

The Indoor Sports Facilities Strategy is a high level document and, as such, does not contain decisions related to the indoor sports facilities network and specific sites. It proposes a number of options relating to the provision and development of indoor sports facilities sites in Tower Hamlets. The proposal is that these options are explored before any decisions are taken which will impact on individual indoor sports facilities.

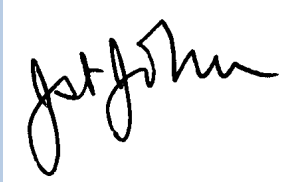
The impact of the separate options on equality groups will need to be explored as part of the individual options appraisals that are proposed, and any identified impacts factored into decision making and next steps at the relevant time.

The focus of this analysis is therefore deliberately high level. It considers borough-wide equalities data about the use and significance of indoor sports facilities to different groups of residents.

Conclusion

Based on the findings of the EA, the proposal in its current form is being recommended for approval. The proposal seeks to ensure that residents of the borough continue to have access to high quality indoor sports facilities in the future that are fit for purpose and are accessible to people from all backgrounds and protected characteristics.

Name: Judith St John – Acting Divisional Director Sport, Leisure, Culture and Youth



Date signed off: 23rd March 2017

Service area:
Governance Directorate

Team name:
Strategy, Policy, Equalities & Partnerships

Service manager:
Thorsten Dreyer, Service Manager - Strategy, Performance & Resources

Name and role of the officer completing the EA:
Zorana Halpin, Senior Strategy, Policy and Performance Officer

Section 2 – Evidence (Consideration of Data and Information)

What initial evidence do we have which may help us think about the impacts or likely impacts on service users or staff?

A range of research and studies have informed the strategy and equalities data was captured where possible:

- Culture, Leisure and Open Spaces survey 2016 (a representative telephone survey of Tower Hamlets residents carried out in October/November 2016).

Stakeholders, including the National Governing Bodies (NGBs) for indoor sports, are engaged through an online engagement process.

Other information sources that informed the strategy include:

- Tower Hamlets borough profile
- GLA population data
- Census data, 2011
- Joint Strategic Needs Assessment 2015 – Life and Health in Tower Hamlets
- Active People Survey 2015/16

Section 3 – Assessing the Impacts on the 9 Groups

Please refer to the guidance notes below and evidence how your proposal impacts upon the nine Protected Characteristics in the table on page.

For the nine protected characteristics detailed in the table below please consider:-

- **What is the equality profile of service users or beneficiaries that will or are likely to be affected?**

Use the Council's approved diversity monitoring categories and provide data by target group of users or beneficiaries to determine whether the service user profile reflects the local population or relevant target group or if there is over or under representation of these groups

- **What qualitative or quantitative data do we have?**

List all examples of quantitative and qualitative data available
(include information where appropriate from other directorates, Census 2001 etc)
- *Data trends – how does current practice ensure equality*

- **Equalities profile of staff?**

Indicate profile by target groups and assess relevance to policy aims and objectives e.g. Workforce to Reflect the Community. Identify staff responsible for delivering the service including where they are not directly employed by the council.

- **Barriers?**

What are the potential or known barriers to participation for the different equality target groups? Eg- communication, access, locality etc.

- **Recent consultation exercises carried out?**

Detail consultation with relevant interest groups, other public bodies, voluntary organisations, community groups, trade unions, focus groups and other groups, surveys and questionnaires undertaken etc. Focus in particular on the findings of views expressed by the equality target groups. Such consultation exercises should be appropriate and proportionate and may range from assembling focus groups to a one to one meeting.

- **Additional factors which may influence disproportionate or adverse impact?**

Management Arrangements - How is the Service managed, are there any management arrangements which may have a disproportionate impact on the equality target groups

- **The Process of Service Delivery?**

In particular look at the arrangements for the service being provided including opening times, custom and practice, awareness of the service to local people, communication

Please also consider how the proposal will impact upon the 3 One Tower Hamlets objectives:-

- Reduce inequalities
- Ensure strong community cohesion
- Strengthen community leadership.

Please Note -

Reports/stats/data can be added as Appendix

Target Groups	Impact – Positive or Adverse	Reason(s)
Race	Positive	<p>The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the further development of the existing network. It aims to benefit all who live, work and study in the borough.</p> <p>The results of the Culture, Leisure and Open Spaces survey 2016 (the telephone survey) show that the proportion of respondents agreeing that they would recommend a council run indoor sports facility to family or friends was broadly high across different ethnic groups, with some notable differences. The proportion of respondents identifying as ‘Asian or Asian British – Bangladeshi’ who said they would recommend council-run facilities to a friend or family member was significantly above the average. The proportion of respondents identifying as ‘White’ who said they would recommend council-run indoor sports facilities was significantly lower than the average.</p> <p>Although the reason for this difference is unknown, the strategy aims to maintain high satisfaction across different groups through improving the network of council run indoor sports facilities. The principle of inclusive design is included in the ideal indoor sports facilities network set out in the strategy. It is crucial that the views of different groups of residents and the principles set out in the strategy inform any future decisions about the development of specific facilities.</p>
Disability	Positive	<p>The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the further development of the existing network. It aims to benefit all who live, work and study in the borough.</p> <p>The results of the Culture, Leisure and Open Spaces survey 2016 (the telephone survey) show that the proportion of respondents in this group agreeing that they would recommend council-run indoor sports facilities to family or friends was broadly in line with the results for all respondents.</p>

		<p>Respondents were also asked whether the accessibility of the building affected how often they used council-run indoor sports facilities and the results for this group were comparable to the response for all respondents.</p> <p>The strategy aims to maintain the high satisfaction of this group through improving the network of council run indoor sports facilities.</p>
Gender	Positive	<p>The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the further development of the existing network. It aims to benefit all who live, work and study in the borough.</p> <p>Data from the Active People Survey 2015/16 indicates that participation rates for men in Tower Hamlets are significantly higher than the national and London average; conversely participation rates for women are lower than the London and national average.</p> <p>The results of the Culture, Leisure and Open Spaces survey 2016 (the telephone survey) show that a high proportion of both male and female respondents agreed that they would recommend council-run indoor sports facilities to a friend or family member. The strategy aims to maintain the high satisfaction of this group through improving the network of council run indoor sports facilities.</p>
Gender Reassignment	Positive	<p>The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the further development of the existing network. It aims to benefit all who live, work and study in the borough. Although we do not have conclusive data for this group, the telephone survey provided an opportunity for respondents to discuss their reasons for not using the council-run indoor sports facilities. One respondent thought that council-run leisure indoor sports facilities did not cater for gender non-conforming people, have trans policies or provide gender neutral facilities.</p> <p>The principle of inclusive design is included in the ideal indoor sports facilities network set out in the strategy. It is crucial that the views of different groups of residents and the principles set out in the strategy inform any future decisions about the development of the indoor sports facilities network.</p>
Sexual Orientation	Positive	<p>The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the further development of the existing network. It aims to benefit all who live, work and study in the borough although we do not have conclusive data for this group.</p>
Religion or Belief	Positive	<p>The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the further development of the existing network. It aims to benefit all who live, work and study in the</p>

		<p>borough.</p> <p>The results of the Culture, Leisure and Open Spaces survey 2016 (the telephone survey) show that the respondents' satisfaction with council-run indoor sports facilities is high across different religious groups with some noticeable differences. The proportion of respondents identifying as Muslim who said they would recommend council-run indoor sports facilities to a friend or family member, was significantly above the average. The proportion of respondents identified as 'Other religion' who said they would recommend council-run indoor sports facilities to a friend or family member was below average.</p> <p>Although the reason for this difference is not known, the strategy aims to maintain the high satisfaction of all religious or belief groups through improving the council- run indoor sports facilities. The principle of inclusive design is included in the ideal indoor sports facilities network set out in the strategy. It is crucial that the views of different groups of residents and the principles set out in the strategy inform any future decisions about the development of the indoor sports facilities network.</p>
Age	Positive	<p>The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the further development of the existing network. It aims to benefit all who live, work and study in the borough.</p> <p>Data from the Active People Survey 2015/16 on participation rates in sport and physical activity is not reliably available for all age groups in Tower Hamlets. However, it shows that for 26-34 year olds and 45-54 year olds' participation is higher than the London and National averages. Participation for 35-44 year olds is lower than the London and national averages.</p> <p>The results of the Culture, Leisure and Open Spaces survey 2016 (the telephone survey) show that the likelihood of respondents recommending council-run indoor sports facilities is high across different age groups, with a notable difference. The proportion of 65 year olds who said they would recommend council-run indoor sports facilities to a friend or family member, was significantly less than the average.</p> <p>Although the reason for this difference is not known, the strategy aims for high satisfaction across all age groups through improving the council- run indoor sports facilities. The principle of inclusive design is included in the ideal indoor sports facilities network set out in the strategy. It is crucial that the views of different groups of residents and the principles set out in the strategy inform any future decisions about the development of the indoor sports facilities network.</p>
Marriage and	Positive	The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the

Civil Partnerships.		further development of the existing network. It aims to benefit all who live, work and study in the borough although we do not have conclusive data for this group.
Pregnancy and Maternity	Positive	The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the further development of the existing network. It aims to benefit all who live, work and study in the borough although we do not have conclusive data for this group.
Other Socio-economic Carers	Positive	The strategy identifies criteria for an ideal indoor sports facility network and options for exploring the further development of the existing network. It aims to benefit all who live, work and study in the borough although we do not have conclusive data for this group.

Section 4 – Mitigating Impacts and Alternative Options

From the analysis and interpretation of evidence in section 2 and 3 - Is there any evidence or view that suggests that different equality or other protected groups (inc' staff) could be adversely and/or disproportionately impacted by the proposal?

Yes?

No? ✓

If yes, please detail below how evidence influenced and formed the proposal? For example, why parts of the proposal were added / removed?

(Please note – a key part of the EA process is to show that we have made reasonable and informed attempts to mitigate any negative impacts. An EA is a service improvement tool and as such you may wish to consider a number of alternative options or mitigation in terms of the proposal.)

Where you believe the proposal discriminates but not unlawfully, you must set out below your objective justification for continuing with the proposal, without mitigating action.

Section 5 – Quality Assurance and Monitoring

Have monitoring systems been put in place to check the implementation of the proposal and recommendations?

Yes? ✓

No?

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

Reviewing feedback from leisure centre users, membership data and National Benchmarking Surveys for leisure facilities.

Does the policy/function comply with equalities legislation?

(Please consider the [OTH objectives](#) and [Public Sector Equality Duty](#) criteria)

Yes? ✓

No?

If there are gaps in information or areas for further improvement, please list them below:

How will the results of this Equality Analysis feed into the performance planning process?

Will ensure that equalities data is captured, where possible, in our resident feedback (e.g. leisure centre user feedback) so it can be analysed for performance purposes.

Section 6 - Action Plan

As a result of these conclusions and recommendations what actions (if any) **will** be included in your business planning and wider review processes (team plan)? Please consider any gaps or areas needing further attention in the table below the example.





Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Example 1. Better collection of feedback, consultation and data sources 2. Non-discriminatory behaviour	1. Create and use feedback forms. Consult other providers and experts 2. Regular awareness at staff meetings. Train staff in specialist courses	1. Forms ready for January 2010 Start consultations Jan 2010 2. Raise awareness at one staff meeting a month. At least 2 specialist courses to be run per year for staff.	1.NR & PB 2. NR	

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Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress

Appendix A

(Sample) Equality Assessment Criteria

Decision	Action	Risk
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the use of the policy be suspended until further work or analysis is performed.	Suspend – Further Work Required	Red 
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason may exist that could legitimise or justify the use of this policy.	Further (specialist) advice should be taken	Red Amber 
As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.	Proceed pending agreement of mitigating action	Amber 
As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.	Proceed with implementation	Green: 

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)	Indoor Sports Facilities Strategy
Directorate / Service	Governance Directorate
Lead Officer	Thorsten Dreyer Strategy, Policy, Equalities and Partnerships
Signed Off By (inc date)	
Summary	<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="width: 20px; height: 20px; background-color: green; margin-right: 10px;"></div> <p>Proceed with implementation</p> </div> <p>Based on the findings of the QA checklist, the Indoor Sports Facilities Strategy gives due regard to equality among residents who identify with the nine protected characteristics/equalities group. Further work will be required when progressing individual projects identified within the strategy.</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	The Indoor Sports Facilities Strategy has: <ul style="list-style-type: none"> Identified where Tower Hamlets is expected to have a deficiency in the provision of indoor sports facilities provision for the next 10 years

			<ul style="list-style-type: none"> • Identified where improvements to the existing network of leisure centres are required over that period • Identified a set of criteria for developing an ideal leisure facilities network • Identified strategic objectives and a set of options for exploring the potential to develop the leisure centre network <p>The decision making body is asked to approve the strategy</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	The impact on the nine protected characteristics is identified in the attached Equality Analysis (EA) Form.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	<p>A range of research and studies have informed the development of this strategy, with equalities data captured, where possible:</p> <ul style="list-style-type: none"> • Culture, Leisure and Open Spaces survey 2016 (a representative telephone survey of Tower Hamlets residents carried out in October/November 2016). <p>Stakeholders, including the National Governing Bodies, are engaged through the Indoor Sports NGBs Working Group.</p> <p>The attached EA includes a full list of research and studies that the strategy drew upon.</p>
	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	<p>Engagement across the council and with partners has been carried out via:</p> <ul style="list-style-type: none"> • Officer workshops and 1:1 meetings with the Sports team

			<ul style="list-style-type: none"> Continued engagement with the Plan Making Team leading the development of the Local Plan Mayoral engagement DMT engagement papers Asset Management Board Health and Wellbeing Board (tbc) Sport England <p>A representative telephone survey was carried out with residents in November 2016.</p>
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	All national governing bodies for sports using indoor sports facilities were contacted for comment and insight into their local priorities.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	See attached Equalities Analysis (EA) Form.
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 attached Equalities Analysis (EA) Form.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	The strategy contains strategic options and an outline action plan because detailed options appraisals are required before the council commits to taking forward specific projects. See attached Equalities Analysis (EA) form, for more detail.
b	Have alternative options been explored	Yes	Do nothing was considered but cannot be pursued due to the requirements of the National Planning Policy Framework.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	Any options appraisals undertaken as a result of this strategy will be reviewed by CMT and the Mayor as required, in accordance with Council procedure.

b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	In addition to the above, data from other sources, including the Annual Residents' Survey.
6 Reporting Outcomes and Action Plan			
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

<p>Cabinet Decision</p> <p>2 May 2017</p>	
<p>Report of: Aman Dalvi Corporate Director Place</p>	<p>Classification: Unrestricted</p>
<p>Approval to proceed with guidance on new rent levels.</p>	

Lead Member	Councillor Rachel Blake, Cabinet Member for Strategic Development
Originating Officer(s)	Jennifer Pepper - Affordable Housing and Partnerships Manager
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	A Great Place to Live

Executive Summary

The Affordability Commission (AC) introduced a new rental level called Tower Hamlets Living Rents and monetary values for these have been calculated in line with the Commission’s guidance, these are in the tables below.

Running concurrently with the Affordability Commission and the adoption of the Housing Strategy in December 2016 the Mayor of London published a consultation draft of the Affordable Housing and Viability SPG 2016 and the 2016 - 21 Affordable Homes Programme Funding Guidance. This Programme introduces the London Affordable Rent , which is a social target rent, which also chimes with the results of the AC. Approval for officers to proceed in advising developers and Registered Providers (RPs) on these new rent levels is sought.

Recommendations:

The Mayor is recommended to:

1. Note the content of this report and to authorise the Divisional Director, Housing and Regeneration to advise developers and registered providers to move to the monetary values in the tables below with relation to affordable rented housing in the Borough.

1. REASONS FOR THE DECISIONS

- 1.1 In the absence of an Affordable Housing SPD, to enable officers to have the Mayor's authority to advise developers and registered providers that these are the affordable housing rental levels to be utilised as schemes come in for planning applications.

2. ALTERNATIVE OPTIONS

- 2.1 Before the Affordability Commission the Borough had Borough Framework Rents which were 65% of market rents for a 1 bedroom property and 50% on a 3 bedroomed property, this position could be retained.

3. DETAILS OF REPORT

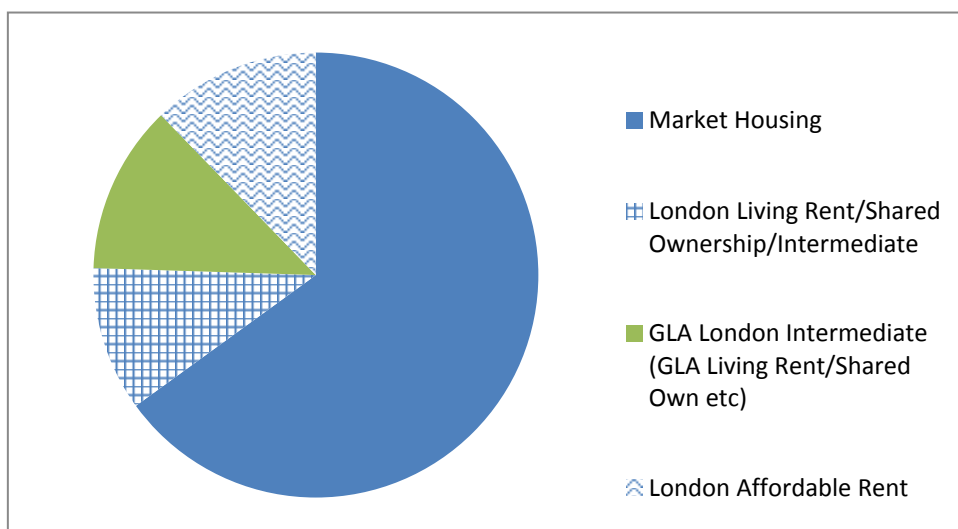
- 3.1 The Mayor of London has just published a consultation draft of the Affordable Housing and Viability SPG 2016 and the 2016-21 Affordable Homes Programme Funding Guidance. Details are provided on how all mixed tenure residential schemes will be expected to offer 35% affordable housing and if they fail this the GLA will require viability assessments.
- 3.2 The documents also provide details of rental levels for the affordable rented tenure, London Affordable Rent and introduces a new intermediate rent product, the London Living Rent. The Mayor of London wishes to see the following mix: 30% London Affordable rents, 30% London Living rents (an intermediate product) and 40% to be allocated to the tenure considered most appropriate by the Local Planning Authority.
- 3.3 London Affordable Rent levels have been published for 2017-18 and are the equivalent of what was previously called Social Target Rents. Figures are in the table below.
- 3.4 London Living Rent (LLR) levels have been published for each ward in London, based on data for average local incomes, the principle being to charge a rent at the level of a third of average gross household income, this is attached as Appendix 1. LLR is an Intermediate product, which anticipates that tenants will use their sub-market rent level to save towards the purchase of this or another equivalent property on a shared ownership basis.
- 3.5 Running concurrently while the GLA was developing its Affordable Housing documents, the Council was concluding the Affordability Commission which introduced a new rent level called TH Living Rents.
- 3.6 Tower Hamlets new approach to Rents
- 3.7 Tower Hamlets Council has adopted a similar approach to the GLA and the outline for this has been published in our 2016-21 Housing Strategy which was adopted on 5th December 2016. Rent levels have been guided by the

conclusions of the 2015/16 Affordability Commission which stated that the Borough Framework rents were too high and would like to see Registered Providers charging lower rents. The Borough Framework Rents are set out in the Tenancy Strategy 2013 and were updated annually until 2016 when the new administration decided that they wanted to move towards lower rents. The Tenancy Strategy is not a document which holds weight as material planning policy. On our own sites the Affordability Commission determined that there should be a 50% split of the new TH Living Rents and Social Target Rents (which now should be succeeded by London Affordable Rents) across all bedroom sizes. This approach has been applied at our Watts Grove site.

- 3.8 Officers now propose to formalise how they negotiate s106 schemes in line with the Draft GLA SPG. A draft guidance note to developers and RPs is attached as Appendix 1.
- 3.9 The LBTH preferred mix will continue to be 70:30 in favour of rented, and the 30% Intermediate should be provided as Shared Ownership or London Living Rents (GLA) or any form of intermediate rent.
- 3.10 The 70% of the affordable provision (by hab room) will be for rent and should be split 50/50 between Social Rents (at same level as London Affordable Rents) and TH Living Rents. TH Living Rents will be a rented tenure based on average median income levels which are £31,645 pa, and working on the premise that it is reasonable to spend a third of income on rents – see figures in the tables below.

Scheme Showing all tenures

Market Housing	65.00%
London Living Rent/Shared Ownership/Intermediate	10.50%
GLA London Intermediate (GLA Living Rent/Shared Own etc)	12.25%
London Affordable Rent	12.25%
Total	100.00%



3.11 The Affordability Commission recommended that sites which produce these higher rent homes should be let to applicants from a separate waiting list, potentially developed by a council owned Housing Company'. This approach was endorsed by Full Council on the 5th December 2016 and a separate report on how such a waiting list could be set up will be brought to Cabinet in due course.

3.12 Registered Providers and developers will be encouraged to apply these new rent levels on fresh planning applications.

3.13 Grant funding

The GLA have also issued a new document giving Funding Guidance for their Affordable Homes Programme 2016-21. This provides details of the circumstances in which grant may be used by RPs and developers to increase the level of affordable housing above the benchmark level established by a viability assessment.

3.14 Mirroring the GLA's London Affordable Rent levels will enable RPs to be eligible to apply for grant funding with a view to encouraging more affordable housing (up to 50%) into a scheme.

3.15 Rent Levels for 2017-18

The table below provides sample figures for the different rent levels:

Rents-Registered Providers

2017-18	1 bed £	2 bed £	3 bed £	4 bed £
London Affordable Rent (Social Rent) 2017-18	144.26	152.73	161.22	169.70
*TH Living Rent exclusive S/C	177.85	198.14	218.42	238.71
TH Living Rent 2017-18	202.85	223.14	243.42	263.71

The table below shows monetary values for average Framework rents and Local Housing Allowance for 2017-18.

2017-18	1 bed £	2 bed £	3 bed £	4 bed £
Borough Average Framework Rents (POD)	221.08	239.01	272.59	295.67
Local Housing Allowance	257.35	302.33	354.46	417.02

3.16 London Affordable Rents are the same values as the GLA's and are exclusive of service charges.

3.17 TH Living Rents are inclusive of service charges (S/C), the assumed service charge here is £25.

*These are the rents with the assumed £25 service charge disaggregated to compare values with the London Affordable Rents and the Tower Hamlets Average Formula Rents below.

3.18 For LBTH own new-build the rents will be 50% at Tower Hamlets Formula Rents, which are less than London Affordable Rents and TH Living Rents:

Rents – Council (LBTH)

2017-18	1 bed £	2 bed £	3 bed £	4 bed £
Tower Hamlets Average Formula Rents	141.64	149.97	158.31	166.64
*TH Living Rent exclusive S/C	177.85	198.14	218.42	238.71
TH Living Rent	202.85	223.14	243.42	263.71

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The report seeks the approval of the Mayor in Cabinet to the changes to the definition and calculation of affordable rent specified to developers for submission in planning applications. Affordable rents are also used by registered providers and for the Council's own new build schemes.

4.2 The affordable rent levels applied by the Council to current Section 106 planning applications are based on rent data collected by the POD Partnership. These rents are based on current market rents and are post code specific. Currently, the rent of a one bedroom flat represents 65% of market rent; a two bedroom flat is 55% of market rent; a 3 bedroom flat is 53% of market rent with the rents of 4 bedroom flats and larger properties based on 48% of market rent

4.3 In May 2016, Cabinet considered the recommendations of the Affordability Commission that had been established to consider rental levels for new developments. The Cabinet adopted option, incorporating the Affordability Commission's recommendations, was based on rental charges for a one bedroom flat which, using the criteria of a predicted average single household income of £31,645 per annum in 2017/18 results in a weekly rent of £202.85 i.e. 33.3% of the annual household income. The weekly rent for larger properties increases by 10% for each additional bedroom, with a further 5% added to differentiate between a house and a flat.

- 4.4 In November 2016, the Mayor of London published his proposals to introduce London Living Rents to provide help for households on average incomes and to assist tenants to save for a deposit by offering them a below-market rent. It is proposed that initial rents for this initiative will be based on median gross household incomes for particular geographic areas, rather than using a single London-wide rate. Rents for a two bedroom property will be set at one third of these household income figures with adjustments applied for different sized properties. Overall it is assumed that the rent for any individual unit should be at least 20% below its assessed market rent. The indicative 2017/18 London Living Rent levels for each ward in the Borough are set out in Appendix 1.
- 4.5 This report proposes that the Council will implement rental charges for affordable housing within new developments based on 50% of the properties being let at London Affordable Rents (formerly Social Target Rents) and 50% let at London Living rents.
- 4.6 The change from the existing POD rents to this new structure should result in reductions in affordable rent levels. It will not affect the rents charged by the Council on existing tenancies held within the Housing Revenue Account but will apply to any new build schemes developed by the Council, Registered Providers and developers. The lower rental charges will mean that Council led schemes will become marginally less cost effective than previously anticipated although there will be a direct benefit to tenants through lower rental charges.
- 4.7 Reductions in the rental levels charged for all new social housing units developed within the borough should result in lower housing benefit / universal credit being claimed by tenants. Although not quantifiable, this should lead to a net reduction in the future costs of housing benefits to the Council.

5. LEGAL COMMENTS

- 5.1 Policy 3.11 of the Mayor's London Plan seeks to maximise the delivery of affordable housing in London. Policy 3.12 sets an affordable housing target across London and provides that boroughs should implement a tenure mix of 60% social rented/affordable rented and 40% intermediate housing. The London Plan is clear that boroughs should take account of supplementary planning guidance when implementing Policies 3.11 and 3.12. In November 2016, the Mayor of London published draft supplementary planning guidance (SPG) for consultation called *Homes for Londoners: Affordable Housing and Viability*. Amongst other things, this document set out a new approach to rent levels in London (including setting new 'London Living rents' levels for each ward in the borough). This document supports the affordable housing policies in the London Plan. It does not, and cannot introduce new planning policy.
- 5.2 The draft SPG set out the Mayor of London's preferred split of tenures for new developments, being 30% low cost rent (social or affordable rent), at least 30% as intermediate products, with the remaining 40% to be determined by

the Local Planning Authority (LPA). As part of the consultation LPAs were encouraged to provide the Mayor of London with their preferred split of housing tenures for developments coming forward. In addition, as part of the consultation LPAs were invited to give guidance on what rent levels they considered to be genuinely affordable in their borough, if these were to be above the benchmarks for London Affordable Rent.

- 5.3 In order to comply with the requirements of the London Plan and respond to the draft SPG, officers have set out in this report, details of the Council's preferred tenure mix and new rent levels and seek the approval of the Mayor in Cabinet to proceed to advise developers and registered social housing providers to move to the values set out in the tables at paragraph 3.15 of this report. In other words, this decision will reflect the Council's position in negotiations on planning applications in respect of the Council's preferred mix of affordable housing and as to what rental levels the Council considers to be genuinely affordable. It will support the policies in the Council's Development Plan (which includes the London Plan) but does not itself make planning policy. It will not carry the same weight as the Development Plan itself, but it is capable of being a material planning consideration which is taken into account when making decisions on planning applications.
- 5.4 When considering the recommendations in this report, 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 These new rent levels are expected to have a positive impact for those with protected equality characteristics, as the profile of priority band 1 and 2 applicants on the Common Housing Register demonstrate that many of these groups are disproportionately represented among those in greatest need of affordable housing. Research indicates that these groups are more likely to experience homelessness or over-crowding, or to have low incomes that make it difficult for them to afford market housing. In addition, monitoring of the initial round of lettings to Tower Hamlets Living Rent tenancies in Spring 2017 will be analysed to evaluate the impact of these new rents on equality groups.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 There are no implications arising from these recommendations.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no implications arising from these recommendations.

9. RISK MANAGEMENT IMPLICATIONS

9.1 There are no risk implications arising from these recommendations.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no implications arising from these recommendations.

11. SAFEGUARDING IMPLICATIONS

11.1 There are no implications arising from these recommendations.

Linked Reports, Appendices and Background Documents

Linked Report

NONE

-

Appendices

- Appendix1 – Guidance for developers and RPs.

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

NONE

Officer contact details for documents:

Or state N/A

Appendix 1

Guidance for developers and viability testers on LBTH preferred rents.

The LB of Tower Hamlets has published new guidance on its preferred mix of affordable housing tenures and rent levels as the Affordability Commission found that there was a shortage of new homes being developed which were truly affordable for low and medium income households. This new direction on rents is referred to in the adopted Housing Strategy 2017-2021 and is now inserted into the draft Local Plan. It reflects the recent statement on rent levels in the GLA's funding guidance and the Mayor of London's 2016 draft Affordable Housing and Viability SPG.

The London Borough of Tower Hamlets still requires an overall rent to intermediate mix of 70/30 (by habitable room). Intermediate tenures can be either be the established Shared Ownership (SO) product, or, particularly where high values make SO sales difficult, Intermediate Rent (IR, which can be up to 80% of local market rent) or the GLA's new intermediate product, called the London Living Rent (LLR). LLR properties are first let at specific area-related rents (see table below) for up to 5 year tenancies and then the occupier is meant to have saved a deposit to buy the home or another home. After 15 years these properties can be sold as SO.

In the rented tenure LBTH wishes to see a 50/50 split between two products: London Affordable Rent (LAR) and TH Living Rent (THLR). Values for LAR are close to the old Social Target rents and are not inclusive of service charges. THLR rents are inclusive rents, set at borough-wide levels, to represent an expenditure of one third of median local household incomes, currently established for 2017-18 as £31,645 p.a.

The 50/50 split should be applied as closely as possible to all sizes of rented units and the different rents should be contained within the same cores as each other. The different rents may be preferred to be located in separate cores due to variable service charging, but wherever possible this should be avoided.

Figures for rents for 2017-18

2017-18 Borough wide figs.	1 bed	2 bed	3 bed	4 bed
London Affordable Rent (exc.)	144.26	152.73	161.22	169.70
TH Living Rent (inc.)	202.85	223.14	243.42	263.71

Intermediate product for 2017-18

2017-18 figures for [-----] ward, E[---]	1 bed	2 bed	3 bed	4 bed
London Living Rent (exc.)				

Framework Affordable Rents for 2017-18

2017-18 figures for [--] postcode	1 bed	2 bed	3 bed	4 bed
Affordable Rent (inc.)				

Viability of the new preferred mix

The introduction of a large number of units at lower rents may affect scheme viability. Applicants should show what this base viability can sustain in terms of affordable unit numbers, but should also test a number of options as follows:

1. Base scheme with 30% SO, 35%LAR, 35%THLR.
 - 1a. Any desired variations to the above, using alternative 30% intermediate products (LLR or IR).
2. 30% SO plus a mid-point position for the two rents i.e. between 50/50 LAR/THLR or an alternative mix which is likely to be between 1% LAR and 70% LAR matched with 1% THLR to 70% THLR (The precise mix will depend on numbers of units available).
4. 30% SO plus 70% THLR. This is the other end of the viability spectrum, but will show the numbers of affordable units possible if the maximum rents are charged.
5. For comparison purposes only, viability figures should be shown using the TH old Framework Affordable Rents. These vary for each postcode in the borough and are available from the Affordable Housing Team (if not supplied in tables above).

Status of this guidance

This guidance is an emerging position which is based on Lead Member discussions and is awaiting Cabinet approval which we anticipate to be in June 2017.

Glossary

London Affordable Rent levels have been published for 2017-18 and are the equivalent of what was previously called Social Target Rents. Figures are in the table above. These are exclusive of service charges.

Tower Hamlets Living Rents (TH LR) is a rented product. THLR rents are inclusive of service charges, set at borough-wide levels, to represent an expenditure of one third of the median local incomes, currently established for 2017-18 as £31,645

Intermediate – Shared Ownership (SO), intermediate Rent (IR) – up to 80% market rent or London Living Rent (LLR) below.

The GLA 's **London Living Rent (LLR)**. LLR is an Intermediate product, which anticipates that tenants will use their sub-market rent level to save towards the purchase of this or another equivalent property on a shared ownership basis. Rent levels have been published for each ward in London, based on data for average

local incomes, the principle being to charge a rent at the level of a third of average gross household income Table showing LLR by ward is listed below.


Affordable Rent Level for GLA's London Living Rent 2017-18

Weekly

Ward	GLA's London Living Rent			
	1 bed	2 bed	3 bed	4 bed
St Katharine's and Wapping	£267.66	£297.40	£327.14	£356.88
Spitalfields and Banglatown	£267.66	£297.40	£327.14	£356.88
Whitechapel	£261.83	£290.92	£320.01	£349.10
Limehouse	£253.59	£281.77	£309.95	£338.12
Weavers	£251.85	£279.84	£307.82	£335.80
Canary Wharf	£244.24	£271.38	£298.52	£325.66
Blackwall and Cubitt Town	£231.63	£257.37	£283.10	£308.84
St Peter's	£220.52	£245.02	£269.52	£294.02
Bow West	£217.98	£242.20	£266.42	£290.64
Island Gardens	£214.05	£237.83	£261.61	£285.39
Bethnal Green	£213.42	£237.13	£260.85	£284.56
Bow East	£202.77	£225.30	£247.83	£270.37
Shadwell	£202.77	£225.30	£247.83	£270.37
St Dunstan's	£202.77	£225.30	£247.83	£270.36
Stepney Green	£199.23	£221.36	£243.50	£265.63
Mile End	£197.70	£219.67	£241.64	£263.61
Bromley South	£195.17	£216.86	£238.54	£260.23
Bromley North	£191.11	£212.35	£233.58	£254.82
Lansbury	£183.42	£203.80	£224.18	£244.56
Poplar	£178.44	£198.27	£218.09	£237.92
Average	£219.89	£244.32	£268.76	£295.63

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Agenda Item 5.4

<p>Cabinet</p> <p>2 May 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Directorate of Place</p>	<p>Classification: Unrestricted</p>
<p>Approval of the allocation of S106 and Community Infrastructure Levy (CIL) Funding to projects:</p> <p>Cycle and Pedestrian Improvement Project 2017</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 Document:</u> Councillor Ayas Miah, Cabinet Member for Environment</p>
<p>Originating Officer(s)</p>	<p><u>Covering Cabinet Report</u> Owen Whalley, Divisional Director, Planning and Building Control, Place Directorate</p> <p><u>Cycle and Pedestrian Improvement Project 2017</u> Margaret Cooper, Head of Engineering, Public Realm, Place Directorate</p>
<p>Wards affected</p>	<p>All</p>
<p>Key Decision?</p>	<p>Yes</p>
<p>Community Plan Theme</p>	<p>A Great Place to Live; A Safe and Cohesive Community; A Healthy and Supportive Community</p>

1. EXECUTIVE SUMMARY

1.1 This document has been formed in order to seek approval from the Mayor in Cabinet to:

1. Approve the allocation of £1,130,854 in Section 106 (S106) funding to the expenditure proposals set out in the Cycle and Pedestrian Improvement Project 2017 Project Initiation Document (PID), which is attached to this Cabinet Report.
2. Adopt a Capital Budget of £1,130,854 for the project described in this document and the attached PID.

1.2 The Cycle and Pedestrian Improvement Project 2017 involves the expenditure of £1,130,854 of S106 funding on capital schemes/projects to improve facilities for pedestrians and cyclists that are linked to development sites across the borough, in line with the Council's current cycle and placemaking strategies. This will involve passporting £74,187 of the total sum requested to Transport for London (TfL), as two of the schemes set out in the PID involve works on the TfL Road Network, which TfL will be responsible for delivering. Measures to be introduced may include:

- Provision of new cycle routes or cycle permeability measures;
- Enhanced pedestrian routes with raised tables to offer step-free access and improved crossing facilities where desire lines are identified;
- Changes to traffic management to give greater priority to the safety of vulnerable road users;
- Improved walking and riding surfaces, better street lighting, and decluttering to achieve streets which are safe, accessible and free from street clutter.

1.3 The individual schemes are largely minor works of less than £100k in value, but they will be treated as one project overall monitored robustly to ensure they deliver the specified S106 improvements for each site. The Schedule of Works spreadsheet within the PID at Appendix A sets out the individual schemes and, provides details of the project outputs.

1.4 Table 1 below sets out the amount requested for the overall project and the source of funding. Table 2 sets out the project costs and 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
Cycle and Pedestrian Improvement Project 2017	£1,130,854	£1,130,854	-

Table 2: Adoption of Capital Budget > Requested Amount

Project Title	Amounts	
	Overall Request	Adoption of Capital Budget > Request Amount
Cycle and Pedestrian Improvement Project 2017	£1,130,854	£1,130,854

RECOMMENDATIONS

- 1.5 The Mayor in Cabinet is recommended to:
1. Approve the allocation of £1,130,854 of S106 funding to the Cycle and Pedestrian Improvement Project 2017 as profiled in the PID attached at Appendix A, and in Table 1.
 2. Approve the adoption of a capital budget of £1,130,854 as profiled in the PID attached at Appendix A, and in Table 2.
- 1.6 If it is not considered appropriate to approve the allocation of S106 funding to all of the schemes described in the attached PID, then approvals can be made in respect of any of the individual schemes. In addition, capital budgets can also be adopted in respect of any of the individual schemes set out in the PID.

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, which will underpin the Community Plan themes of:
 - A Great Place to Live;
 - A Safe and Cohesive Community; and
 - A Healthy and Supportive Community.
 2. The project will improve the public realm and accessibility; encourage and support sustainable modes of transport; and enhance road safety, and the wellbeing of residents and workers.
- 2.2 Please refer to the attached PID in Appendix A, and the Cycle and Pedestrian Schedule of Works Spreadsheet in Appendix B for more information about the overall project and the individual schemes.

3. ALTERNATIVE OPTIONS

- 3.1 The expenditure items within the attached PID can be individually or collectively approved. The alternative option is to not allocate the funding to the overall project, or to some or any of the schemes.
- 3.2 It should be noted that the use of the S106 funding specified in this report is restricted, as it must be spent in accordance with the legal agreement related to the development from which it originates. This may limit the expenditure of the S106 funding to certain infrastructure types or projects, and also by geographical location.

- 3.3 Any alternative expenditure of this funding would have to be on 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 project is provided below. For further information on the project described in this report it is necessary to consult the PID attached at Appendix A.
- 4.4 The Cycle and Pedestrian Improvement Project 2017 PID sets out the proposals to deliver cycle and pedestrian schemes/projects across the borough that would be linked to, and funded by S106 contributions from nineteen development sites in the borough. A number of these contributions include provision for cycle and pedestrian improvements such as: cycle routes, repaving, new crossings, signage and traffic calming measures; and others have a more generic description of the type of works. As the schemes have very similar outputs and deliverables, they are to be managed as one project by the Council's Public Realm Engineering Division, and monitored to ensure they deliver the specific S106 related improvements for each site. The project budget is set as follows:

Table 3: Project Budget (rounded to the nearest £)

Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
TFL	£74,187	S106	Capital
Site Survey	£135,000	S106	Capital
Works & Implementation	£829,143	S106	Capital
Project Management	£92,525	S106	Capital
Total	£1,130,854		

- 4.5 The overarching aim of the project is to encourage and support sustainable modes of transport, and provide a safe and accessible environment for more vulnerable road-users such as children; mobility, or sensory impaired; the elderly; and cyclists. The project will also be used to take forward the delivery of the pledges made in the Cycle Strategy (Jan 2016). Facilities for pedestrians and cyclists will be improved in line with this strategy and the Council's current placemaking strategies. The scheme designs will also comply with London cycle and streetscene design guidance; and address the relevant S106 obligations and local issues, including those arising from road-safety audits.
- 4.6 All schemes except for two, which are on the TfL Road Network, will be designed and delivered under the Highways Improvements Framework Contract CLC 4371 with design, consultation and site supervision led by Public Realm Engineering. On completion of the works, there will a 12-month maintenance defect period during which time the contractor will be responsible for rectifying any defects. The improved facilities would then fall under the planned highway inspections and maintenance regimes that are managed and funded through the Public Realm Highways Maintenance revenue budget.
- 4.7 The main improvements and tangible measures to be delivered through this project include:
- An up-grade of walking surfaces including provision of dropped kerbs to improve accessibility;
 - New or improved cycle routes and / or cycle permeability measures;
 - Traffic management and calming measures including speed tables, entry treatments, speed cushions;
 - An up-grade of street lighting to improve safety and perception of safety;
 - Pedestrian crossing facilities zebra crossings, pedestrian refuge islands;
 - Removal of street clutter; and
 - Pedestrian and cycle signage including Legible London.
- 4.8 It is considered that the improvements will enhance safety; reduce accidents; improve the local environment; and the perception of personal safety for cyclists and pedestrians. This would help to reduce car dependency/usage, encouraging more active lifestyles, and make the borough a more pleasant place to walk and cycle particularly for shorter journeys.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 In accordance with the Council's Infrastructure Delivery Framework, this report seeks the approval of the Mayor in Cabinet to allocate Section

106 resources totalling £1,130,854 to finance a Cycle and Pedestrian Improvement Project.

- 5.2 In order that spending decisions can be made by the Infrastructure Delivery Board and the Mayor in Cabinet, Full Council approved an initial provision of £30.0 million within the capital programme for Infrastructure Delivery, with uncommitted funds being carried forward as necessary for allocation in future years. The approval to fund schemes from this budgetary provision can only be made following the receipt of the relevant developer contributions - in the case of the scheme proposed in this report, all required resources have been received by the Council.
- 5.3 The Council receives contributions towards the provision of public realm, highways and cycle route improvements under the terms of many Section 106 agreements. The funding for the proposed allocation to this project is derived from elements of nineteen different agreements – these are detailed in the table on pages 8 to 11 of the Project Initiation Document that is included as Appendix A of this report.
- 5.4 A significant element of the Section 106 resources that are held by the Council relates to capital projects. The proposed allocation of these funds is undertaken by the Infrastructure Delivery Board and should take place in accordance with the priorities within the Council's capital strategy, although certain resources are specific to particular initiatives. In order to undertake Section 106 funded capital schemes, projects must be incorporated into the capital programme and appropriate capital budgets adopted in accordance with the Council's financial regulations. Approval for the adoption of the necessary capital estimate of £1,130,854 (rounded to £1,131,000) is sought in this report.
- 5.5 Apart from an element of £74,000 that is being transferred to TfL to fund works on roads within its network, the resources will be funding improvement works to the Council's own highway assets.

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 Cycle and Pedestrian Improvement Project 2017 that was recommended for progression by the Infrastructure Delivery Steering Group on 8th March 2017 and to adopt the necessary capital budget. The allocation of this section 106 funding is considered to be in accordance with the relevant s.106 agreements and therefore lawful.
- 6.5 To the extent that the spending of the monies amounts to a grant, then approval must first be sought from the Grants Determination (Cabinet) Sub-Committee before any payment is made.
- 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 enhance connectivity, and improve health and wellbeing by creating better conditions for walking and cycling; and contribute to the reduction of inequality in terms of how more vulnerable road-users access and move about the public realm.

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: Cycle and Pedestrian Improvement Project 2017 PID

Appendix B: Cycle and Pedestrian Schedule of Works Spreadsheet

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

- None

Officer contact details for documents:

Margaret Cooper, Head of Engineering, Public Realm, Place Directorate

Tel: 020 7364 6851

PROJECT INITIATION DOCUMENT

Cycle and Pedestrian Improvement Project
March 2017

Project Initiation Document (PID)

Project Name:	Cycle and Pedestrian Improvement Project 2017		
Project Start Date:	May 2017	Project End Date:	March 2020
Relevant Heads of Terms:	TRFC		
Responsible Directorate:	Place		
Project Manager:	Margaret Cooper		
Tel:	0207 364 6851	Mobile:	07986695036
Ward:	Whitechapel, Stepney, Bow, Wapping		
Delivery Organisation:	London Borough of Tower Hamlets		
Funds to be passported to an External Organisation? ('Yes', 'No')	Yes (in part - £ 74,187 to TFL)		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	No		
Supplier of Services:	Engineering , Public Realm , Place Directorate		
Is the relevant Lead Member aware that this project is seeking approval for funding?	Yes		
Is the relevant Corporate Director aware that this project is seeking approval for funding?			
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')	Yes
<u>S106</u>	
Amount of S106 required for this project:	£1,130,854.05
S106 Planning Agreement Number(s):	PA/12/01133, PA/11/01223, PA/05/01727 PA/11/01971, PA/12/02131, PA/10/01481 PA/10/01734, PA/13/00218, PA/08/01666 PA11/03693, PA/12/02494, PA/15/02045 PA/13/01861, PA/13/01861, PA/11/02220 PA/12/00051, PA/12/02332, PA/10/01734 PA/12/01829
<u>CIL</u>	
Amount of CIL required for this project:	0
Total CIL/S106 funding sought through this project	£1,130,854.05
Date of Approval:	

This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):

Organisation	Name	Title
LBTH – Place	Aman Dalvi	Corporate Director
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader - Planning Legal

Organisation	Name	Title
LBTH – Governance	Marcus Woody	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Afiya Begum	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH – Health, Adults and Community	Tim Madelin	Senior Public Health Strategist
LBTH – Children’s	Pat Watson	Head of Building Development
LBTH – Place	Adele Maher	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Head of Asset Management
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager - Energy & Sustainability
LBTH – Place	Christopher Horton	Principal Growth & 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

- 1.1 This document sets out the proposals to deliver schemes / projects which have a common theme of cycle and pedestrian improvements across the Borough linked to specific development sites.
- 1.2 This document encompasses a number of contributions from 19 development sites; the schemes which will be delivered with this funding will be very similar in their outputs & deliverables. They are largely minor works of less than £100k value individually. It is therefore proposed to handle these contributions as one project which will be robustly monitored to ensure they deliver the improvements within the S106 contributions set aside for each site.
- 1.3 The objective is to improve facilities for pedestrians and cyclists in line with the Council's current Cycle Strategy and Place Making Strategies. The design of such schemes will comply with London Cycle Design Guidance and Street scene Design Guidance and will address the specification of relevant S106 obligations as well as local issues, including those arising from Road Safety Audits. Measures to be introduced may include:
 - Provision of new cycle routes or cycle permeability measures;
 - Enhanced pedestrian routes with raised tables to offer step-free access and improved crossing facilities where desire lines are identified;
 - Changes to traffic management to give greater priority to the safety of vulnerable road users;
 - improved walking and riding surfaces, better street lighting, and decluttering cluttering to achieve streets which are safe, accessible and free from street clutter.
- 1.4 A schedule of works setting out more details of the project outputs is attached as an Appendix to this report.
- 1.5 This Project Initiation Document (PID) will define the Cycle and Pedestrian Improvements 2017 project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:
 - Justify the expenditure of S106 contributions on the named project which will

provide the IDSG with a sound basis for their decision;

- Provide a baseline document against which the Project Team, Project Manager Public Realm Engineering 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 following developments (see table below)



Planning Applications	Site Address	Funding Requirement	PA Amount	Amount allocated to Project	Expiry Date of Contribution
PA/12/01133	153-157 Commercial Road	highway safety measures	5,000.00	5,000.00	no expiry date
PA/10/01659	100 Whitechapel Road	Cycle route and infrastructure improvements	49,885.14	49,885.14	06/06/2017
PA/11/01971	154 - 160 Hackney Road, Lond. E2	public realm - (street scene) improvements	24,170.47	24,170.47	TBC
PA/12/02131	Land adjacent to Repton Street	public realm in the general locality of the land	8,946.00	8,946.00	28/08/2023
PA/05/01727	Suttons wharf, Palmers Road.	Road improvements to Palmers Road and its junction with Roman Road	50,000.00	50,000.00	08/07/2024
PA/12/01829	640 Commercial Road	towards the provision of public realm improvements	69,187.00	69,187.00	TBC
PA/10/01734	Bow Enterprise Park	cycle route and infrastructure identified within Tower Hamlets Cycle Strategy: cycle connections	90,947.17	90,947.17	TBC
PA/13/00218	Aldgate Place	In the first instance towards any of the following public realm improvements at (a) to (c) below: Goulston Street - enhanced food market and shop spill out. (b) Old castle street - pedestrian priority zone to promote presence of women's library and remove clutter to provide an unhindered pedestrian route. Potential for providing a north south flush crossing over Wentworth Street to avoid crossing over cobbled. (c) Gunthorpe street -	241,100.00	241,100.00	TBC

		environmental improvements: reveal Gunthorpes streets concealed entrance whilst maintaining its historic appearance; and if any of the contribution for public realm improvements is remaining it shall be spent on: (d) Buckle street - pedestrian priority zone to provide an unhindered pedestrian route and environmental improvements such as resurfacing, lighting and signage to improve permeability and way finding; providing always that if the contribution towards public realm improvements is not required for these specified improvements it may be applied to other public realm improvements within the area shown outlined in red on the plan attached at Schedule One labelled 'Public realm plan' (council to give notice to owner of projects)			
PA/13/01861	1 Paul Julius Close (Reuters)	for public realm improvements in the Borough	10,294.44	10,294.44	TBC
PA/13/01861	1 Paul Julius Close (Reuters)	for street scene and built environment improvements in the Borough	25,092.00	25,092.00	TBC
PA/08/01666	Site at North dock isle of Dogs Cross rail Station	"Connectivity and Integration Financial Contribution" for the following purposes: £45,000 towards the Preston's Road/Trafalgar Way cycle improvement Scheme. This involves widening the cycle land on Blackwall Way, Prestons Road and Trafalgar Way; £35,000 towards the Westferry road, Narrow Street and Locksfield Cycle route improvement and cycle parking/cycle hire provision along	171,524.66	126,524.66	04/12/2024

		this route to Canary Wharf and around the development; £70,000 towards the modification and improvements to the existing cycle by pass lane and cycle lane improvements on Poplar High St to improve the link to the development from the North of Canary Wharf			
PA/12/00051	136-140 Wapping High Street	street scene and built environment	97,102.79	97,102.79	12/12/2019
PA/12/02332	Leopold Estate, Bow Common Lane, St Pauls Way & Burdett Road - phase8	towards public realm improvements in the borough	52,284.00	52,284.00	TBC
PA/10/01481	60 Commercial Road	towards highway improvements: an investigation of the viability of on street cycle parking in the vicinity of the site and installation of public realm improvement works also with the vicinity of the land.	66,567.43	66,567.43	TBC
PA/10/01481	60 Commercial Road	towards the pedestrian improvement works: including but not limited to the provision of dropped kerbs and tactile paving in the vicinity of the development, the funding of a study and the carrying out of any identified pedestrian improvement works to the commercial road/alie street junction and a new crossing facility on commercial road at its junction with back church lane.	110,945.71	110,945.71	TBC
PA/11/03693	15-17 Leman Street	towards street scene and public realm improvements	£12,676.00	£12,676.00	TBC



PA/12/02494	100 Violet Road	towards the provision of traffic calming measures and a new pedestrian crossing toward the northern end of Violet Road	£31,446.22	£31,446.22	TBC
PA/15/02045	221 Burdett Road	pedestrian crossing at St Pauls Way	£10,000.00	£10,000.00	TBC
PA/11/02220	London Fruit and Wool	towards sustainable transport infrastructure and the smarter travel initiative to encourage walking and cycling to/from the lane	£48,685.02	£48,685.02	TBC

CIL

- 2.9 This PID does not seek approval for the expenditure of CIL funding

3.0 Legal Comments

- 3.1 Legal Services considers the use of contributions to support the Cycle and Pedestrian Improvement Programme satisfies the terms of all S106 agreements set out in the table at paragraph 2.5 above.
- 3.2 The S106 agreements vary in terms of their requirements as to how the contributions should be used as some are more specific and require that the funding is used towards highway safety measures or cycle route and infrastructure improvements. Whereas, some of the S106 agreements are more general and require only that the contributions are used towards public realm improvements.
- 3.3 Agreement PA/15/02045 received a “Pedestrian Crossing Contribution” to be used towards a pedestrian crossing at St Paul’s Way. However, it is proposed instead that the contribution be used towards implementing traffic calming measures on the same highway as the location where it was envisaged the crossing would be built has been used to provide access to the development site. It is arguable that the effect of implementing traffic calming measures seeks to achieve the same outcome as the pedestrian crossing which is to improve the safety of pedestrians. However, the agreement is specific that the contribution is used towards a pedestrian crossing and does not discuss any alternatives. We recommend that a cautious approach may be to discuss the Council’s intentions for the contributions with the developer who was an original party to the s106 agreement. This will alert the Council as to whether there are likely to be any challenges made as to how the contributions are spent.
- 3.4 The Schedule of Works spreadsheet at Appendix A is helpful in setting out which contributions shall be used for each individual project and how the project outputs are aligned with the requirements of the relevant S106 agreement. We are satisfied funding for this PID is in accordance with all of the S106 agreements, save for those mentioned above.
- 3.5 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.

- 3.6 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.
- 3.7 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

4.0 Overview of the Project

- 4.1 A number of S106 contributions including provision for cycle and pedestrian improvements including cycle routes, repaving, new crossings, signage and traffic calming measures in the vicinity of the sites are encompassed within this PID. For the majority, the S106 Agreement specifies in detail the location and scope of the works to be delivered through the contribution but others have a more generic description of the type of works. The table above is a summary of the information set out in the relevant S106 Agreement for each site.
- 4.2 Section 5 below sets out the key deliverables and, as the works will be of a very similar nature, Public Realm Engineering propose to handle this as one programme which will be robustly monitored as individual schemes to deliver the improvements within the S106 contributions set aside for each site.

5.0 Business Case

Overview/General

- 5.1 The overall aim of the project is to encourage and support sustainable modes of transport to provide a safe and accessible environment for more vulnerable road users. In particular it will be used to take forward delivery of pledges committed in the Cycle Strategy (Jan 2016).
- 5.2 The improvements will improve safety, reduce accidents, and improve the local

environment and perception of personal safety for cyclists and pedestrians to reduce car dependency / usage, encouraging more active lifestyles and making the Borough a more pleasant place to walk and cycle particularly for shorter journeys.

- 5.3 In all schemes except (PA/12/01133 and PA/12/01829) the works will be designed and delivered under the Highways Improvements Framework Contract CLC 4371, with design, consultation and site supervision led by Public Realm Engineering. On completion of the works, there will a 12 month maintenance defect period during which time the contractor will be responsible for rectifying any defects. The improved facilities for pedestrians and cyclists would then revert to 'business as usual' maintenance responsibilities, with planned highway inspections and maintenance regimes managed and funded through the Public Realm Highways Maintenance revenue budget
- 5.4 Schemes relating to PA/12/01133 and PA/12/01829 involve works on the Transport for London Road Network which TfL will be responsible for delivering. A Purchase Order will therefore be raised to TfL for the delivery of works as specified in the S106 schedule.

Project Drivers

- 5.5 The main project drivers are:-
- Improving operational performance of the network for vulnerable road users;
 - Delivering actions set out in key Place Making Strategies and the Council's Cycle Strategy;
 - Increasing investment in delivering on the Council's statutory responsibilities for improving road safety and highway conditions

Deliverables, Project Outcomes and Benefits

- 5.6 The main improvements and tangible measures to be delivered through this project include the following:
- Up-grade of walking surfaces including provision of dropped kerbs to improve accessibility;
 - New or improved cycle routes and / or cycle permeability measures;
 - Traffic management and calming measures including speed tables, entry treatments, speed cushions;

- Up-grade of street lighting to improve safety and perception of safety;
- Pedestrian crossing facilities zebra crossings, pedestrian refuge islands;
- Removal of street clutter; and
- Pedestrian and cycle signage including Legible London.

Other Funding Sources

- 5.7 Some funding may complement schemes funded through TfL Local Implementation Plan funding which totals approximately £2.8m per annum borough wide. The funding to be allocated to TfL projects will complement TfL capital funding for the A13 Scheme.

Related Projects

- 5.8 N/A

6.0 Approach to Delivery and On-going Maintenance/Operation

- 6.1 All of the works activities being carried out will be under the Public Realm Division of the Place Directorate.
- 6.2 As the works are of a very similar nature, the project will be delivered as a programme of works and the Cycle & Pedestrian Schedule of Works is attached as Appendix to this document. The schedule sets out the schemes in more detail – the location, the type of works proposed [outputs] and the start and completion date.
- 6.3 The feasibility studies, design, consultation and associated highway works will be carried out in-house by the Engineering Group in Public Realm. The works will be carried out by the Council's framework contractors and supervised on site by Engineers from that Group.
- 6.4 The feasibility and outline design for each scheme will be developed in accordance with the funding requirements set out in the relevant S106 Agreement.
- 6.5 Additional design support may be procured through the Council's Highway Maintenance and Improvements contract [CLC 4371] which includes the facility to engage professional design services from the Term Contractors JB Riney & Co. and Bouygues UK
- 6.6 The implementation of capital works will be carried out by the Council's term contractors using the suite of services within CLC 4371 including highway and street lighting / electrical works.

- 6.7 The project will be monitored through the Engineering Project Board to ensure the scheme is on target with regard to spend and programme.
- 6.8 Procurement imperatives for maximising local benefits as agreed by members were integrated into the tendering documentation for CLC 4371 with benefits including local employment initiatives which will be monitored as Key Performance Indicators during the life of the contract. The contract came into effect on 1st October 2014 with an initial term of 5 years and option for extension up to 2 years.
- 6.9 Signage' will be displayed signifying the use of s106 contributions on the hoarding or on street work frames.

7.0 Infrastructure Planning Evidence Base Context

- 7.1 This project forms part of the commitment as stated in the Infrastructure Delivery Framework, evidence base to support the “need and provision of transportation and connectivity infrastructure”. The framework states that the responsibility for developing a programme of transport connectivity, which includes cycling and pedestrian infrastructure is shared between TFL, the council and the developer. As such one of the main priorities as outlined within the evidence base is the adoption of a borough wide cycling improvement program.

8.0 Opportunity Cost of Delivering the Project

- 8.1 The majority of the S106 contributions contained in the above table are very specific to the type of projects that can be delivered, with this funding. As such the use of the funds to deliver projects to improve cycle and pedestrians routes, traffic calming and street lighting is consistent with the funding requirements associated with the Planning Applications.

9.0 Local Employment and Enterprise Opportunities

- 9.1 Procurement imperative for maximising local benefits as agreed by members was integrated into the tendering documentation for CLC 4371. Benefits including local employment initiatives are monitored as Key Performance Indicators during the life of the contract. The contract came into effect on 1st October 2014 with an initial term of 5 years and option for extension up to 2 years.
 - 9.2.1 The project will increase the value of work ordered by the Council through recently

awarded highway Term Contracts. The Community Benefits to be realised through the Conditions of Contract in terms of local employment opportunities including apprenticeships, school work experience, employing local people, graduate placements etc are directly linked to the value of work carried out by the Term Contractors.

10.0 Financial Programming and Timeline

Project Budget

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
TFL	£74,187.00	S106	Capital
Site Survey	£135,000	S106	Capital
Works & Implementation	£829,142.39	S106	Capital
Project Management	£92,524.66	S106	Capital
Total	£1,130,854.05		

Project Management

10.1 The Project will be managed in house and monitored on site by the Engineers in the same group.

Financial Profiling

Table 2											
Financial Profiling											
Description	Year 17/18				Year 18/19				Year 19/20		Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Contribution to TFL		74,187.00									74,187
Site Survey	10,000		33,000	30,000	58,000.00				4000		135,000
Works & Implementation	35,386.44	75,116.47		123,570.16	170,496.18	152,000	91,100	51,567.43	29621.71	100,284	829,142.39
Project Management		8,000		5,000	26,524.66	18,000		10000		25,000	92,524.66
Total	45,386.44	157,303.47	33,000	158,570.16	255,020.84	170,000	91,100	61,567.43	33621.71	125,284	1,130,854.05

Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	Contribution to TFL	£74,187.00	31 st March 2019
2	Works and Implementation	£829,142.39	31 st March 2019
3	Site Survey and feasibility, design and consultation	£135,000.00	30 th September 2018
4	Project Management Fees	£92,524.66	31 st March 2020
Total		1,130,854.05	

11.0 Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor: Roy Ormsby (Divisional Director Public Realm)
- Project Manager: Margaret Cooper (Head of Engineering)

12.0 Project Reporting Arrangements

Table 4			
Group	Attendees	Reports/Log	Frequency
IDSG Sub Group	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDSG	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly
S106 Programme Delivery Team Meeting	Finance SPP Officer	Forecast / Actual Spend and Delivery against outputs;	Quarterly

Table 4			
Group	Attendees	Reports/Log	Frequency
		Key risks and issues; Benefit Outcome Monitoring; Satisfaction Surveys outputs.	
Engineering Project Board	Head of Engineering Team Leaders – Design and Construction, Place Finance Officers	Forecast / Actual Spend and Delivery against outputs; Key risks and issues; Potential links or conflicts with other works on the Engineering Capital Programme 2017/18	Monthly
Project / Scheme Team	Scheme designer, site Engineer, contractor & key Stakeholders eg Emergency Services, cycling groups, London Buses	Scheme development , programme and implementation	Ad hoc design and site meetings. Monthly contract liaison meetings

13.0 Quality Statement

13.1 The project will conform to Place Directorate internal controls for assessment and reporting as designated within the established control frameworks.

13.2 The schemes will be designed and carried out in accordance with Tower Hamlets highways standards and the Borough’s Street Design Guide and will take account of

London Cycle Design Guidance, Department of Transport design guidance for traffic calming measures on the public highways [Local Transport Note 1/07] and Local Transport Note 1/08 “Traffic Management & Streetscape

14.0 Key Risks

14.1 The key risks to this project are set out in the Table 6 below:

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Project overruns on time schedule.	delay in completion of improvements	Implementation programmed to be revised	project programme monitored through Engineering Project Board	2	1	2
2	cost exceeds budget	increase scope	overspend or reduce scope of deliverables	Use of Term contracts and Schedule of rates.	1	2	2
3	conflict with other works	Delay or changes to implementation of the work programme. increased costs arising from changed or slower method of working	Co-ordinate with third party works and if necessary delay or change highway works programme	Project to be included in the LBTH quarterly returns to the Street Works Co-Ordination meeting. Issue of NRSWA notices	2	1	2
4	Objections to proposals during consultation	Delay or changes to implementation of the work programme	Review design , changes to scope of project	Early engagement with key stakeholders & public consultation	2	1	2

15.0 Key Project Stakeholders

[Provide details of parties who have an interest in the execution and outcome of the project. These can be direct or indirect.]

- 15.1 The principal stakeholders are shown in Table 5 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
External Stakeholders & Emergency Services London Cycling Campaign & Tower Hamlets Wheelers	Impact on Service delivery User representative	Meetings [office and on site], emails	inception , development of scheme design and during implementation
The Mayor and Lead Member for Public Realm	accountable for the successful delivery of strategic objectives	Briefing notes , 1-2-1 meetings,	inception , development of scheme design, approval of scheme for delivery post consultation
Elected Members in Ward	accountable for the successful delivery of strategic objectives	email	Notification and consultation on planned improvements in their Ward
Local residents & businesses	Impact of the project on local access	letter / leaflet	consultation & advance notice of scheme
Internal Stakeholders Clean & Green and Highways	enforcement , highway inspections, street cleansing & refuse collection arrangements	email	Inception, development of scheme design and during implementation. Notification of completion of works

16.0 Stakeholder Communications

16.1 This project comprises a number of disparate and relatively minor interventions and is not considered necessary to have a dedicated Communication Plan. However, there is a Consultation Strategy for Engineering projects and this will be used to inform the format, timing of stakeholder communications for this project. Every effort will be made by the project manager to ensure opportunities for communications are highlighted to celebrate a successful delivery and publicise use of S106 contribution to the benefit of cyclists, pedestrians, residents and businesses. The key messages of the project are:

- Communicating success
- Reporting progress against project milestones delivery & spend
- Reporting / highlighting the benefits of the project to residents in the area

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		
Divisional Director Public Realm	Roy Ormsby		

18.0 Project Closure

18.1 Once this project has been completed a project closure document will be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.

Appendices: Appendix A- Cycle and Pedestrian Schedule of Works Spreadsheet

<p>Cabinet</p> <p>2 May 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Graham White, Acting Corporate Director Governance</p>	<p>Classification: Unrestricted</p>
<p>Single Equality Framework 2017-18</p>	

Lead Member	John Biggs, Executive Mayor
Originating Officer(s)	Sharon Godman, Divisional Director Strategy, Policy and Partnership Shanara Matin, Service Manager, Research and Equality
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	All

Executive Summary

This report presents the draft Single Equality Framework 2017-18 for approval by the Mayor in Cabinet.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the draft Single Equality Framework and its accompanying delivery plan.

1. REASONS FOR THE DECISIONS

- 1.1. It is important that the Council sets out its key priorities in relation to how it meets its duties under the Equality Act 2010 and specifically the Public Sector Equality Duty, which requires public bodies to publish their equality objectives. The Single Equality Framework (SEF) is the council’s corporate plan for understanding diversity, tackling inequality and promoting cohesion in the borough. The Framework is aligned within the new Strategic Plan and provides further detail about the delivery of the council’s strategic equality objectives.

2. ALTERNATIVE OPTIONS

- 2.1 The Mayor may choose not to have a corporate strategy for equality. This course of action is not recommended. The proposed framework is a part of the council's business planning arrangements and sets out the council's priorities for tackling inequality and meeting the needs of local residents. The framework and accompanying action plan detail how the council will undertake its Public Sector Equality Duty.

3. BACKGROUND

- 3.1. Tower Hamlets is one of the most diverse and vibrant boroughs in the country. The rich cultural heritage of people living and working in the borough is something that the council actively celebrates. While our diversity brings tremendous strength, there remain a number of challenges to addressing inequality locally.
- 3.2. The Partnership's vision, developed in the Community Plan, is to improve the quality of life for everyone who lives and works in the borough and build on our aspiration of One Tower Hamlets - a more equal and cohesive borough with strong community leadership. The Community Plan also identifies some long term and emerging challenges within the borough including:
- Persistent low employment levels, particularly for women and some ethnic minorities;
 - High levels of child poverty and the impact of welfare benefit cuts on an already deprived community;
 - Low levels of health and life expectancy;
 - A further wave of austerity and public sector cuts and a consequent Medium Term Financial Strategy savings target of £58 million by 2020.
- 3.3. Against this backdrop, the Strategic Plan sets out the council's vision for the borough over the next three years, and details key activities that will be delivered over the next year. The Single Equality Framework is aligned within the Strategic Plan; it provides a mechanism for the identification, and monitoring, of a focused set of strategic level equality priorities across the council.
- 3.4. The Framework sets out:
- Key activities to deliver improved equality related outcomes for local residents;
 - Actions within the organisation to promote equality as an employer and through the goods and services that we purchase;
 - Measures the council will take to improve our equality practices for particular groups.

3.5. **THE SINGLE EQUALITY FRAMEWORK 2017/18**

- 3.6. The Framework sets out our approach to meeting the requirements of the Equality Act 2010 and the Public Sector Equality Duty. The Equality Act 2010 replaced nine separate pieces of legislation to simplify the law, help people understand it better and tackle discrimination more effectively.
- 3.7. The Act introduced the public sector Equality Duty (PSED) which came into force in April 2011 and aims to embed equality considerations into the day to day work of all public bodies. Based on an understanding of the 'protected characteristics' of age, disability, gender, gender reassignment, pregnancy and maternity, race, religion/belief, sex and sexual orientation, public bodies should have 'due regard' to the general duty under Section 149(1) of the Act to:
- Eliminate discrimination and harassment
 - Advance equality of opportunity
 - Foster good relations between different groups

To demonstrate 'due regard' there are two specific duties which are designed to help public bodies meet the general duty, these are to:

- Publish information showing that they have complied with the general duty
 - Prepare and publish equality objectives
- 3.8. To help identify our local objectives, the council has developed a Borough Equality Assessment (BEA) which provides an account of inequality in the borough. The assessment is drawn from analysis of national policy and local trends – in addition to engagement with services, residents, community groups and partners – to bring together evidence on age, disability, gender, race, religion/belief, and sexual orientation inequality in the borough.
- 3.9. This year the BEA has undergone a full refresh because of the significant demographic growth and change in the borough and the length of time since the last detailed review in 2013/14. There are also policy changes such as Welfare Reform and cuts to local authority funding related impacts on service provision that are likely to affect groups in terms of equality and cohesion. The analysis for the BEA has been used to support the identification of activities that contribute to this year's Single Equality Framework Action Plan.
- 3.10. Priority areas identified include where there are significant differences in outcomes for groups with protected characteristics. This includes, for example, the employment rate compared between Tower Hamlets and London average for BAME women and disabled residents and the educational attainment levels of White British children. The BEA also provides the basis of identifying the wider activities that make up this year's Single Equality Framework Action Plan.

- 3.11. The Action Plan is accompanied by performance measures which will be disaggregated by relevant equality groups to enable us to track progress. The SEF also includes internal activities to continue to strengthen our equalities practice across the organisation and key actions to promote equality as an employer and through the goods and services that we purchase.
- 3.12. The Single Equality Framework Delivery Plan (Appendix 2) sets out the list of equality related outcomes, activities and key deliverable, at both a Strategic Plan and Directorate Plan level that form the Single Equality Framework Delivery Plan for 2017/18.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. There are no specific financial implications arising from this report. In the event that individual projects or programmes of work are required to deliver against the framework, these will need to be prioritised within existing resources and the medium term financial strategy.

5. LEGAL COMMENTS

- 5.1 This report is seeking approval of the Single Equality Framework ('SEF') and which is the Council's corporate plan for understanding diversity, tackling inequality and promoting cohesion in the Borough.
- 5.2 There is no statutory requirement to have a SEF but it is an important document in enabling the Council to demonstrate compliance with both the Best Value Duty (see section 8.1 below for more detail) and the Public Sector Equality Duty (see section 7.1 below).

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. The Single Equality Framework is the council's corporate plan for understanding diversity, tackling inequality and promoting cohesion in the borough. The Framework is aligned within the Strategic Plan providing the strategic direction for the council's work on equality. It embraces the principles laid out in the Equality Act 2010 and the Public Sector Equality Duty; sets out our Strategic Equality Objectives and Priorities; and builds on our strong record of embedding diversity and equality in everything we do.

7. BEST VALUE IMPLICATIONS

- 7.1. Section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of

economy, efficiency and effectiveness”. The activities and measures in the Strategic Plan and SEF will be monitored helping to fulfil this obligation.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1. The SEF is aligned to the council’s Strategic Plan which includes a focus on action for a greener environment. The Strategic Plan includes a strategic objective relating to the creation of a better local environment, including a focus on recycling, parking and managing development pressure.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1. The SEF as part of the Strategic Plan provides a strategic framework for other strategies and plans. Risks relating to the achievement of its objectives are therefore monitored through the council’s corporate risk register and directorate risk registers. Risks are assessed for likelihood and impact, and have responsible owners and programmes of mitigating actions.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1. The SEF as part of the Strategic Plan has a strong focus on community safety. Both the Strategic Plan and SEF include a strategic objective relating to reducing crime and anti-social behaviour.

11. SAFEGUARDING IMPLICATIONS

- 11.1. The Strategic Plan and SEF include actions to safeguard the borough’s vulnerable residents. There are no specific safeguarding implications.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Draft Single Equality Framework 2017-18 (appendix 1)
- Draft Single Equality Framework 2017-18 Delivery Plan (appendix 2)

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

- NONE

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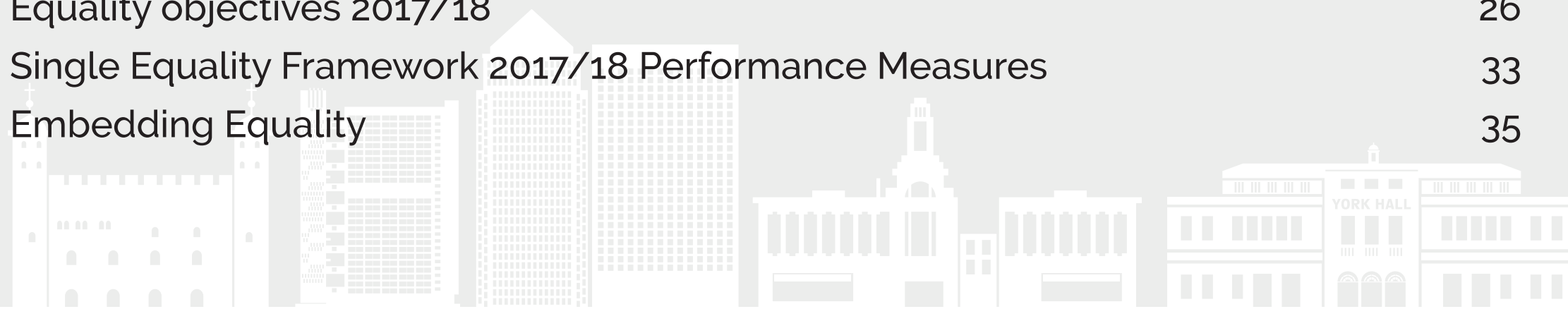
Tower Hamlets Single Equality Framework 2017-18

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Foreword

Tower Hamlets is a vibrant place built on a history of inclusion and a diversity of communities. Thousands of people are attracted to our borough because we are diverse, modern and exciting with a global economy that contributes significantly to wider London life. However, there underlying inequalities still persist. Tower Hamlets has the highest levels of pensioner and child poverty in the country; one in six households have an average income of less than £15,000 and over 20% of families live in overcrowded housing. On top of this the council continues to face budget pressures.

As a council we are committed to addressing inequality wherever we find it and this framework sets out how we intend to achieve that. The actions in this plan reflect the analysis we have undertaken to understand current need and what more we need to do to ensure that all residents have access to excellent services and aspirational opportunities.

This plan continues to build on the things we have already achieved, for example increasing the amount of new wheelchair accessible homes in the borough, an action plan to support the Somali community to better access council services and support for our LGBT staff resulting in the council being ranked as London's most inclusive local authority in the Stonewall Workplace Equality Index.

Through this framework and our overall Strategic Plan we will ensure that tackling inequality, fostering cohesion and improving outcomes for all our residents remain at the core of the services we deliver.



John Biggs

Mayor of Tower Hamlets



Introduction

This document sets out the council's equality priorities for 2017/18. This includes the council's approach to promoting equality and cohesion, re-iterates our commitment to equality and diversity, provides the context for our equality priorities and highlights key achievements over the past year.

The Single Equality Framework (SEF) is made up of our:

- key activities that the council will deliver to improve equality related outcomes for local residents
- what the council will do as an organisation to promote equality as an employer and through the goods and services that are purchased and commissioned, and
- the measures that the council will take to improve its equality practice across the organisation.
- the performance measures that will be used to monitor progress

The Framework brings together the Borough Equality Assessment, which is an account of inequality in the borough, and the policy and service delivery responses to these challenges that make up the Single Equality Framework Action Plan.

The SEF is embedded within the council's Strategic Plan to ensure equality is a driver of the council's strategic approach to the delivery of services. The SEF takes forward the principles laid out in the Equality Act 2010 and the Public Sector Equality Duty to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people. It sets out the council's equality objectives and priorities and builds on the council's strong record of embedding diversity and equality in everything we do.



Background

Housing



Tower Hamlets has the highest level of child and pensioner poverty in England affecting **39.3% of children** in the borough **49.7% of older people**. There are shortages in affordable housing, high rates of unemployment and low healthy life expectancy which all affect the life chances and potential of many residents in the borough. Despite having an economy worth over £36 billion Tower Hamlets is the **10th most deprived local area** in England according to the 2015 Indices of Multiple Deprivation. Additionally, one in six households in the borough have an average income of **less than £15,000** and half of all households in the borough have an average income of **less than £30,000**.

Budget Pressures



It is also important to recognise the challenging financial climate the council is currently facing. Ongoing reductions in central government funding have had a significant effect on the resources available to councils and other local public sector organisations to tackle inequality. Since 2010 the council has had to **save £138.3m from its annual budget** and now the council has to save a **further £58m by 2020**.

Population



At the same time, the council has to manage growing demand for services as the population increases. Additionally, the government's programme of welfare reform is having an impact on many in the borough. This includes residents affected by a decline in income, reflected in a rise in the number of people **seeking advice in relation to their debts** and **increased rates of homelessness**. The convergence of these issues increase the likelihood of difficulties in tackling inequality.

The council has a strong track record of working with our partners to mitigate the impact of deprivation and to improve outcomes for local people. In 2014 we were re-assessed as 'excellent' for the Equality Framework for Local Government (EFLG) and this document includes our more recent local achievements in continuing to build on that assessment.

Leadership and Vision

The Mayor and his Cabinet have set out priorities for their administration which focus on tackling inequality, protecting vulnerable residents and ensuring Tower Hamlets is a great place to live and work. The commitment to equality is further reflected in the Mayor retaining the lead role for equality within his portfolio.

The Community Plan sets out the vision and aspirations for the borough. The plan was refreshed in 2015 with the core themes of:

- **great place to live**
- **a fair and prosperous community**
- **a safe and cohesive community**
- **a healthy and supportive community.**

In addition, there is a focus on how the council will further the aims of One Tower Hamlets – a more equal and cohesive borough with strong community leadership.

The plan also identifies some long term and emerging challenges:

- persistent low employment levels, particularly for women and some ethnic minorities;
- high levels of child and pensioner poverty and the impact of welfare benefit cuts on an already deprived community;
- low levels of healthy life expectancy;
- a further wave of austerity and public sector cuts ushered in by the Comprehensive Spending Review and a consequent Medium Term Financial Strategy savings target of £58 million over the next 3 years.

The Strategic Plan takes the Community Plan forward by further defining the outcomes and developing the business plan of the council. The priority outcomes for 2017/18 are set out below.



Priority Outcomes

Creating opportunity by supporting aspiration and tackling poverty

- a dynamic local economy, with high levels of growth that is shared by residents
- residents in good quality, well-paid jobs
- children get the best start in life and young people realise their potential
- people are healthy and independent for longer
- gaps in inequality have reduced and diversity is embraced

Creating and maintaining a vibrant, successful place

- an improved local environment
- people feel safe and places have less crime and anti-social behaviour
- better quality homes for all
- communities are engaged, resilient and cohesive



Enabling Objective

- an enabling and efficient council



The SEF is embedded in the Strategic Plan through the inclusion of diversity and equality activities across all outcome areas. There is a dedicated priority 'Gaps in inequality have reduced and diversity is embraced'. This approach helps to embed and promote equality activity as business as usual across the organisation. Within the organisation the Tower Hamlets Equalities Steering Group (THESG) have responsibility for the delivery of the SEF, including the delivery of the embedded Strategic Plan equality objectives (Section 8).

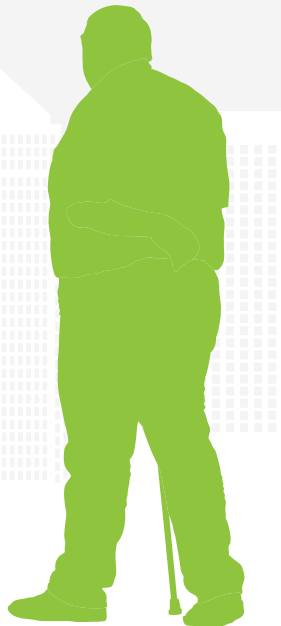
The SEF is supported by council processes to ensure that 'due regard' is demonstrated. For example, equality analysis is required for any proposed service changes and /or savings proposal in order to consider and identify potential impacts on equality groups and mitigate against them. Equality priorities and the related measures are included in the council's Performance Management Framework and these include:

- priorities where the primary intention is to reduce inequality between people; and
- priorities that relate to an outcome where we know that there are significant inequalities between different groups and where we will seek to narrow the gap.

Valuing Diversity: The council's policy statement on equality and diversity

Valuing diversity is one of the four core values of the council. We will promote equality and diversity in everything we do to improve the quality of life for everyone living, working and visiting Tower Hamlets. The borough's diversity is one of its greatest strengths and assets.

The council's commitment is supported by a legal duty to have due regard to tackling discrimination, advancing equality of opportunity and fostering good relations between different groups. This provides an important driver to help further embed equality and diversity in the culture of the organisation. The council believes that it has a strong moral and social duty to do everything it can to challenge prejudice and discrimination and promote better understanding and respect. At the same time the council recognises that discrimination takes place and tensions can sometimes exist between different communities.



As a service provider the council will:

- advance equality of opportunity and eliminate discrimination in the planning and delivery of our services in terms of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status. The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships;
- promote good relations between communities and address negative stereotyping of any groups;
- advance equality of opportunity between people from different groups; and
- tackle harassment relating to a person's age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status and marriage and civil partnership status.

As an employer the council will:

- develop, review and promote policies and practices that ensure equality of opportunity and eliminate discrimination for our workforce in all areas of employment (including recruitment, retention, learning and development, promotion, grievance, disciplinary and retirement); and
- ensure that the council's workforce serves and represents the diverse nature of the borough.

Key equality achievements in 2016/17

Some of the key achievements related to equality priorities over the past year include:

One Tower Hamlets

Somali Task Force

The Somali Task Force was established by the Mayor and his Cabinet to review the issues faced by the Somali Community. This is linked to the wider context of funding reductions that are driving the mainstreaming of services and the need to understand the impact on equality groups as changes are made. The Somali Task Force concluded the review phase of its work culminating in a report to Cabinet in November 2016 and a launch event was held to disseminate the findings of the report to the Somali community in February 2017.

The Task Force reviewed areas where outcomes for Somali residents are generally lower than for other groups to identify ways to improve. The Task Force covered health and social care needs, youth provision and community safety, employment and educational attainment, housing and welfare reform. The action plan includes twenty-three recommendations across three key themes:

- Improving access to services
- Skills development and job support
- Capacity building and development

A Somali Reference Group, which includes all members who participated and supported the review and is open to all community members, has been created to ensure residents have a role in supporting and monitoring the delivery of the activities.

Ranked 43 in the Stonewall Workplace Equality Index

The council's effort to provide an inclusive workplace for its LGBT staff was recognised in January 2017. The council features in the Stonewall Top 100 Employers 2017 and is ranked as the top Local Authority in London. Commendation was given on the council's community engagement work with through the council's commissioned LGBT Community Forum, run by East London Out Project (ELOP).

Leadership and engagement with Mental Health issues

One in four people are expected to have a mental health difficulty at some point in their lives and the figure is one in six people at any given time. The ability to cope with difficulties and negative experiences is more likely to be challenged in the context of deprivation and vulnerability. We know that 5.4% of the working age population are long term unemployed and on Employment Support Allowance and about 3% are claims related to mental health and behavioural disorders. This is higher than for example the Jobseeker Allowance cohort of 1.8% of the working age population.

In February 2017 the Council marked the national Time to Talk Day with a 'tea and talk' event for staff, which allowed them to come along, have a 'cuppa and some cake' and talk about mental health. Staff could also learn what support the Council provides for mental health issues, which was set out in a flyer and suggestions were taken as to how that support could be further improved. This followed on from an article on the intranet last year about the support available for staff within regards to mental health issues.

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Local Voices

The Local Voices project is the council's key mechanism for engaging, connecting and consulting with disabled people (including people with a long-term health condition) living, working or studying in Tower Hamlets. The project is funded and supported by the council and led by an independent steering group of local disabled people and facilitated and supported by Real - the borough's user-led organisation of disabled people.

The Local Voices steering group, in partnership with the council agreed the areas of work that should be prioritised during its 2016 programme. This was based on feedback from local disabled people and related service providers. The two key themes were 'access and transport' and 'social care'. In addition two emerging themes were 'housing' and 'digital inclusion'. Local Voices utilised a variety of methods to gather the voice of local disabled people and carers, Raise awareness of the issues with policy and decision makers and work with partners to address the issues.

Access and transport steering group (a part of the Local Voices community engagement programme)

The steering group continued to build on the previous year's outcomes which included lobbying for better access to public transport for disabled people, influencing training programmes for Transport for London staff (and other relevant transport providers) on access and disability awareness. As well as maintaining a dedicated incident reporting service for public transport issues.

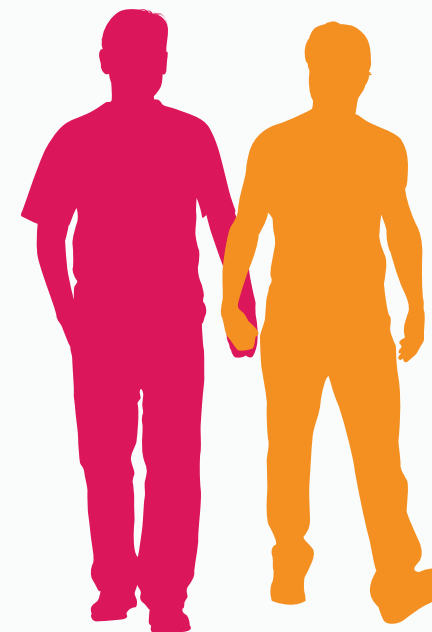
Local Voices engagement with DLR has resulted in agreed changes including upgrading emergency points; turning them into general help points that will have a video element. In addition, an audit of DLR signage is underway including a review of gap widths between platform and trains.

LGBT Arts & Events Programme

In 2016, East London Out Project (ELOP) was commissioned to deliver a programme of events on behalf of the LGBT community in Tower Hamlets. The programme is required to offer a range of community arts and cultural based awareness events and activities which promote the One Tower Hamlets principles across the borough. The timeframe for delivery is 2016 to 2018. Specifically, the organisation is required to:

- Identify local LGBT groups and to organise events and work with them to effectively contribute to key events including LGBT History Month, London Pride and IDAHO;
- Work with the council and its partners, including the Police and commissioned services such as the Tower Hamlets LGBT Community Forum, to promote key services for the LGBT community;
- Produce and distribute publicity material for events;
- Produce a report showing activities and outcomes for the Commissioners.

The council and the forum's work on LGBT community engagement was commended by Stonewall as part of the Workplace Equality Index. The council featured in the Times as an example of best practice for engaging with the local LGBT community.



A great place to live

Project 120 – Housing / Disability

There are 121 no of households on the Accessible Housing Register (AHR) as requiring wheelchair accessible homes. Project 120 was started to tackle this areas of need and includes working with the Registered Providers, Developers and the GLA to ensure new homes being built for wheelchair users are well designed and meet the various size and location requirements of the families on the waiting list.

As of December 2016, 46 homes, which represent 7% of all affordable homes delivered, were wheelchair accessible or future-adaptable. 26 new homes have also been let to applicants requiring wheelchair accessible homes, on track to reach the Councils target of 30 per annum. The Lettings Occupational Therapists carry out and complete satisfaction surveys post occupancy of tenants into the new build properties. Of the surveys carried out the 84% of respondents are very satisfied or satisfied.

"I now feel like part of the family, I can now make myself and others a cup of tea in the morning, instead of feeling like an invalid stuck in my room unless someone came to help me into the living room".

(38 year old resident, living with her family, and on the waiting list for 4 years)



A fair and prosperous community

Employment Disability

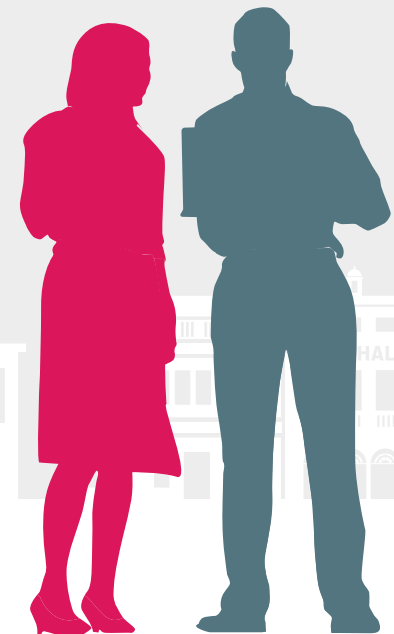
In 2016/17 the employment service have trained 20 adults with learning disabilities on the pre-apprenticeship programme and further supported 10 people with (declared) disabilities into employment in 16/17. Additionally, through the Mainstream Grants process, Economic Development assists Third Sector Organisations that provide specific support to residents with mental health issues and disabilities.

In order to build on their work further, the Apprenticeship, Training & Skills team have worked with colleagues in Adult Social Care to develop the Social Impact Bond. This will support the provision of work experience programmes for Adults with Learning Disabilities. An offer in principle has been received with details to be confirmed.

Case Study:

P is 24 years old and had not worked since leaving college at 16. He undertook a variety of training with the Tower Project who supported him to apply for a pre-apprenticeship programme with the Council. P went on to successfully gain a place and is a current apprentice on the LBTH apprenticeship programme.

The service continues to liaise with the Tower Project to ensure we understand P's particular support needs and work towards securing employment in the labour market.



Employment – BME (Black, Asian and Minority Ethnic) Women

It is estimated that around 41 per cent of working age BME women were in employment in Tower Hamlets - 35 percentage points lower than the employment rate for White women (76 per cent), and 28 points lower than the rate for BME men (69 per cent). Employment rates have increased across all groups (BME women, BME men, White women and White men). This has improved from 29 in 2012 but there is more to do.

The issue is complex, with many Women from BME backgrounds being further away from the labour market than the majority of local residents – in some cases there may be language barriers, issues concerning a lack of skills and training and in others a lack of confidence as a result of never having engaged with the labour market. Consequently a range of initiatives have been put in place to address the journey back to work. Targeted outreach/engagement has increased a great deal, often in locations where women / mothers will be engaged, these include JCP services, Ideas Stores, Children's Centres, with Housing Options and Central Benefits.

Once engagement has occurred, referrals are made to the Integrated Employment Service, which is particularly, beneficial for BME Women and those furthest from the labour market as it identifies individualised pathways from inactivity to work (including training and skills, job preparation, Job Centre Plus). This approach is designed to bring the most appropriate partners to work with the customer making the journey easy to navigate and more efficient leading to a higher number of job starts.

As a result of the above outreach and integrated service approach, both the number of registrations (of the Integrated Employment Service) and job starts for BME Women have all improved since 2015. In 2016 there were 604 IES registrations from BME Women (44% of all registrations) with 126 job starts (38 % of all job starts). In 2015 there were 423 registrations from BME Women and 80 jobs starts respectively). An example of the service's successful work with residents is provided below:

Case Study:

B had not worked since having children and is the main carer of 2 teenage boys. She was looking for part – time work because she was worried about how she could continue to look after her sons. She did not feel very confident and was encouraged to take up voluntary positions to build her confidence and develop her social skills with people outside of her immediate social circle.

B attended her voluntary work placement weekly, sometimes twice weekly and a referral was made to the pre-employment team for further group based training (Interview preparation, communicating effectively and customer service workshops). This was very motivational and B was assisted to develop a new CV and attended sessions on how to present herself to others and to search effectively for work. She was supported in applying for a barista role and was successful.

She was concerned about the impact on the support she gets through benefits and the services carried out a better off assessment which showed that the job would genuinely improve her income. B has now started work and is very happy in her new role.

A safe and cohesive community

Creating gender-neutral toilets in Idea Stores and libraries

All Idea Stores and libraries used to have male, female or wheelchair-accessible unisex toilets. There has been growing national awareness about transgender need and the bullying and harassment trans people face in daily life and basic access to services including access to toilets and changing rooms. Idea Stores have acted proactively to implement a scheme of gender neutral toilets and changing rooms which are in place at all our sites since 2016.

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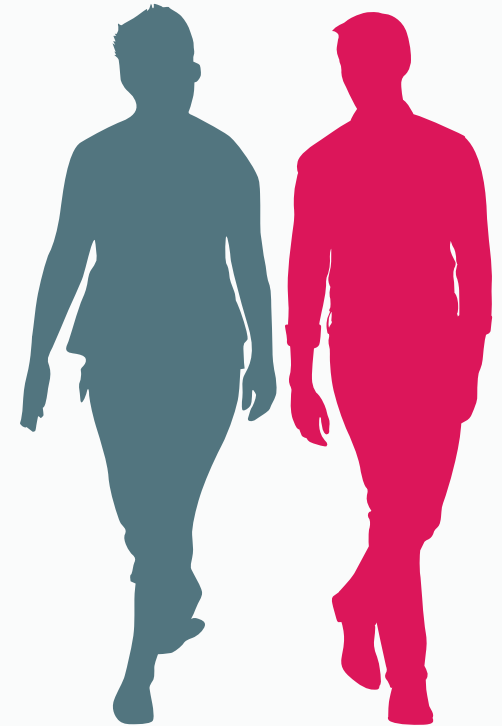
"It is great that you provide gender neutral toilet facilities at the Idea Store. As a non-binary trans person it makes me feel like I am welcome in the space. Thank you."

(Feedback from a resident who lives in Bow)

Working with Lesbian Gay Bisexual and Transgender (LGBT) community to raise awareness about Domestic Violence

About 25% of LGBT people suffer through violent or threatening relationships with partners or ex-partners which is similar to rates of domestic abuse in heterosexual couples. Research shows that almost half (49%) of all gay and bisexual men have experienced at least one incident of domestic abuse from a family member or partner since the age of 16.

The Domestic Violence Hate Crime (DVHC) team worked with ELOP and the Police during the White Ribbon and 16 Days of Activism against Gender Based Violence campaigns to raise awareness of DV in LGBT relationships via a training session with partners and outreach work at social venues across the borough. A same sex DV trained Caseworker is available this year and is supporting male victims of DV. The aim is to acknowledge same sex DV and to encourage male victims to come forward. There has been improved hate crime and DV/MARAC data collection allowing for identification of any equality gaps so to improve direction of service provision. Staff from the DVHCT now attend the LGBT DV Forum that monitors LGBT service provisions and seeks to find ways to embed this into all practice across the borough.



Delivery of the partnership's Violence Against Women and Girls (VAWG) programme

The council continues to recruit VAWG Champions from organisations across the borough with a representation of all the protected characteristics. The aim of VAWG Champions is to dramatically improve responses to VAWG. To facilitate disclosures of abuse and tackle all forms of VAWG, it is vital that professionals have an understanding of the issues and Champions are crucial to assisting with reaching a wider audience. An example of the VAWG programme and its champions' impact is proved below.

One of the council's VAWG Champions is from City Gateway Women's Project, an organisation working to transform the lives of women in our community who are most impacted by social and economic inequality and exclusion, including those from BME backgrounds. In almost two years of being a VAWG Champion, she has dealt with at least 30 disclosures of VAWG and delivered awareness raising training to 30 members of staff across the organisation. She has also coordinated and facilitated numerous VAWG related workshops for the clients with whom she works. Other VAWG Champions have produced similar results and say "I think that the training was a great investment" and "the day has had a profound impact on me personally and was really well delivered".

Training Tower Hamlets Homes (THH) staff on identifying and dealing with homophobic hate crime

In response to an increase in hate crimes and under reporting of homophobic hate crime, training was delivered to approximately 300 THH staff. Participants were mainly frontline officers (Caretakers/ Team Leaders, and Housing Officers). The training covered all strands of hate crime including Homophobic crime. The training identified marginalised and hard to reach groups such as LGBT communities, Disabled, BME, Refugees, etc. and the underreporting by these groups and barriers they faced when accessing support services.

It provided best practice guidelines when supporting members of these communities. It also examined the role of RSLs, and their responsibilities and duties under the Equality Act in relation to those with protected characteristics. The training explored enforcement tools available to RSLs such as ABC's and ASBOs, warning letters, injunctions, Notice of Seeking Possession (NOSP), Notice of Possession Proceedings (NOPP), Demotion Orders, Parenting Orders, Cautions, arrest and prosecutions.

Since the training there has been an increase in the numbers of homophobic referrals to the monthly Hate Incident Panel (HIP). Latest HIP monitoring reports indicates that majority of the referrals reviewed at the panel from the year 1st April 2016 – 31st January 2017 were racial harassment cases, followed by homophobic cases. The same report also indicates that approximately 10 enforcement actions were successfully taken against identified perpetrators of homophobic hate crimes.

A healthy and supportive community

Tackling excess weight in children

Public Health Children's Team worked with local parents and primary schools to tackle obesity levels through the 'primary school neighbourhood pathfinders project. Local communities and stakeholders were engaged to explore reasons and solutions as to the high levels of obesity in primary school aged children, particularly Bangladeshi boys within two areas with particularly poor health outcomes.

- Cubitt Town Primary School on the Isle of Dogs and
- Marner Primary School in Bow.

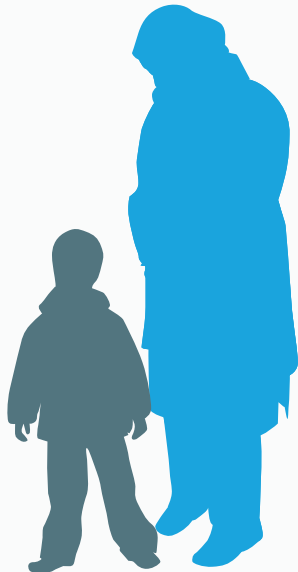
This exercise involved community asset mapping with local parents and stakeholders to identify how to support children becoming more physically active as well as accessing healthier food. Findings included:

- Identifying unused land to develop into a play area
- Setting up a food co-op
- Raising awareness around air quality and its impacts on health including walking or cycling to school, and
- Looking at safe walking routes.

Early successes include:

- establishment of a fresh fruit and vegetable cooperative operated by volunteer parents
- 9 British Bangladeshi mothers trained as sailing leaders to enable community use of a water sports centre which was perceived as being not for everyone

- engagement of pupils, teachers and parents in measurement of air pollution levels around both schools, awareness raising around the impact of air pollution on health and measures that can be taken including identification of 'safer routes' to school
- a 16% increase in travelling to school by sustainable means (walking, cycling, scooting) from 55% to 71% in Marner School
- Identification of a piece of unused land near Marner School that could be redeveloped as a play area
- a 'discovery walking group' where parents visit and find out about exciting local spaces such as the Olympic Park and come back as communication champions to encourage wider use
- Cubitt Town school secured a £10,000 award to work with the Healthy London Partnership on their Healthy Steps programme on reducing obesity in the community.



Improve learning disability and people in need of mental health services access to health services

One of the Adult Social Care priorities have been to improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from abuse.

The council and the Tower Hamlets Clinical Commissioning Group (THCCG) work closely together, through joint commissioning, to tackle raising awareness about dementia and taking preventative action and raise the profile of the support available in the community. A significant number of factors that affect a person's health involve the social and economic circumstances of individuals. In terms of health inequalities, there are several risk factors for common mental health disorders that are more prevalent in Tower Hamlets in comparison to the levels in London and England.

The council and THCCG commission the Alzheimer's Society to run a BME outreach service to engage with people from a BME background to raise awareness of dementia which is under-diagnosed. Work continues with the wider BME communities along with Bangladeshi and Somali communities. The Alzheimer's society attended an interfaith event to raise awareness about dementia and made links with a range of faith groups including Buddhist, Christian, Jewish, Hindu and Muslim representatives. They also went to the Chinese Association in Tower Hamlets to discuss early signs of dementia and what to do, as well awareness raising sessions to housing officers and staff at Poplar Harca. Presentations were also delivered at a primary school.

In one quarter, they reached out to 170 people in the community through information stalls at events and stalls. These were held during the summer at Idea Store Whitechapel, Royal London Hospital, Mile End Hospital and Crisp Street Idea Store. The Alzheimer's Society have also set up YouTube videos to and offer training to professionals to raise awareness of Dementia and help their families. They run a series of Dementia cafes for service users and their carers. An example of a successful intervention made by the Alzheimer's Society is provided below:

Case Study:

Mr A – a 77 year old Somali speaking gentleman was diagnosed with Alzheimer's dementia, which impacts on all areas of his daily life and independence. He was referred to the Alzheimer's Society but his daughter had said that they did not need any support.

Staff at Alzheimer's Society recognised from experience, that people from BME backgrounds are not always keen to share information about the difficulties they are faced with, and so encouraged them to attend a meeting where they could get to know more about services available.

As a result of that the family identified that Mr A needed help with attending the dementia café and Tower Hamlets lunch clubs as he is unable to travel by himself. This was resolved and Mr A continues to live independently in the community.

Cohesion – fostering good relation between local people

The Community Plan outlines our vision for improving the lives of all residents that live and work in the borough, and one of the cross cutting priorities is to improve cohesion.

Cohesion Co-Production Training and Workshops

In February 2017, the council held workshops with the borough's Voluntary and Community Sector (VCS) and partners to consider community cohesion and what outcomes we can achieve in relation to it. This involved a range of local partners from across different public and VCS roles, as well as faith and belief organisations and educational institutions. In addition to this, training was provided on co-producing future services with the community.

More than 100 people participated and were asked the following questions:

- What are the key community cohesion outcomes?
- How can we work together to build cohesion?
- What methods can we use to measure success?

Based on the finding of the workshops the council is developing tenders to deliver against the outcomes identified. These contracts which will be commencing delivery as of September 2017 have generated strong interest from within the community with well over 100 expressions of interest and strong attendance at suppliers briefing events.

Cohesion Working Group

The borough has established a Cohesion Working Group consisting of professionals from across agencies whose work focuses on cohesion. It seeks to ensure that the borough's work on cohesion is well informed, coordinated and supported. The group will be playing a key role in the development of a cohesion strategy for the borough and feeding in cohesion considerations in the delivery of services.

Cohesion and new Developments

Work is currently being undertaken for each of the pilot s106 funded projects in Mile End and Aldgate East to inform the commissioning specification for this work. This is a new and innovative approach to funding cohesion activities and is one of only a few examples in the country. The programme will have elements of co-production in its development and delivery and will have a strong focus on achieving robust outcomes.

Cohesion offer in schools

In order to promote community cohesion amongst young people in schools, the HEC Global Learning Centre is supporting a range of work, including:

- Cohesion and Equalities Lesson Plans which will allow young people to critically reflect and think about cohesion, equalities and discrimination and how this affects their daily lives
- Cohesion and Equalities 'Train the Trainer' Training Materials for School Councils
- Cohesion and Equalities 'Train the Trainer' training to pupils and staff and facilitation of cohesion projects in the first year
- Delivery of a large schools cohesion event: showcasing a number of school cohesion projects

Community Engagement Strategy

The council is also developing a Community Engagement Strategy. The strategy will set out how we will engage and empower the local community to better meet local needs and embed opportunities for participation. It will aim to ensure that the council's engagement work is informed by the needs and the inequalities particular communities may face. The strategy will focus on a number of areas including improving digital inclusion; as the council becomes more digital it is essential that work is undertaken to improve digital skills and access, particularly among community groups that are often excluded. The strategy will also help to foster cohesion between different parts of the community by encouraging sustainable interactions with wider sections of the community.

The Borough Equality Assessment for 2017/18

The Borough Equality Assessment is a review of the outcomes that the council is committed to achieving and what this means for different equality groups; where there is data available.

A summary of the assessment is set out below.

Strategic Plan priority/ Protected characteristic	Age	Disability	Gender	Race	Religion and belief	Gender reassignment	Sexual orientation	Pregnancy and maternity
1.2 Residents in good quality and well-paid jobs	Address high levels of pensioner poverty	Increase employment levels amongst residents with disabilities	Increase employment levels amongst working age women	Increase employment levels amongst Somali and Bangladeshi residents	Increase employment levels amongst Muslim residents			
	Increase employment rates for people aged 50+							
	Address high levels of child poverty							

Strategic Plan priority/ Protected characteristic	Age	Disability	Gender	Race	Religion and belief	Gender reassignment	Sexual orientation	Pregnancy and maternity
1.3 Children get the best start in life and young people realise their potential	Reduce number of NEET (Compared to London / England) - Including unknown cohort		Improve attainment for boys at GCSE (Reduce attainment gap between girls and boys)	Reduce number of White British NEET (Compared to London / England)		Reduce transphobia in schools and promote understanding	Reduce homophobia in schools and promote understanding	
	Reduce the number of Looked After Children who are NEET		Improve White British attainment at GCSE					



Strategic Plan priority/ Protected characteristic	Age	Disability	Gender	Race	Religion and belief	Gender reassignment	Sexual orientation	Pregnancy and maternity
<p>1.4 People are healthy and independent for longer</p> <p>Page 259</p>	<p>Reduce childhood obesity</p>	<p>Improve access to health services for people with a learning disability</p>	<p>Improve healthy life expectancy amongst men</p>	<p>Reduce childhood obesity amongst BME children</p>	<p>Improve health outcomes within the Muslim population</p>	<p>Improve the trans community's access to primary health care services</p>	<p>Improve access to domestic violence services for same sex victims</p>	<p>Support more pregnant women and new mothers to quit smoking</p>
			<p>Improve healthy life expectancy amongst women</p>	<p>Improve BME health outcomes as they are worse than the rest of their peers</p>			<p>Improve access for trans people in need of mental health services</p>	
			<p>Reduce the gaps in health outcomes for carers who are more likely to be women</p>	<p>Support more BME smokers to quit smoking</p>		<p>Improve access for LGB people in need of mental health services</p>		
			<p>Reduce the gaps in health outcomes for carers who are more likely to be women</p>					

Strategic Plan priority/ Protected characteristic	Age	Disability	Gender	Race	Religion and belief	Gender reassignment	Sexual orientation	Pregnancy and maternity
2.2 Better quality homes for all	Address increasing homelessness amongst younger age groups	Increase access to housing for disabled residents	Address the high levels of lone parent women in temporary accommodation	Fewer BME families live in overcrowded housing	Fewer Muslim families live in overcrowded housing	Fewer trans young people become homeless	Fewer LGB young people become homeless	
2.3 People feel safe and places have less crime and anti-social behaviour			Reduce violence against women and girls				Improve hate crime reporting amongst LGBT community and ensure they feel safe	
2.4 Communities are engaged, resilient, and cohesive	Reduce isolation and loneliness amongst people aged 65+	Give disabled people a voice in decision making Address increasing hate crime and negative stereotyping of disabled people Tackle isolation as a result of the built environment		Address the vulnerability and increases in intolerance and abuse faced by new residents and migrants		Improve hate crime reporting amongst trans community and ensure they feel safe Reduce trans hate crime	Reduce Homophobic abuse and ensure the LGBT community feel safe	

Strategic Plan priority/ Protected characteristic	Age	Disability	Gender	Race	Religion and belief	Gender reassignment	Sexual orientation	Pregnancy and maternity
An enabling and efficient Council		Ensure that there is adequate representation of disabled staff at the senior manager level	Ensure that there is adequate representation of women at the senior manager level	Ensure that there is adequate representation of BME staff at the senior manager level		Support staff who are transitioning in the workplace	Ensure that the council is an inclusive environment for LGB staff	



Equality objectives 2017/18

The Borough Equality Assessment and the Single Equality Framework development process are undertaken to identify the equality priorities for 2017/18. The key criterion for prioritising areas as equality objectives is based on any evidence of differences in outcomes for groups with protected characteristics. The areas with the most significant differences in outcomes include:

- **Attainment of White British children in schools**
- **Community cohesion, particularly amongst disabled and older residents**
- **The employment rate of BME women**
- **Excess weight in 4 – 5 year olds, particularly BME children**

These areas will be reviewed in further detail by the Tower Hamlets Equality Steering Group to identify actions that can help to narrow the gap in outcomes.

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This section sets out the list of equality related outcomes and activities that make up the Single Equality Framework Action Plan for 2017/18.

Appendix 1, the Single Equality Framework 2017/18 Delivery Plan includes the more detailed deliverables.

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty

1.1 A dynamic local economy, with high levels of growth that is shared by residents

Linked to equality outcomes: Address high levels of pensioner poverty; increase employment rates for people aged 50+; increase employment levels amongst residents with disabilities; increase employment levels amongst working age women; increase employment levels amongst Somali and Bangladeshi residents; increase employment levels amongst Muslim residents;

Activity	Lead Member	Deadline
1. Improve our ability to secure local employment through S106 agreements with developers building in our borough	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31 March 2018

1.2 Residents in good-quality, wellpaid jobs

Linked to equality outcomes: Address high levels of pensioner poverty; increase employment rates for people aged 50+; increase employment levels amongst residents with disabilities; increase employment levels amongst working age women; increase employment levels amongst Somali and Bangladeshi residents; increase employment levels amongst Muslim residents; Reduce number of NEET (Compared to London / England) – Including unknown cohort; reduce the number of Looked After Children who are NEET;

Activity	Lead Member	Deadline
1. Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs	Cabinet Member for Work and Economic Growth	31 March 2018
2. Improve the quality and availability of skills training and ESOL provision, and better co-ordinate the provision of both third-sector and private sector employment support, including by moving from grant giving to commissioning for employment services	Cabinet Member for Culture & Cabinet Member for Work and Economic Growth	31 March 2018

1.3. Children get the best start in life and young people realise their potential

Linked to equality outcomes: Reduce number of NEET (Compared to London / England) – Including unknown cohort; reduce the number of Looked After Children who are NEET; improve attainment for boys at GCSE (reduce attainment gap between girls and boys); reduce number of White British NEET (Compared to London / England); improve White British attainment at GCSE

Activity	Lead Member	Deadline
1. Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding	Deputy Mayor Education and Children's Services	31 March 2018
2. Develop a sustainable offer of support to children with special educational needs	Deputy Mayor Education and Children's Services	31 March 2018
3. Improve educational aspiration and attainment	Deputy Mayor Education and Children's Services	31 March 2018
4. Ensure better outcomes for looked after children and young people	Deputy Mayor Education and Children's Services	31 March 2018
5. Promote post-16 provision so that it is appropriate and inclusive for all students	Deputy Mayor Education and Children's Services	31 March 2018
6. Support all young people to access enrichment and social activities	Deputy Mayor Education and Children's Services	31 March 2018

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1.4 People are healthy and independent for longer

Linked to equality outcomes: Reduce childhood obesity; improve access to health services for people with a learning disability; improve healthy life expectancy amongst men; reduce childhood obesity amongst BME children; improve BME health outcomes as they are worse than the rest of the population; improve Muslim health outcomes as they worse than their peers; support more pregnant women and new mothers to quit smoking; improve the trans community's access to primary health care services; Improve access for trans people in need of mental health services; Improve access for LGB people in need of mental health services; tackle the growth in 'chemsex' amongst the gay community; improve access to domestic violence service for same sex victims

Activity	Lead Member	Deadline
1. Create a healthier place	Cabinet Member for Health and Adult Services	31 March 2018
2. Develop an integrated health and social care system	Cabinet Member for Health and Adult Services	31 March 2018
3. Support communities to drive change in health and wellbeing	Cabinet Member for Health and Adult Services	31 March 2018

Activity	Lead Member	Deadline
4. Increase the independence and resilience of our communities	Cabinet Member for Health and Adult Services	31 March 2018
5. Tackle health-related employment issues	Cabinet Member for Health and Adult Services	31 March 2018
6. Keep vulnerable adults safe, minimising harm and neglect	Cabinet Member for Health and Adult Services	31 March 2018
7. Improve participation in sport, and other health promoting activities, at a community level*	Cabinet Member for Environment	31 March 2018

1.5 Gaps in inequality have reduced and diversity is embraced

Linked to equality outcomes: Address high levels of pensioner poverty; increase employment levels amongst residents with disabilities; increase employment levels amongst working age women; increase employment levels amongst working age women; increase employment levels amongst Somali and Bangladeshi residents; increase employment levels amongst Muslim residents; reduce transphobia in schools and promote understanding; reduce homophobia in schools and promote understanding; reduce childhood obesity; reduce childhood obesity amongst BME children; Improve hate crime reporting amongst trans community and ensure they feel safe and reduce trans hate crime; Improve hate crime reporting amongst LGBT community and ensure they feel safe and reduce Homophobic abuse and ensure the LGBT community feel safe

Activity	Lead Member	Deadline
1. Mitigate the impact of welfare reform on our most vulnerable residents	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Work and Economic Growth	31 March 2018
2. Support more women and black and minority ethnic and disabled residents into employment*	Cabinet Member for Work and Economic Growth	31 March 2018

Activity	Lead Member	Deadline
3. Improve children's weight and nutrition	Deputy Mayor Education and Children's Services	31 March 2018
4. Respect, value and celebrate our cultural history and diversity *	Cabinet Member for Culture, Statutory Deputy Mayor (Lead for Faith Communities)	31 March 2018

Priority Outcome 2: Creating and maintaining a vibrant and successful place

2.2 Better quality homes for all

Linked to equality outcomes: Address homelessness amongst younger age groups; increase access to housing for disabled residents (P120 – demand still outstripping supply); address the high levels of lone parent women in temporary accommodation; fewer BME families live in overcrowded housing; fewer Muslim families live in overcrowded housing; fewer trans young people become homeless; fewer LGB young people become homeless

Activity	Lead Member	Deadline
1. Increase the availability of good quality housing, including family-sized homes, across all tenures	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Strategic Development	31 March 2018
2. Maintain and improve the quality of Council housing stock and housing management services	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31 March 2018

Activity	Lead Member	Deadline
1. Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31 March 2018

2.3 People feel safe and places have less crime and anti-social behaviour

Linked to equality outcomes: Reduce violence against women and girls; improve hate crime reporting amongst the trans community and ensure they feel safe and reduce trans hate crime; improve hate crime reporting amongst the LGBT community and ensure they feel safe and reduce homophobic abuse and ensure the LGBT community feel safe;

Activity	Lead Member	Deadline
1. Work with our partners to target resources to reduce crime	Deputy Mayor and Cabinet Member for Community Safety	31 March 2018

2.4 Communities are engaged, resilient and cohesive

Linked to equality outcomes: Reduce isolation and loneliness amongst people aged 65+; give disabled people a voice in decision making; address increasing hate crime and negative stereotyping of disabled people; tackle isolation as a result of the built environment; address the vulnerability and increase in intolerance and abuse faced by new residents and migrants; improve hate crime reporting amongst the trans community and ensure they feel safe and reduce trans hate crime; improve hate crime reporting amongst the LGBT community and ensure they feel safe and reduce homophobic abuse and ensure the LGBT community feel safe

Activity	Lead Member	Deadline
1. Engage and communicate effectively with local people	Executive Mayor	31 March 2018
2. Co-produce services with local resident	Executive Mayor	31 March 2018
3. Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships	Deputy Mayor and Cabinet Member for Community Safety, Cabinet Member for Resources	31 March 2018
4. Deliver an effective and broad leisure, cultural and learning offer that reaches people living and working in the borough.	Cabinet Member for Culture	31 March 2018

Priority three: Working smarter together as one team with our partners and community

Linked to outcomes:

Ensure that there is adequate representation of disabled staff at the senior manager level; ensure that there is adequate representation of women at the senior manager level; ensure that there is adequate representation of BME staff at the senior manager level; support staff who are transitioning in the workplace; ensure that the council is an inclusive environment for LGB staff

Activity	Lead Member	Deadline
4. Deliver the One HR Plan	Cabinet Member for Resources	31 March 2018



Single Equality Framework 2017/18

Performance Measures

For the Strategic Plan 2016-19 key measures have been developed to monitor changes in outcomes as a result of the activities in the Strategic Plan's delivery plan. The SEF performance measures are made up of the strategic plan measures that specifically relate to equality and are further disaggregated to determine gaps in outcomes and to monitor progress against the nine protected characteristics. The performance measures for 2017/18 can be found in the following table:

Table 3 – Single Equality Framework Performance Measures 2017/18

Priority	Sub-Priority	Strategic measure	Equality groups to monitor
Page 36 Creating opportunity by supporting aspiration and tackling poverty	Residents in good quality and well-paid jobs	Employment rate (gap between LBTH and London average)	Disability, Ethnicity, Gender
		Number of job starts for Tower Hamlets residents	
	Children get the best start in life and young people realise their potential	Excess weight in 4-5 year olds	Ethnicity, Gender
		EYFS Early Years Achievement – proportion of children achieving a good level of development	SEND/non-SEND, Ethnicity, Gender
		Key Stage 4 (GCSE) – Attainment 8 (average across 8 core subjects) and/or Progress 8 (progress against 8 core subjects) measures	SEND/non-SEND, Ethnicity, Gender
		Key Stage 5 (e.g. A-Level) – Average grade: Academic qualifications and vocational qualification	SEND/non-SEND, Ethnicity, Gender
		Proportion of young people not in education, employment or training (NEET)	Disability, Ethnicity, Gender, Sexual orientation, Gender Reassignment, Pregnancy/Maternity
		Number of adoptions and special guardianship orders granted	Disability, Religion/Belief, Gender, Age, Race

Priority	Sub-Priority	Strategic measure	Equality groups to monitor
	People are healthy and independent for longer	Adult Social Care – service user carer satisfaction	Disability, Ethnicity, Gender, Sexual orientation, Gender Reassignment, Age, Religion/Belief
		Population healthy life expectancy	Gender
		Social care-related quality of life	Disability, Religion/Belief, Gender, Age
		Smoking cessation	Gender, Ethnicity, Pregnancy, Age, Disability
	Gaps in inequality have reduced and diversity is embraced	Workforce diversity of senior managers	Disability, Ethnicity, Gender
		Number of people with mental health problems in employment	This measure is a disaggregation of employment
Page 270 Creating and maintaining a vibrant, successful place	Better quality homes for all	Number of affordable homes delivered	N/A
		Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)	N/A
		Number of households living in temporary accommodation	Disability, Ethnicity, Gender, Sexual orientation, Gender Reassignment, Age, Religion/Belief, Marriage/civil partnership, Pregnancy Maternity
		Number of lets to overcrowded households	Disability, Ethnicity, Gender, Sexual orientation, Gender Reassignment, Age, Religion/Belief, Marriage/civil partnership, Pregnancy Maternity
	People feel safe and places have less crime and anti-social behaviour	Total Notifiable Offences / Borough crime reduction	Disaggregation is not available for this measure (externally managed data source with specific categories e.g. hate crime)
		Extent to which residents feel the police and other local services are successfully dealing with ASB	Disability, Ethnicity, Gender, Age, Religion/Belief
		Local concern about ASB and Crime	Disability, Ethnicity, Gender, Age, Religion/Belief
	Communities are engaged, resilient, and cohesive	The council involves local people in decision making	Disability, Ethnicity, Gender, Age, Religion/Belief
		Residents feel able to influence decisions in their local community	Disability, Ethnicity, Gender, Age, Religion/Belief
		The council listens to concerns of local people	Disability, Ethnicity, Gender, Age, Religion/Belief
Proportion of people from different backgrounds who get on well together		Disability, Ethnicity, Gender, Age, Religion/Belief	

Embedding Equality

Robust structures and processes ensure that our equality objectives are translated into work at all levels of the organisation. The council uses equality analyses, EAs, as a tool to enable us to assess the implications of council decisions on service users and staff. Carrying out an EA assists the council to:

- eliminate discrimination
- tackle inequality
- develop a better understanding of the community
- target resources efficiently
- adhere to the transparency and accountability element of the Public Sector Equality Duty
- meet legal duties

In 2017/18, the Lead Member with responsibility for equality is the Executive Mayor John Biggs. The Corporate Director responsible for diversity and equality is the Acting Corporate Director Governance, Graham White. The Strategy, Policy and Partnership Service, facilitate and coordinate equality and diversity work across the council.

In order to maintain and develop good practice the council has in place a number of business planning arrangements which support our work on equality:

1. The Tower Hamlets Equality Steering Group (THESG) is the council's strategic level group with responsibility to promote equality and eliminate discrimination. The group has a key role in identifying processes and projects that will embed and mainstream equality and put structures in place to meet our equality objectives. Meetings are chaired by the Chief Executive, Will Tuckley, and take place quarterly with senior representation from each directorate.
2. Each service, team and individual plan is expected to draw on the BEA and include diversity and equality objectives. Our processes are designed to ensure that staffs consider equality issues as part of their day-to-day work, including our duties to promote equality in employment. To support this, a range of training is offered by Corporate Learning and Development including on key equality duties and issues within the corporate induction offer, e-learning, disability awareness events and equality and diversity workshops. There is also detailed information available on the staff intranet which provides an easy guide for staff to help mainstream equality.

In addition to the above, in terms of equality and diversity in the council's workforce, this is embedded into the Workforce Strategy and is covered by the general approach to wellbeing, which is included in the council's Wellbeing Strategy for employees, which is currently being updated. The Annual Workforce Equalities Report is used to identify any areas of over or under representation in relation to any of the 9 protected characteristics related to areas of the workforce, e.g. leavers, recruitment, promotion etc. Actions are developed from this report, which forms part of the Wellbeing Action Plan, alongside other holistic wellbeing actions, including those related to the Council's corporate social responsibility. These actions then feed in to the council's Strategic Plan and the Single Equality Framework.

Below is an outline of the key activities that the council will undertake during 2017/18 to ensure we continue to monitor standards and processes underpinning our corporate approach to equality.

Table 4 – Single Equality Framework - embedding equality action plan

Priority	Activity	Deliverable	Deadline
Page 272 Meet the Public Sector Equality Duty and exhibit due regard to the Equality Act 2010	Undertake Equality Analysis (EA) to assess the impact of changes in policy, service design and strategy on people from different backgrounds as a result of the council's transformation programme	Services to publically consult on and undertake equality analyses, prior to implementation, on the savings proposals that have been agreed as part of the 2017-20 Medium Term Financial Plan (MTFP)	Ongoing
	Ensure that all council team plans incorporate relevant equality and diversity objectives and targets	Undertake an annual review of team plans; the results of the review will be reported to the council's Performance Review Group (PRG)	30 November 2017
	Ensure that all council policies are compliant with the Equality Act 2010	Committee reports and budget proposals must include equalities consideration and an equality analysis where required Undertake a full review of the council's equalities policies, procedures and training offer to staff.	Ongoing 31 March 2018
	Publish the council's PSED data on the internet and ensure that monitoring practices are robust throughout the council.	Undertake an annual service equality monitoring audit exercise, targeting front line services that are related to gaps in outcomes for particular groups. Publish accurate datasets	28 February 2018

Priority	Activity	Deliverable	Deadline
Engage with stakeholders	Engage our internal staff networks and address areas of concern	Refresh and develop work programmes for the staff equality forums, including delivery of quarterly events and celebrating key date, such as International Women's Day, Black History Month and Pride.	31 March 2018
	Work with external partners and community groups to tackle inequality and foster good relations	Support and ensure that commissioning to run and support community forums is fit for purpose (LGBT community forum, New Residents and Refugee Forum, the Interfaith Forum and Local Voices) Deliver the Corporate Community Engagement Strategy to ensure that council services are engaging the community in the delivery of core services	31 March 2018
Meet the needs of the Tower Hamlets population and ensure that services are appropriate	Ensure that we have a diverse senior management and workforce that broadly represents the diverse makeup of the borough and is effectively supported to deliver excellent services to the community.	Benchmark the council's workforce diversity against the borough population and other London Boroughs Develop actions to address any areas of over or under representation for any of the protected characteristics	Ongoing
Ensure the council continues to be recognised as a diversity friendly employer and public service provider	Use the appropriate equality and diversity frameworks to improve performance and provide a healthy and inclusive workplace	Develop a Stonewall WEI 2018 action plan that addresses transgender staff support including transitioning at work, gender identity awareness and community engagement Reach Achievement Level of the London Healthy Workplace Charter Maintain 'Excellent' rating in Equality Framework for Local Government Seek gold standard for Investors in People	31 March 2018

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Single Equality Framework 2017/18

Delivery Plan

This delivery plan sets out the list of equality related outcomes, activities and key deliverable, at both a Strategic Plan and Directorate Plan level that form the Single Equality Framework Delivery Plan for 2017/18.

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty

1.1 A dynamic local economy, with high levels of growth that is shared by residents

Linked to equality outcomes: Address high levels of pensioner poverty; increase employment rates for people aged 50+; increase employment levels amongst residents with disabilities; increase employment levels amongst working age women; increase employment levels amongst Somali and Bangladeshi residents; increase employment levels amongst Muslim residents;

Activity	Lead Member	Deadline
1. Improve our ability to secure local employment through S106 agreements with developers building in our borough	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31 March 2018
Our key deliverables	Lead Member	Deadline
Deliver construction training provision in site and trades areas; to match demand for skills from construction supply chain contractors.	Andy Scott (PLACE)	31 March 2018

1.2 Residents in good-quality, wellpaid jobs

Linked to equality outcomes: Address high levels of pensioner poverty; increase employment rates for people aged 50+; increase employment levels amongst residents with disabilities; increase employment levels amongst working age women; increase employment levels amongst Somali and Bangladeshi residents; increase employment levels amongst Muslim residents; Reduce number of NEET (Compared to London / England) – Including unknown cohort; reduce the number of Looked After Children who are NEET;

Activity	Lead Member	Deadline
1. Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs	Cabinet Member for Work and Economic Growth	31 March 2018

Our key deliverables	Lead Member	Deadline
Launch Mayor's apprenticeship fund	Andy Scott (PLACE)	31 May 2017
Help young people gain work experience by disseminating labour market information to pupils, parents and school staff	Christine McInnes (CS)	30 September 2017
Support 4000 residents to upskill including basic skills, in order to access the pathway to work	Andy Scott (PLACE)	31 March 2018
Support 1000 job starts through IES 'WORKPATH'	Andy Scott (PLACE)	31 March 2018
Agree action plan to identify and secure proposed shop front delivery sites to increase resident access to employment and training provisions	Andy Scott (PLACE)	31 December 2018
Develop an enhanced offer of support that will enable more young people leaving care into education and employment. Explore the possibility of establishing a Leaving Care Employment Panel to plan and coordinate our offer	Nasima Patel (CS) / Andy Scott (PLACE)	31 December 2017

Activity	Lead Member	Deadline
2. Improve the quality and availability of skills training and ESOL provision, and better coordinate the provision of both third-sector and private sector employment support, including by moving from grant giving to commissioning for employment services	Cabinet Member for Culture & Cabinet Member for Work and Economic Growth	31 March 2018

Our key deliverables	Lead Member	Deadline
Provide a construction based ESOL programme to 30 - 50 trainees in partnership with Integrated Employment Service	Judith St John (CS)	31 March 2018
Deliver a targeted ESOL programme for 50 women not currently engaged in learning or training in partnership with the London North and East ESF Consortium	Judith St John (CS)	31 March 2018
Implement ESOL and basic skills provision in partnership with Ideas Store Learning, tailored to residents wishing to achieve employment	Andy Scott (PLACE)	30 September 2017

1.3. Children get the best start in life and young people realise their potential

Linked to equality outcomes: Reduce number of NEET (Compared to London / England) – Including unknown cohort; reduce the number of Looked After Children who are NEET; improve attainment for boys at GCSE (reduce attainment gap between girls and boys); reduce number of White British NEET (Compared to London / England); improve White British attainment at GCSE

Activity	Lead Member	Deadline
1. Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding	Deputy Mayor Education and Children's Services	31 March 2018
Our key deliverables	Lead Member	Deadline
Improve participation and attendance at children centres, especially amongst hard to reach parents and their families, by utilising live birth registry data and setting up local data sharing protocols.	Christine McInnes (CS) / Esther Trenchard Mabere (HAC)	30 September 2017
Deliver a programme of universal family support for families with children under the age of 5, that targets those that are identified as in priority need, piloted in at least 2 children's centres	Christine McInnes (CS) Esther Trenchard Mabere (HAC)	30 September 2017
Improve social care front door that has a clear early help offer for those families below the statutory threshold. Ensure families are signposted, through increased referral, to the early help hub and children centres	Nasima Patel, Christine McInnes (CS)	30 September 2017
Develop an 'Early Help' offer of support and interventions by bringing together a range of services for families most in need e.g. domestic abuse, early neglect etc.	Christine McInnes (CS)	31 December 2018
Develop a Social Impact Bond that will deliver therapeutic interventions and support adolescents on the edge of the care to remain with their families	Nasima Patel (CS)	31 December 2017
Activity	Lead Member	Deadline
2. Develop a sustainable offer of support to children with special educational needs	Deputy Mayor Education and Children's Services	31 March 2018
Our key deliverables	Lead Member	Deadline
Implement recommendations arising from SEND review to develop a sustainable and high quality SEND provision within a context of rising demand.	Christine McInnes (CS)	31 March 2018
Activity	Lead Member	Deadline
3. Improve educational aspiration and attainment	Deputy Mayor Education and Children's Services	31 March 2018

Our key deliverables	Lead Member	Deadline
Through the Tower Hamlets Education Partnership provide targeted support/intervention to schools based on high quality data and good practice.	Christine McInnes (CS)	30 September 2017
Deliver a range of activities to support all children and young people to reach their full potential and overcome specific barriers to achieve their aspirations e.g. introducing a post-16 progression award, improving white UK male GCSE achievement, and reducing the number of young people who are NEET.	Christine McInnes (CS)	31 March 2018
Activity	Lead Member	Deadline
4. Ensure better outcomes for looked after children and young people	Deputy Mayor Education and Children's Services	31 March 2018
Our key deliverables	Lead Member	Deadline
Re-develop the Norman Grove site in order to re-provide the existing children's home and deliver new housing	Ann Sutcliffe (PLACE)	TBC
Support more Looked After Children and foster carers through individual bespoke packages and CAMHS interventions	Nasima Patel (CS)	30 September 2017
Health care plans and passports are in place for all Care Leavers	Nasima Patel (CS)	31 December 2017
Review commissioning arrangements for children and young people in out of borough residential care to ensure that they receive the same service as young people placed locally. Improve access to health services, education, advocacy and therapeutic service.	Nasima Patel (CS)	31 March 2018
Improve educational attainment of Looked After Children through better joint working with partners, improving communications channels and changing systems and processes.	Christine McInnes (CS)	31 March 2018
Activity	Lead Member	Deadline
5. Promote post-16 provision so that it is appropriate and inclusive for all students	Deputy Mayor Education and Children's Services	31 March 2018

Our key deliverables	Lead Member	Deadline
Provide parents with information about aspirational progression routes for young people leaving school, college or university including vocational routes	Christine McInnes (CS)	30 September 2017
Support schools to develop academic literacy, by providing one to one tuition for students and support teachers which schools can access	Christine McInnes (CS)	31 December 2017
Support schools to ensure our most able students have an appropriate range of options when leaving school or college. Disseminate floor targets for 18 year olds widely	Christine McInnes (CS)	31 December 2017
Support vulnerable young people to move into education, training and work so they can reach their full potential and become active and responsible citizens.	Debbie Jones (CS)	31 March 2018
Utilise local mapping of Post-16 education to inform future development of post-16 provision*	Christine McInnes (CS)	31 March 2018
Launch a 14-19 Partnership to help address unevenness of post-16 provision by developing clear alternatives in line with Level 2 and Level 3 vocational courses that are being introduced as part of the post-Wolf review.	Christine McInnes (CS)	31 March 2018

Activity	Lead Member	Deadline
6. Support all young people to access enrichment and social activities	Deputy Mayor Education and Children's Services	31 March 2018

Our key deliverables	Lead Member	Deadline
Transform and redesign the youth service to support the desired outcomes and create a responsive service. Undertake annual consultation in the Summer with young people about the youth service offer.	Debbie Jones (CS)	30 June 2017
Support young people aged 12-19 (and up to 25 if they have a learning disability) to access centre based, universal and targeted youth activities focusing on their learning, personal and social development and ensuring equality of access and safety and wellbeing of young people.	Debbie Jones (CS)	31 March 2018
Develop an outcomes framework that measures young people's progress, evaluates services and benchmarks LBTH performance against other London boroughs demonstrating achievement of the vision to be the best youth service in London.	Debbie Jones (CS)	31 March 2018

1.4 People are healthy and independent for longer

Linked to equality outcomes: Reduce childhood obesity; improve access to health services for people with a learning disability; improve healthy life expectancy amongst men; reduce childhood obesity amongst BME children; improve BME health outcomes as they are worse than the rest of the population; improve Muslim health outcomes as they are worse than their peers; support more pregnant women and new mothers to quit smoking; improve the trans community's access to primary health care services; Improve access for trans people in need of mental health services; Improve access for LGB people in need of mental health services; tackle the growth in 'chemsex' amongst the gay community; improve access to domestic violence service for same sex victims

Activity	Lead Member	Deadline
1. Create a healthier place	Cabinet Member for Health and Adult Services	31 March 2018
Our key deliverables	Lead Member	Deadline
Expand the Food for Health Award Scheme - ensuring that food business operators offer a broad range on healthier options	Roy Ormsby (Place)	31 March 2018
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	Somen Banerjee (HAC) / Judith St. John (HAC)	31 March 2018
Integrate health impact assessment into planning and policy	Somen Banerjee (HAC) / Owen Whalley (PLACE)	31 March 2018
Activity	Lead Member	Deadline
2. Develop an integrated health and social care system	Cabinet Member for Health and Adult Services	31 March 2018
Our key deliverables	Lead Member	Deadline
Develop a plan for a fully integrated system by 2020	Denise Radley (HAC)	31 March 2018
Develop stronger partnership and planning arrangements, centred on Tower Hamlets Together and the Joint Commissioning Executive	Denise Radley (HAC)	31 March 2018

Activity	Lead Member	Deadline
3. Support communities to drive change in health and wellbeing	Cabinet Member for Health and Adult Services	31 March 2018

Our key deliverables	Lead Member	Deadline
Develop and Implement a 'Health Creation' programme with residents to identify issues impacting on health and wellbeing, and develop and lead new ways to improve health and wellbeing locally	Somen Banerjee (HAC)	31 March 2018
Develop and Implement a 'Health Creation' programme across the partnership to promote a culture in organisations that empowers people to be in control and informed about how to improve their health	Somen Banerjee (HAC)	31 March 2018
Connect the residents with the priorities of the Health and Wellbeing Board by holding four engagement events undertaking a social media campaign	Somen Banerjee (HAC)	31 March 2018
Increase co-production of strategies, plans and services with residents, service users and carers, in particular the Ageing Well, Learning Disability strategies and the carers' charter and services being commissioned in 2017	Denise Radley (HAC)	31 March 2018

Activity	Lead Member	Deadline
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4. Increase the independence and resilience of our communities	Cabinet Member for Health and Adult Services	31 March 2018
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Our key deliverables	Lead Member	Deadline
Increase the proportion of adult social care users receiving community-based support by implementing the Practice Framework, Transforming Care Programme, Ageing Well Strategy and Learning Disability Strategy	Luke Addams (HAC)	31 March 2018
Implement the Carers Dignity Charter and increase public and professional awareness of carers through training and awareness-raising activity	Luke Addams (HAC)	31 March 2018
Increase levels of control over care and support by promoting direct payments to adult social care users	Luke Addams (HAC)	31 March 2018
Integrate equipment, adaptations, Telecare and assistive technology into a holistic single approach	Luke Addams (HAC)	30 September 2017

Reduce the proportion of the population who need a long term care package from adult social care through commissioning preventative services and embedding the Practice Framework	Karen Sugars (HAC)	31 March 2018
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Activity	Lead Member	Deadline
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5. Tackle health-related employment issues	Cabinet Member for Health and Adult Services	31 March 2018
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Our key deliverables	Lead Member	Deadline
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Strengthen the integration between health and employment services by using 'social prescribing' as a lever to improve links and shape an effective local delivery of DWP's Work and Health programme.	Somen Banerjee (HAC) / Andy Scott (Place)	31 March 2018
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Deliver on a set of project actions to achieve the London Healthy Workplace Charter 'Achievement' Status that will have positive health & work benefits for staff	Somen Banerjee (HAC) / Gill Forward (RES)	
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Increase the proportion of adults with a learning disability or mental health issue in employment by delivering a pre-apprenticeship programme of paid work experience	Luke Addams (HAC) / Karen Sugars (HAC) / Stuart Young (RES)	31 March 2018
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Tackle mental health stigma by increasing the number of employers taking up the Time to Change pledge	Somen Banerjee (HAC)	31 March 2018
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Activity	Lead Member	Deadline
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6. Keep vulnerable adults safe, minimising harm and neglect	Cabinet Member for Health and Adult Services	31 March 2018
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Our key deliverables	Lead Member	Deadline
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Deliver a minimum of 4 LGBT focused domestic violence outreach activities in collaboration with local LGBT community organisations.	Denise Radley (HAC)	31 March 2018
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Develop, promote and monitor a same sex DV caseworker ensuring specialist support and protection for the LGBT community.	Denise Radley (HAC)	31 March 2018
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Increase the participation of local communities and adult social care users in all aspects of safeguarding*	Luke Addams (HAC)	31 March 2018
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Improve access to safeguarding awareness training for voluntary sector and Directorate staff*	Luke Addams (HAC)	31 March 2018
Implement action plans arising from Safeguarding Adult Reviews*	Luke Addams (HAC)	31 March 2018
Activity	Lead Member	Deadline
7. Improve participation in sport, and other health promoting activities, at a community level*	Cabinet Member for Environment	31 March 2018
Our key deliverables	Lead Member	Deadline
Deliver a summer programme of events for young people	Judith St John (CS)	31 August 2017
Introduce at least 3 new Duke of Edinburgh Award centres in the borough with at least 20 young people starting a programme at each centre.	Judith St John (CS)	31 March 2018

1.5 Gaps in inequality have reduced and diversity is embraced

Linked to equality outcomes: Address high levels of pensioner poverty; increase employment levels amongst residents with disabilities; increase employment levels amongst working age women; increase employment levels amongst working age women; increase employment levels amongst Somali and Bangladeshi residents; increase employment levels amongst Muslim residents; reduce transphobia in schools and promote understanding; reduce homophobia in schools and promote understanding; reduce childhood obesity; reduce childhood obesity amongst BME children; Improve hate crime reporting amongst trans community and ensure they feel safe and reduce trans hate crime; Improve hate crime reporting amongst LGBT community and ensure they feel safe and reduce Homophobic abuse and ensure the LGBT community feel safe

Activity	Lead Member	Deadline
1. Mitigate the impact of welfare reform on our most vulnerable residents	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Work and Economic Growth	31 March 2018

Our key deliverables	Lead Member	Deadline
Develop and publish a local offer for care leavers which complements existing information about their legal entitlement, non-statutory services and mitigating the impact of welfare reform.	Nasima Patel (CS)	31 March 2018
Deliver targeted outreach and support programme for residents affected by Overall Benefit Cap using skills support, benefits maximisation and housing options	Steve Hill (RES)	30 September 2017
Develop and implement the Tackling Poverty Strategy	Steve Hill (RES)	30 April 2017
Complete review of Local Welfare Provision including reviewing alternative arrangements to cash payments	Steve Hill (RES)	30 June 2017
Launch a local welfare and support scheme involving work with partners	Sharon Godman (GOV) / Steve Hill (RES)	31 March 2018
Monitor the impact of LCTRS changes to the 2017/18 scheme to inform the Mayor and Members consideration whether changes to LCTRS are to be considered for 2018/19	Steve Hill (RES)	31 July 2017
Monitor the impact of Universal Credit on residents, ensure escalation routes with DWP are utilised, ensure provision of effective advice and support is in place	Steve Hill (RES)	30 April 2017

Activity	Lead Member	Deadline
2. Support more women and black and minority ethnic and disabled residents into employment*	Cabinet Member for Work and Economic Growth	31 March 2018

Our key deliverables	Lead Member	Deadline
Extend Women in Health Working Start Programme to include childcare and construction industries	Andy Scott (PLACE)	30 June 2017
Finalise current Working Start Women in health programme of 100 women into placements	Andy Scott (PLACE)	30 September 2017
Deliver priorities on children leaving care - extending the volume of recipients from 10 per annum to 10 per quarter	Andy Scott (PLACE)	30 September 2017

Deliver opportunity for people with disabilities - minimum 20 pre-apprenticeship placements	Andy Scott (PLACE)	30 September 2017
Recruit staff resources to promote ESOL across Somali resident group	Andy Scott (PLACE) / Judith St John (CS)	30 September 2017
Deliver Leadership Training to Somali Resident groups, panels and forums	Andy Scott (PLACE)	30 September 2017
Deliver 15 Somali residents work experience / internship placements aligned to local commercial organisations	Andy Scott (PLACE)	31 March 2018
Support a minimum of 50 older residents returning to work with advice and refreshed sector based and basic skills, including ICT	Andy Scott (PLACE)	31 March 2018
Marketing and client engagement to deliver 800 new apprenticeship opportunities	Andy Scott (PLACE)	31 March 2018

Activity	Lead Member	Deadline
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3. Improve children's weight and nutrition	Deputy Mayor Education and Children's Services	31 March 2018
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Out key deliverables	Lead Member	Deadline
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Identify and support health representatives on school governing bodies to raise the profile of health issues and improving health of school children at the school governing bodies meetings	Somen Banerjee (HAC)	31 March 2018
Provide better information to parents on how schools support health and wellbeing so that parents are better equipped to contribute to improving the health of their child	Somen Banerjee (HAC)	30 September 2017
Implement the 'Healthy Mile' programme in schools, to tackle obesity in school children to at least 16 schools by March 2018	Somen Banerjee (HAC)	30 September 2017
Develop and implement a community engagement and communications strategy around healthy weight and nutrition in children, with particular emphasis on high risk groups	Somen Banerjee (HAC)	30 September 2017
Through better joint working with our partners, identify families with children that are not registered with a GP deliver a programme of work to increase GP & dentistry registration and access to services	Somen Banerjee (HAC)	30 September 2017

Activity	Lead Member	Deadline
4. Respect, value and celebrate our cultural history and diversity *	Cabinet Member for Culture, Statutory Deputy Mayor (Lead for Faith Communities)	31 March 2018
Our key deliverables	Lead Member	Deadline
Deliver a series of community events which commemorate key cultural dates and activities, including St George's Day, Chinese New Year, Holocaust Memorial Day, Martyrs Day, Black History Month, Diwali, Christmas and Eid	Judith St John (CS)	31 March 2018
Promote awareness and understanding of different faiths, and interfaith activities by delivering a range of related community events, including Interfaith Week	Sharon Godman (GOV)	31 December 2017
Help break down disability barriers and celebrate abilities, by delivering a series of related community events including marking International Day of People with a Disability	Sharon Godman (GOV)	31 December 2017
Deliver a series of community events that increase visibility, raise awareness and advance education about the LGBT community, including marking LGBT History Month, and International Day against Homophobia, Transphobia and Biphobia	Sharon Godman (GOV)	28 February 2018
Celebrate the social, economic, cultural and political achievements of women, by delivering International Women's Day and other related events.	Sharon Godman (GOV)	31 March 2018



Priority Outcome 2: Creating and maintaining a vibrant and successful place

2.2 Better quality homes for all

Linked to equality outcomes: Address homelessness amongst younger age groups; increase access to housing for disabled residents (P120 – demand still outstripping supply); address the high levels of lone parent women in temporary accommodation; fewer BME families live in overcrowded housing; fewer Muslim families live in overcrowded housing; fewer trans young people become homeless; fewer LGB young people become homeless

Activity	Lead Member	Deadline
1. Increase the availability of good quality housing, including family-sized homes, across all tenures	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Strategic Development	31 March 2018
Our key deliverables	Lead Member	Deadline
Enhanced offer of support to young people leaving care that reduces the dependency on private landlords. Commission an enhanced offer of supported accommodation.	Nasima Patel (CS)	31 March 2018
Deliver the 148-home Watts Grove scheme and make available for letting	Ann Sutcliffe (PLACE)	30 June 2017
Start on site with 125-140 new homes on infill schemes and identify sites for an additional 500 units	Ann Sutcliffe (PLACE)	31 December 2017
Start on site with the Arnold Road and Tent Street Council housing schemes	Ann Sutcliffe (PLACE)	31 December 2017
Reduce numbers on the accessible housing register matching clients with new bespoke adapted affordable homes for disabled people on P120	Mark Baigent (PLACE)	31 March 2018
Progress recommendations of the Housing Affordability Commission, and work with Registered Providers and Planning to deliver 'affordable' housing that is affordable to local people	Mark Baigent (PLACE)	31 March 2018
Blackwall Reach Regeneration Project - Start on site for development Phase 2, 268 new homes (including 114 of affordable tenure, 50% affordable by habitable room).	Mark Baigent (PLACE)	31 March 2018

Ocean (Site H), Completion to 'wind/weather tight', 225 new homes (including 50% affordable)	Mark Baigent (PLACE)	31 March 2018
Spend £Xm in right to buy receipts on purchasing former council homes	Ann Sutcliffe (PLACE)	31 March 2018
Activity	Lead Member	Deadline
2. Maintain and improve the quality of Council housing stock and housing management services	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31 March 2018
Our key deliverables	Lead Member	Deadline
Continue to build 1,000 new Council homes	Mark Baigent (PLACE)	31 March 2018
Activity	Lead Member	Deadline
1. Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31 March 2018
Our key deliverables	Lead Member	Deadline
Develop new Council owned temporary accommodation portfolio - 100 out of borough units by 2019	Mark Baigent (PLACE)	31 March 2018
Achieve a reduction in the number of single adult households accommodated in B&B compared to 31/3/16 (112) & 31/3/17	Mark Baigent (PLACE)	31 March 2018
Implement blue light project to engage a minimum cohort of 20 treatment resistant individuals, to prevent homelessness related to substance misuse.	Rachael Sadegh (HAC)	31 March 2018

2.3 People feel safe and places have less crime and anti-social behaviour

Linked to equality outcomes: Reduce violence against women and girls; improve hate crime reporting amongst the trans community and ensure they feel safe and reduce trans hate crime; improve hate crime reporting amongst the LGBT community and ensure they feel safe and reduce homophobic abuse and ensure the LGBT community feel safe;

Activity	Lead Member	Deadline
1. Work with our partners to target resources to reduce crime	Deputy Mayor and Cabinet Member for Community Safety	31 March 2018

Our key deliverables	Lead Member	Deadline
Support joint operations with partners such as Police and THH to tackle hot spot areas, identified at weekly partnership meetings	Denise Radley (HAC)	31 March 2018

2.4 Communities are engaged, resilient and cohesive

Linked to equality outcomes: Reduce isolation and loneliness amongst people aged 65+; give disabled people a voice in decision making; address increasing hate crime and negative stereotyping of disabled people; tackle isolation as a result of the built environment; address the vulnerability and increase in intolerance and abuse faced by new residents and migrants; improve hate crime reporting amongst the trans community and ensure they feel safe and reduce trans hate crime; improve hate crime reporting amongst the LGBT community and ensure they feel safe and reduce homophobic abuse and ensure the LGBT community feel safe

Activity	Lead Member	Deadline
1. Engage and communicate effectively with local people	Executive Mayor	31 March 2018

Our key deliverables	Lead Member	Deadline
Provide support and capacity building to empower the community to come together to take action to improve their local neighbourhoods	Sharon Godman (GOV)	31 March 2018

Children and young people are fully involved in their care planning through LAC review process and participation work. Ensure the rights of children looked after are respected and their views and wishes are heard and acted upon by decision-makers	Nasima Patel (CS)	31 March 2018
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Activity	Lead Member	Deadline
2. Co-produce services with local residents	Executive Mayor	31 March 2018

Our key deliverables	Lead Member	Deadline
Enable more co-production of Council services in appropriate areas	Zena Cooke (RES)	31 March 2018

Co-produce a Council wide commissioning framework that is focussed on improving outcomes and embeds best practice. Working in partnership with local residents, voluntary and community sector and other local providers	Sharon Godman (GOV)	31 March 2018
Activity	Lead Member	Deadline
3. Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships	Deputy Mayor and Cabinet Member for Community Safety, Cabinet Member for Resources	31 March 2018
Our key deliverables	Lead Member	Deadline
Utilise developer contribution to deliver community cohesion projects, including in Mile End and Aldgate East with activities that are determined by the community in those areas	Sharon Godman (GOV)	31 March 2018
Through the delivery of the local equality engagement forums and wider work programme support local community groups to work with partners to address inequalities faced by their communities, including refugees, LGBT+ people and those with disabilities	Sharon Godman (GOV)	31 March 2018
Working closely with the community review and develop the Council's approach to community cohesion and integration	Sharon Godman (GOV)	31 March 2018
Ensure the Christian Street community hub is open and operational	Ann Sutcliffe (PLACE)	30 June 2017
Deliver a second community hub in the borough	Ann Sutcliffe (PLACE)	30 September 2017
Develop and deliver a programme of activities within schools which raises awareness of community cohesion and helps foster the principles of One Tower Hamlets.	Christine McInnes (CS)	30 September 2017
Activity	Lead Member	Deadline
4. Deliver an effective and broad leisure, cultural and learning offer that reaches people living and working in the borough.	Cabinet Member for Culture	31 March 2018
Our key deliverables	Lead Member	Deadline
Contribute to early literacy by delivering 2,100 Story time sessions for children under five across all Idea Stores and libraries	Judith St John (CS)	31 March 2018

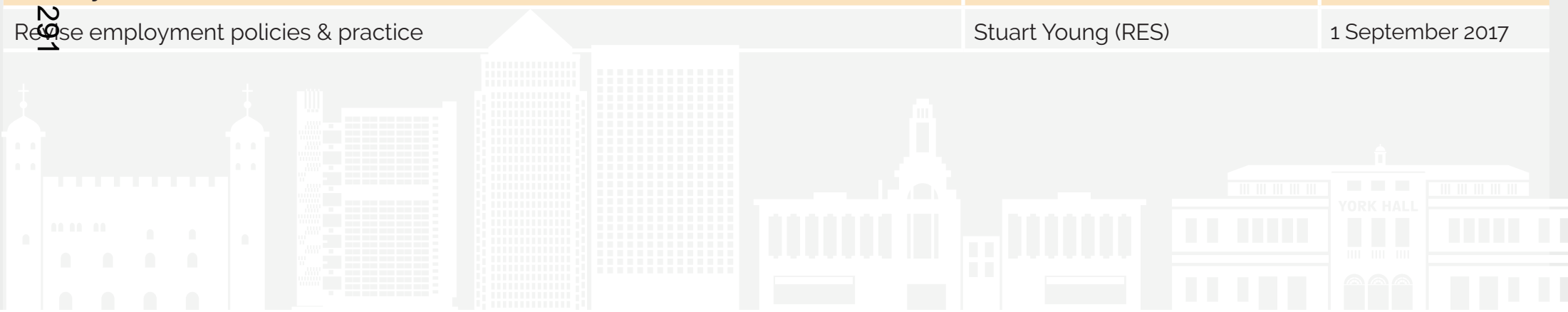
Promote enjoyment of reading and contribute to the achievement of KS2 pupils by delivering the Summer Reading Challenge to schools	Judith St John (CS)	30 September 2017
Combat social isolation by delivering the Friends & Carers scheme to people who are not able to visit Idea Stores regularly (housebound)	Judith St John (CS)	30 June 2017
Combat social isolation by delivering 300 Prime Time sessions for residents aged 50+	Judith St John (CS)	31 March 2018
Promote enjoyment of reading by delivering 350 Book Break reader development sessions	Judith St John (CS)	31 March 2018

Priority three: Working smarter together as one team with our partners and community


Linked to outcomes:

Ensure that there is adequate representation of disabled staff at the senior manager level; ensure that there is adequate representation of women at the senior manager level; ensure that there is adequate representation of BME staff at the senior manager level; support staff who are transitioning in the workplace; ensure that the council is an inclusive environment for LGB staff

Activity	Lead Member	Deadline
4. Deliver the One HR Plan	Cabinet Member for Resources	31 March 2018
Our key deliverables	Lead Member	Deadline
Review employment policies & practice	Stuart Young (RES)	1 September 2017



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<p>Cabinet</p> <p>2 May 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Zena Cooke, Corporate Director, Resources</p>	<p>Classification: Unrestricted</p>
<p>Procurement of Managed Service Provider (MSP): Temporary agency worker services</p>	

Lead Member	Councillor David Edgar, Cabinet Member for Resources
Originating Officer(s)	Tahir Alam L&D Commissioning Manager
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	A Fair and Prosperous Community and A Great Place to Live

Executive Summary

The council’s Managed Service Provider (MSP) contract for temporary agency workers with Comensura will be coming to an end on the 30 September 2017.

The Council must consider, whether it wants to stay with a neutral Managed Service Provider (MSP) model or change to a master vendor MSP. It must also decide the best route for procuring a new MSP, through one of the options presented in the report.

To inform the council’s decision the report offers four options

Three of these options are procuring a Managed Service Provider (MSP) by using the ESPO MSTAR2 framework, which is a procurement framework that contains a number of neutral and master vendor Managed Service Providers (MSPs) that the Council can contract with

The report reviews our current MSP, Comensura, highlighting some of the challenges and benefits including information around fulfilment, agency partnerships, management information and spend analysis.

The report then reviews two different MSP models, neutral and master vendor. The paper ends with a recommendation to procure Adecco through Lot 2 of the London Council’s collaboration.

Recommendations:

The Mayor in Cabinet is recommended to

Recommendations:

The Mayor in Cabinet is recommended to:

Approve to award a new temporary agency service provider by using the LOT2 MSTAR2 LCC Further Competition Award to contract with Adecco as master MSP for the duration of the LCC framework.

Pros

- Quick awarding process on the LOT2 LCC further competition award (approximately 3 weeks)
- Best known rates available for a master MSP, lower than our current rates
- Good wrap around service
- Low risk of legal challenges

Cons

- moving to a Adecco will require additional internal resourcing
- opposition from current agency supply chain including local SME'
- Change management in the Council to a Master vendor solution with perception of reduced market choice

Cost: We have carried out a financial analysis based on the LOT2 LCC master MSP Adecco rates comparing it with our current Comensura rates for the year 2015/16.

The Comensura spend has been consolidated with their agency and ESPO fees, in order to give an accurate comparison with the Adecco fees.

AGENCY FEES AND CHARGES COMPARISON ADECCO AND COMENSURA			
Year	Comensura spend	Estimated Adecco spend	Potential Savings from Adecco
Apr 15 to Mar 16	£1,870,632	£1,604,662	£265,700

From the above comparison, based on our annual usage we would have made savings of £265,700 with Adecco.
(Please see **Appendix 2** for detailed breakdown)

1. REASONS FOR THE DECISIONS

- 1.1 The reason for the decision is because the Council's Managed Service Provider (MSP) contract with Comensura will be coming to an end on the 30 September 2017.

2. ALTERNATIVE OPTIONS

- 2.1 The options are:

- 2.2 **Option 1: Direct Award to one of the MSPs on the ESPO MSTAR2 framework:** This award has to be based on an internal spend analysis on agency staff, and awarded to the most suitable MSP based on this exercise.

Pros:

- Direct award would mean a quick awarding process, without having to tender (3 weeks).
- Low risk of legal challenges

Cons:

- The Council would have to abide by the existing terms and conditions and rates on the ESPO MSTAR2 framework, which are markedly higher than what we currently have and would see a rise in agency fees.
- Any contracts cannot extend beyond the framework expiration date of March 2019
- If Comensura are not awarded, additional internal resourcing would be required to support the move to another MSP.

Cost: This depends on best value comparison through internal spend analysis. However rates on the ESPO MSTAR2 Framework are markedly higher and we would see a rise in agency fees.

- 2.3 **Option 2: Mini-Competition for neutral MSP in ESPO MSTAR2 framework.**

We would invite all neutral MSPs within the ESPO MSTAR2 framework to tender to manage our temporary agency service.

Pros:

- Comensura have indicated rates would be slightly better than current rates.
- Competition between MSPs should see submissions of competitive rates, which are likely to be similar or lower than current rates.

Cons:

- Longer awarding process (approximately 5 months)
- Risk of legal challenges, as MSPs may disagree with awarding process. This has happened recently to the London Councils Collaboration and as a result of the challenge the award was abandoned.
- As advised by legal any contracts cannot extend beyond the framework expiration date of March 2019
- If Comensura are not awarded, additional internal resourcing would be required to support the move to another MSP

Cost: Uncertain, could be similar to current or lower.

2.4 Option 3: Invitation to Tender – ITT. Full tender process including OJEU to all Managed Service Providers (MSPs).

Pros:

- We can contract for a full four year period or longer if required.

Cons:

- This is the longest procuring option and would include OJEU (approximately 6 months).
- Risk of legal challenges to awarding process, possibly due to high value of contract, other boroughs have experienced challenge.
- There are no guarantees that we can secure the rates we currently have.
- If Comensura are not awarded, additional internal resourcing would be required to support the move to another MSP

Cost: Uncertain, could be similar to current or lower.

2.5 Recommended Option

Option 4: Award Adecco master MSP via the LOT2 LCC Further Competition Award for 2 years + 2 years extension (4 years).

The London Councils Collaboration (LCC) undertook a further competition for a master MSP in 2016, in the ESPO MSTAR2 framework. The successful MSP for this competition was Adecco.

Pros

- Quick awarding process on the LCC further competition (approximately 3 weeks)
- Best known rates available for a master MSP, also lower than our current rates
- Good wrap around service
- Low risk of legal challenges

Cons

- moving to a Adecco will require additional internal resourcing
- opposition from current agency supply chain in particular local SME's.

Cost: we have carried out a financial analysis based on the LCC master MSP Adecco rates. Please see price comparison below between Comensura and Adecco for the year 2015/16.

The Comensura spend has been consolidated with their agency and ESPO fees, in order to give an accurate comparison with the Adecco fees.

AGENCY FEES AND CHARGES COMPARISON ADECCO AND COMENSURA			
Year	Comensura spend	Estimated Adecco spend	Potential Savings from Adecco
Apr 15 to Mar 16	£1,870,632	£1,604,662	£265,700

From the above comparison, based on our annual usage we would

have made savings of £265,700 with Adecco.
(Please see **Appendix 2** for detailed breakdown)

3. DETAILS OF REPORT

3.1. Comensura

The council's managed service provider (MSP) contract is with Comensura to supply and administer the payments of all temporary agency workers and consultants for the council and Tower Hamlets Homes.

3.2. The only exceptions to this are roles managed by iTRES, the council's In-house Temporary Resourcing Service (ITRES), providing job opportunities to local residents. Once ITRES assignments are in place, Comensura also administers the payment alongside all other temporary assignments for the council. With any changes or move to a new MSP, iTRES infrastructure and processes will be incorporated in the same way as it is currently set up with Comensura.

3.3. The council has operated a contract with Comensura since 2006, the current contract will come to an end in September 2017. The Comensura contract has generally worked well and provided financial benefits to the council. However in deciding the way forward, the council needs to consider the changing climate in respect of the MSP landscape and also its own internal requirements.

3.4. LBTH Satisfaction Survey and Questionnaire

In 2015 we conducted a satisfaction survey with 46 participants who used Comensura. Users were mostly happy with the service and rated it above average. However, comparing it with a questionnaire we carried out in 2016 with the top five users, who place more than 400 orders per year we saw some satisfaction levels had dropped slightly compared to previous years in areas such as; submitting suitable C.Vs, recruiting suitable candidates, on the job performance of candidates and fulfilment. In terms of fulfilment of job roles, 1,244 job requests have been made since January 2016 and 5% of these roles are still open or unfulfilled.

Participants also commented on the fact that we no longer had an onsite manager and the off site manager was not always available, (Please see **Appendix 1** for feedback information).

3.5. Tiering

A positive feature of Comensura is that they are easily able to tier their services, in line with specific council preferences. Tiering is done by putting preferred suppliers in descending order, therefore the Comensura system will always go to preferred agencies first. The system automatically tiers agency suppliers depending on our usage and preference of suppliers. Tiering can also be requested to be made manually to the system.

3.6. Management Information and system capability

Comensura uses a system called C.net to process its management information. The system is good at collating data and providing

monthly and quarterly reports. However, areas such as fulfilment rates are still hard to calculate and quantify and job categories do not always reflect internal categorisation. We are working with Comensura to update job roles on the system and resolve this.

3.7. **Agency and supplier relationships and mark ups**

Comensura have around 200 agencies within their supply chain. In recent months Comensura have had some issues maintaining their relationship with some of these agencies. This is mainly due to the reduction of agency fees for particular roles whereby Comensura have agreed reduced rates with the Council to deliver further savings. The rates have not always been agreed with the supply chain agencies, who later notify Comensura of difficulties in the supply of particular roles because mark ups are too low. There have been instances where current workers have left because of reduced agency margins. E.g. in the last six months Social workers, Para Legals, Civil Enforcement Officers. This poses a concern for the council in that we may lose certain categories of assignments.

3.8. **IR35 (Intermediaries legislation)**

The intermediaries' legislation, known as IR35, is applicable to contractors who are working through an intermediary. The legislation was designed to ensure every contractor pays the right amount of tax and national insurance contributions (NIC). The government will be enforcing this legislation, especially with public sector bodies, from April 2017 and will fine those who are not compliant. Measures are in place to implement the taxation changes. The changes apply regardless of which model is adopted.

3.9. **Agency spend and fees**

In the last three years there has been a gradual rise in overall agency spend. This includes agencies fees and salary costs, please see table below. The table has been separated to include and exclude Tower Hamlets Homes Spend, because although TH Homes use our Comensura contract, their budgets are separate from the councils.

COMENSURA TOTAL SPEND (Includes salaries and agency spend)			
Year	Total Spend (incl. THH)	Tower Hamlets Homes spend only	Council spend Only
Apr 15 to Mar 16	£23,712,554	£2,980,278	£20,610,280
Apr 14 to Mar 15	£22,821,147	£3,295,525	£18,771,418
Apr 13 to Mar 14	£21,644,238	£3,456,648	£18,297,435

Comensura agency fees and charges only for 2015/16 are set out as below.

COMENSURA AGENCY FEES AND CHARGES ONLY			
Year	Total agency fee only spend (incl. THH)	Tower Hamlets Homes spend only	Council spend Only
Apr 15 to Mar 16	£1,792,017	£198,636	£1,593,381

(To see a more detailed breakdown of this please refer to **Appendix 2**)

3.10. **Savings**

The Council has a total savings target of £3.3m that needs to be delivered through contract efficiencies and reduced use of agency staff.

The contract with Adecco is estimated to deliver £265k and the Council will need to deploy a range of other measures including continuing with the current rebate process to achieve the additional savings required. The rebate process allows further efficiencies in rates to be negotiated and collected to support the Councils savings programme.

4. **MASTER MSP VS NEUTRAL MSP**

Master and Neutral vendor are two types of Managed Service Provider (MSP) models. The Council's MSP, Comensura, is a neutral vendor model. The summary below is based on collaborative work with another borough, currently using Adecco. .

4.1. **Neutral MSP Model**

A neutral vendor MSP is a middle agent, a type of brokerage service and does not have direct agency workers, but engages with a supply chain of agencies, the key strengths and weaknesses of a neutral MSP model are:.

Strengths of this model include:	Weaknesses of this model include:
<ul style="list-style-type: none"> • one point of contact for managers • ability to negotiate reduced margins with agencies • performance management of agencies • agencies are in a tiered quality system • allows competition between agencies • bespoke contract to address other needs of the Council (e.g. inclusion of SME's) • TUPE issues are minimal at the end of the contract as the vendor does not directly employ staff • increased control through single point of contact • increased supply of agency staff as assignments are advertised to various agencies • Automation of MI • More candidates • Speedier response • Specialist – have a bigger 'pool' to choose from • Explore rates – tapering 	<ul style="list-style-type: none"> • some agencies may not wish to participate due to the agreed rates paid by the MSP • some agencies will go outside of the agreed process and contact managers directly about individual assignments • Access to right people with right skills • Sometimes candidates are not suitable • Too many CV'S – not always relevant to the role • No filtering/vetting of CV's • Poor quality • Un- needed 'middle man' • Overly complicated system for a simple task • Feels like you are dealing with a systems not a person • Mark up rates

4.2. **Master MSP Model**

A master vendor MSP is a single recruitment agency that supplies workers directly from its own pool and support tiers. Master vendor MSPs usually have agencies that they can draw on to provide specialist workers or specific roles, which they may not directly cater for. The strengths and weaknesses of a master MSP model are:

Strengths of this model include:	Weaknesses of this model include:
<ul style="list-style-type: none"> • one point of contact for managers 	<ul style="list-style-type: none"> • master vendor may be required to sub-contract

<ul style="list-style-type: none"> • reduced unit cost to reflect the vendors share of the business • single invoice per month if required • performance management of agencies • increased robustness of management information • increased control through single point of contact • better candidate matching • reduced wastage/improved productivity • standardisation of fees • risks usually sit with master vendor • increased redeployment of the same temporary worker personnel signed up long term, under a master vendor • Ease of use – true reflection of charges • More scope for personal service • Less pressure to fill vacancy too quickly • Develop second tier companies • Following on good ability to find candidates from interim senior managers to road sweepers • Better opportunity to hunt head hunting model • Costs are upfront, so no penalty if agency staff established or on short term contract • relationship building 	<p>with additional agencies to provide some staff but this can sometimes be difficult to manage given that they are not agency neutral</p> <ul style="list-style-type: none"> • candidates from the master vendor may be given priority • limited number of agencies having expertise and capability to deliver full range of services • reduced competition amongst agencies • can a primarily single supply Supplier agency meet diverse business requirements • potential reduction in local agency usage • some agencies may not wish to participate • Specialist recruitment could be a problem • Contract rate negotiations not possible as they have been set
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4.3. In comparison both MSP models have their pros and cons. For example neutral MSPs have a bigger pool for specialists, it also allows for more competition between agencies when recruiting workers, and generally more candidates for specific roles. But this also means being inundated with information and CVs, sometimes making it difficult and time consuming for customers to select the right people.

4.4. In contrast some of the key features of master MSPs is that there are no additional supply agencies costs, they are able to do better candidate matching, have better quality controls in place for candidate resourcing. However, candidate matching and resourcing may take time but they are better at matching candidates for the required role.

4.5. If it was decide that we move to a master MSP, the best option available currently is with Adecco. The section below discusses the reasons why in further detail.

5. Adecco – Master Vendor MSP

The best option for awarding a master MSP is to Adecco on the London Councils Collaboration (LCC) further competition award on MSTAR2, as these are the most competitive rates available for a master MSP.

5.1. Although a master vendor MSP model, Adecco delivers a hybrid type of service, wherever Adecco is unable to fulfil certain categories of job

roles, it enlists supply agencies to meet these demands. They are also able to deliver a tiered service based on the preferences of its customer. For Tower Hamlets this would include engaging with local SME's.

5.2. Agency and supplier relationships (Senior Interims)

5.3. Adecco as a master vendor MSP will always try to source requests for assignment itself, however in areas where it does not have the appropriate candidates it enrolls agencies to supply these roles.

5.4. Adecco has developed partnerships with a number of agencies, amongst these is Sanctuary one of the largest agencies supplying social workers. Senior interims are supplied with a competitive mark-up rate of between 12% and 16%. Please see table below for partnered agencies in Adecco's supply chain.

Supplier Names	
Venn Group	Osborne Thomas
Allen Lane	Hammond Clark
Gatenby Sanderson	Critical Project Resourcing
Green Park	Housing Executives
Interquest	Executive Resourcing Group
Hays	Badenoch & Clark SSR
Penna	

5.5. Management Information (MI)

Adecco uses Beeline as their Management Information system. Beeline is set up to hold information of job roles with exact job titles and corresponding JDs.

The system will be able to generate the information and data the councils needs in order monitor temporary agency use.

The council spent approximately £20,000 and invested resources to ensure information on the Comensura management system interfaced with our HR systems. This interface build would again be required.

5.6. IR35 (Intermediaries Legislation)

When the IR35 Intermediaries Legislation is enforced from April 2017, Adecco's proposal is to audit all its suppliers to ensure that they are compliant. Workers would not be able to be submitted as an Ltd worker, should the job title/category have been categorised as being inside IR35 (PAYE).

Should any agency supplier wish to use Umbrella companies for their workers, then Adecco will audit these Umbrella companies to ensure that they are compliant with IR35.

5.7. On-site relationship manager

Adecco provide an onsite relationship manager to all of their clientele.

Adecco in London

- 5.8. Adecco in the last few years has been concentrating its business in London and has recently taken over Comensura as the main temporary agency supplier to councils across London, with 12 councils now with Adecco (please see **Appendix 3** for details)
- 5.9. Because of the facilities Adecco offer, as set out above and low cost, in the last year three councils have moved away from their MSPs to Adecco using the LOT2 LCC MSTAR2 further competition award. Two of these councils changed from Comensura. Please see table below for details.

Council	Previous MSP	Years with Previous MSP	New Contract Start	Contract Length
London Borough of Wandsworth	Matrix	4 years	October 2016	3+1
London Borough of Croydon	Comensura	10 years	November 2016	3+1
London Borough of Ealing	Comensura	6 years	January 2017	3+1

6. Invitation to Tender and Moving to a new MSP

In the 'Alternative options' section of this paper above there are two options which would require tendering

- 6.1. If Comensura were not successful, all of the other options mean the Council will need to change over to a new MSP. The key challenges of changing to a new MSP are:
- Migrating workers across
 - Management Information: I.T build cost implications
 - Training internal staff
 - Internal stakeholder engagement
 - Communication strategy
- 6.2. The council will need to prepare a project plan for any transition and set aside financial resources, around £100,000 would be required to integrate a new management information system with the councils HR system in addition to project resourcing. A project plan and timetable will be developed after the decision has been made on what option the council decides to take. A draft communication plan however has been developed please see **Appendix 5**.
- 6.3. **Recommendation**
It is recommended that the council uses the LOT2 MSTAR2 LCC Further Competition award, which was awarded in March 2016, to contract Adecco master MSP as the councils MSP for 2 years + 2 years extension (4 years total).
This is the best award option in terms rates, as well as other benefits as mentioned in the body of the report.
- 6.4. This is the lowest risk option in terms of legal challenges and will not require a full tender process. However, it will require time and resources to migrate over. But, as mentioned a project plan and timetable will be developed in order to facilitate a smooth transition. However, a decision will still need to be taken in regards to the rebate model, whether to continue as is or bill direct.

- 6.5. If the Council chooses any of the other options, or full tendering is required then we have in tandem started to prepare all the necessary procurement documentations and a timetable (Please see **Appendix 4** for timetable). This will be ready by the time this paper goes to Competition Board in March 2017, and we will start engaging with internal and external stakeholders to prepare for a tendering exercise. Full tendering will take approximately 7 months and will be finished by September 2017.
- 6.6. **LOCAL SMEs AND CURRENT PREFERRED SUPPLIERS**
- 6.7. An issue was raised at Competition Board as to what would happen to our current local SMEs if an award was made to Adecco.
- 6.8. Currently we have seven local SMEs. In January 2017 they supplied 80 workers out of a total of 973 temporary workers across the council.
- 6.9. Table 1 below shows a breakdown of where the 80 workers are allocated to. Table 2 shows who our current SMEs are.

Table 1

Row Labels	SME
Adult Services	5
Childrens Services	42
Communities Localities and Culture	10
Development and Renewal	6
Law, Probity and Governance	5
Resources	4
Tower Hamlets Homes Ltd	8
Grand Total	80

Table 2

SME Organisation Names
Carrington Blake Recruitment Ltd - London
Community Resourcing Ltd T/A Resourcing Group - London
E-mploy Agency Ltd - London
London Works Agency Limited - London
Quay People - London
Riverside Childcare Agency Ltd - London
Winlight Consulting Ltd T/A Trinity Social Care - London

- 6.10. Adecco will retain the current SMEs as part of their supply chain.
- 6.11. All current workers will be moved across from the current agency supply chain to Adecco. In future, as Adecco operates as the agency worker supplier itself, they will supply all workers directly. If there are any specialist roles provided by niche market agencies which Adecco is not able to source it will enrol the relevant agencies, these can be recommended by the council.
- 6.12. The Council will need to manage the transition and be prepared to discuss the economic impact with SME's

7. COMMENTS OF THE CHIEF FINANCE OFFICER

- 7.1. The report seeks one off specific funding of £100k (see 6.2 above) to meet the cost of any transitional works associated with implementing the recommended approach and switch over to the new supplier. This will need to be met through reserves.

- 7.2. While the report indicates that approximately £265k efficiencies (section 2.5) can be delivered through the change in provider, there is a total savings target of £3.3m that needs to be delivered through contract efficiencies and reduced use of agency staff. Consideration will need to be given as to how this level of savings can be secured through the contractual arrangements proposed within this report and other appropriate measures. This will need to be addressed through the smarter business support programme board to ensure the savings targets agreed are being realised.

8. LEGAL COMMENTS

- 8.1. This report concerns a proposal for the Council to enter into a call-off contract further to the competitive procurement of the LLC framework (Framework) for temporary agency worker solutions (Services).
- 8.2. By virtue of section 111 of the Local Government Act 1972, the Council has power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. Under section 1 of the Localism Act 2011, the Council has the power 'to do anything that an individual may do' 'for the benefit of the authority, its area or persons resident or present in its area'. In light of this, it should be noted that the Council has the enabling powers to enter into a call-off contract for the Services.
- 8.3. The Public Contracts Regulations 2015 (Regulations) enables frameworks to be entered into. Paragraph 5.10(a) of the Council's procurement rules (Procedures), dictates that the Council may enter into the Framework given that it 'has gone through an appropriate competitive tendering process in accordance with EU rules'. In addition, the Council's framework agreement guidelines (Guidelines) dictate that where frameworks are to be entered into, consideration should be given to:
- a) whether the OJEU notice allows for "immediately identification" of the Council in accordance with EU guidance;
 - b) the term of the framework agreement and whether it covers the period of the proposed call-off;
 - c) the financial limits of the framework, current spend against those limits and anticipated spend under the proposed call-off;
 - d) the requirements for a mini-competition or direct award;
 - e) the scope of the works/services covered by the OJEU notice/framework; and
 - f) the contract terms, including the framework, call-off and any access agreement.
- 8.4. Legal Services has considered the requirements stated in paragraph 8.3 as part of usual advice and concluded that all of the items have been satisfied although the various contracts will need to be entered into formally. However, in respect point 8.3.b), it is noted that the Framework's terms require that call-off contracts should be let for 3 years with the option of a 1 year extension. As such, the author's request to contract for 2 years with an additional 2 year extension will not be possible. It should be noted that the Framework was awarded in

April 2016 and as such 11 months have elapsed. Therefore, even if a contract term of 2 plus 2 years was permissible under the Framework's terms, it would be unadvisable to continue contracting under it post termination of the Framework as that can be perceived as an attempt to avoid competition. In light of this, it is advisable that a 3 year contract term is proposed in accordance with the Framework's terms with the Council commencing options appraisals at least 15 months prior to the expiry of the Council's call-off contract to enable strategies to be developed and sufficient time allocated to pursue alternative commissioning routes.

- 8.5. With regards point 8.3.d) it should be noted that the Framework was concluded as part of a further mini-competition and a single supplier was awarded the contract. Therefore, it is not possible to implement further competitions within the Framework. In any event, given that the Framework was concluded relatively recently in April 2016, it would be unlikely that any further competitions, if permitted, would render different outcomes and therefore the Framework should still represent value for money.
- 8.6. At section 6.6 of this report, it is noted that the Framework contractor will retain the local SME supply chain which has provided staffing solutions previously. The contractor's retention of the SME supply chain is consistent with the Regulations ethos of assisting SMEs wherever possible and in addition, is a Mayoral Priority under the Council's Strategic Plan 2017/18.
- 8.7. It should be noted at paragraph 3.9 that the impacts of IR35 are yet to be properly understood in terms of its potential impacts on the Council and further guidance is anticipated in due course. It may be appropriate to seek specialist legal and financial advice once further guidance has been released.
- 8.8. The Council has an obligation as a best value authority under section 3 of the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." Reasons are presented in this report as to various best value implications and benefits of entering into the Framework at paragraph 10. In addition, compliance by the Council with the Regulations, its own Procedures and Guidance when deciding to purchase the Services through the Framework should assist to satisfy these requirements.
- 8.9. The Council is required by the Public Services (Social Value) Act 2012 to consider how its procurement activities might secure the improvement of the economic, social and environmental well-being of Tower Hamlets. The Council will need to be satisfied that due regard has been given to these duties and by entering into the Framework, it will likely achieve sufficient well-being benefits to Tower Hamlets.
- 8.10. When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected

characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment which should be proportionate to the function in question and its potential impacts.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1. Temporary agency workers are recruited to deliver services to the community. Maintaining continuity of services affects all residents and therefore this decision affects the principles One Tower Hamlets and is automatically taken into account.

10. BEST VALUE (BV) IMPLICATIONS

- 10.1. The recommended option has been weighed against various resourcing needs and cost benefit analysis.
- 10.2. The recommended option is the most economical and least resource intensive option, and will also provide a potential additional annual saving of around £265,700 in agency fees and charges to the council.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1. The main risk is the council's agency contract with Comensura will end in September 2017, and it will be left without a contract for its temporary agency needs beyond this period.
 - 11.2. Therefore it is paramount that a final decision is arrived at by all boards and committees, CMT, Cabinet and finally Competition Board by mid-March 2017 in order to action and implement future change.
 - 11.3. If there are any delays and in extreme circumstances an RCDA can be requested to extend the contract temporarily for a short period of time, however this is a last resort.
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Appendix 1 - 2015 Survey and 2016 Questionnaire Feedback

2015 Survey

Summary of the feedback are detailed below.

- 74% of users were either very satisfied or satisfied with the Comensura service
- 82% of users were either very satisfied or satisfied with Comensura's ability to resolve queries
- 52% of users were either met or exceeded expectations with the quality of candidate CVs received
- 76% of users were either met or exceeded expectations with the time between order being approved and receiving CVs
- 79% of users were either very satisfied or satisfied with Comensura staff and availability

2016 Questionnaire

Sent to the top five ordering managers who place over 400 orders or more over a year, we asked them to rate services between poor and excellent.

We asked them;

- How was the quality of CVs they received? Majority said they were 'good' and one said 'very good'.
- How were the qualities of candidates? Again majority said 'good' and one 'very good'.
- How was on the job performance of candidates majority said 'good' and one 'very good'.

The general feedback from the questionnaire shows that Comensura services are generally good, but not exceeding expectations in any particular area and has slight decline in overall service satisfaction.

We also asked users for comments, people said;

- Not having an onsite relationship manager was a problem, and the off site manager was not always available.
- Agency staff are not reflective of the community
- There are a lot of additional negotiations of rates with agencies and individuals. This is a common theme from top down.
- 1,244 candidates have been sort since January 2016 and 4.66% of these roles are open or unfulfilled (taken from the MI system).

Appendix 2: Agency fee Comparison – Comensura and Adecco

Current Comensura rates

Job Category	Agency fees and management charge (Please see summary)	Total charge
Admin & Clerical	£ 0.66	£ 38,160.60
Catering / Hospitality	£ 0.78	£ -
Education (non-qualified)	£ 1.40	£ -
Education (qualified)	£ 3.93	£ -
Engineering & Surveying	£ 1.98	£ 87,518.76

Facilities Management & Building Services	£	1.63	£	69,179.60
Financial	£	1.98	£	20,848.00
Housing, Benefits and Planning	£	1.25	£	61,212.46
Human Resources	£	1.48	£	17,896.10
Information Systems	£	2.25	£	24,993.19
Interims	£	5.54	£	749,707.53
Legal	£	2.31	£	44,062.86
Management	£	3.83	£	48,782.44
Manual Labour	£	0.56	£	94,348.43
Marketing	£	1.48	£	368.55
Procurement	£	1.60	£	1,283.99
Social Care (non-qualified)	£	1.28	£	93,458.93
Social Care (qualified)	£	2.70	£	502,605.16
Trades and Operatives	£	0.76	£	15,935.63
			£	1,870,362

LCC Adecco rates

Total hours 2015/2016	Job Category	Agency fees and management charge	Total charge
40,440.75	Admin & Clerical	£ 0.34	£ 13,749.86
0.00	Catering / Hospitality	£ 0.44	£ -
0.00	Education (non-qualified)	£ 0.89	£ -
0.00	Education (qualified)	£ 1.37	£ -
35,419.25	Engineering & Surveying	£ 2.15	£ 76,151.39
38,718.50	Facilities Management & Building Services	£ 1.59	£ 61,562.42
11,002.00	Financial	£ 1.12	£ 12,322.24
36,204.80	Housing, Benefits and Planning	£ 1.12	£ 40,549.38
9,796.75	Human Resources	£ 1.12	£ 10,972.36
11,373.75	Information Systems	£ 1.12	£ 12,738.60
135,522.82	Interims	£ 6.06	£ 821,780.10
16,202.50	Legal	£ 1.80	£ 29,164.50
16,725.25	Management	£ 1.67	£ 27,931.17
144,340.75	Manual Labour	£ 0.34	£ 49,075.86
189.00	Marketing	£ 0.97	£ 183.33
724.25	Procurement	£ 1.52	£ 1,100.86
62,795.50	Social Care (non-qualified)	£ 0.90	£ 56,515.95
158,980.25	Social Care (qualified)	£ 2.40	£ 381,552.60
25,865.00	Trades and Operatives	£ 0.36	£ 9,311.40
744,301.12			£ 1,604,661.99

Saving against Comensura **-£ 265,700**

60% Interims £400 per day or under	£	4.17
40% Interims over £400 per day	£	1.89
COMBINED FEES AND CHARGES	£	6.06

Percentage contribution	Average agency daily fees and management charge
15%	£3.25
11%	£2.77
7%	£2.20
14%	£5.14
13%	£5.42
8%	£3.56
32%	£16.43
100%	£38.77
Hourly charge	£5.54

Appendix 3 – London MSP Makeup

Borough	Name of your agency worker provider (e.g.: Comensura, Matrix etc.)	Neutral, Master or Hybrid
Barking & Dagenham	Adecco	Master
Barnet	Comensura	Neutral
Bexley	Reed Managed Service (MSTAR)	Hybrid
Brent	Reed	
Bromley	Adecco	Master
Camden	Matrix-SCM	Neutral
City of London	Comensura going with Hybrid (2017)	Neutral
Croydon	Comensura (moved to Adecco) went live in December 2016. Contracting for years from that time (2+2) Had legal challenges: Framework within a framework and they said they were not named NEED TO FIND OUT IF WE ARE NAMED	Neutral
Ealing	Comensura moved over to Adecco. Going live in January 2017	Neutral
Enfield	Matrix	Neutral
Greenwich	Manpower	
Hackney	Ranstad	
Hammersmith & Fulham	Pertemps	
Haringey	Hays	
Harrow	Pertemps	
Havering	Adecco	Master
Hillingdon	Guidant & Pertemps	
Hounslow	Comensura	Neutral
Islington	Comensura	Neutral
Kensington & Chelsea	Comensura	Neutral
Kingston upon Thames	Adecco	Master
Lambeth		
Lewisham	Reed	
Merton	Comensura (Planning to move to Adecco)	Neutral
Newham	Adecco	Master
Redbridge	Adecco	Master
Richmond upon Thames	Adecco	Master
Southwark	Comensura	Neutral
Sutton	Adecco	Master
Tower Hamlets	Comensura	Neutral
Waltham Forest	Matrix moving to Adecco (2016)	Neutral
Wandsworth	Matrix SCM moving to Adecco (2016)	Neutral
Westminster	Comensura	Neutral

Appendix 4 - ITT Procurement Timetable

TASK	Start	Finish	Comments
PRE- PROCUREMENT STAGE			
Complete and submit Procurement Initiation Form	-	29/07/2016	
Initial Project Meeting	03/10/2016	03/10/2016	
Phase 1 – Analysis	04/10/2016	25/11/2016	Spend analysis made against current rates with Comensura and London Councils Collaboration further competition with Adecco. London Councils transforming the procurement of temporary, agency and interim staff toolkit Spend analysis on usage and comparison between master, neutral vendor, etc. Analysis has been made against available frameworks and routes to market Analysis made against senior interim roles and suitability to be included
Phase 2 – Wider stakeholder engagement	21/11/2016	02/12/2016	Undertake stakeholder mapping to identify main contract users, develop stakeholder questionnaire and issue to main users for completion
TOLLGATE 1			
ATTEND COMPETITION PLANNING FORUM (CPF)	30/01/2017		
COMPETITION BOARD (CB)	06/03/2017		Notify Comensura on decision
CABINET			
CMT	15/03/2017	-	A standalone Cabinet report will need to be prepared setting out an assessment of the two options (Neutral/Master) with a recommendation for the award of the contract to be delegated to Corp Director/Head of Legal Services. FP1 will need to be completed.
MAB	TBC	-	
CABINET	04/04/2017	-	
TENDER STAGE (REQUIRED IF ONLY COUNCIL DECIDES ITS OWN FURTHER-COMPETITION OR ITT)			
Issue Tender Documentation	13/03/2017	-	
Final Tender Returns	-	14/04/2017	
Evaluation	17/04/2017	31/05/2017	
TOLLGATE 2 COMPETITION PLANNING FORUM (CPF) AND COMPETITION BOARD (CB)			
ATTEND COMPETITION PLANNING FORUM (CPF)	12/06/2017	-	
COMPETITION BOARD (CB)	26/06/2017	-	
AWARD STAGE			
Standstill Period	01/07/2017	11/07/2017	
Contract Award	12/07/2017	01/10/2017 Contract start date	Minimum 16 week implementation period required after contract award

Appendix 5 – Change of temporary agency service vendor - Communication Plan

Overall Aim

- To communicate the change of the council’s temporary agency service provider from Comensura to new vendor through a series of workshops and online communications to SMT, recruiting managers and staff
- Outlining its implications on current agency workers and the recruitment process of future agency workers
- Develop a working group to communicate and oversee smooth transition
- Consult on more robust hiring process of temporary workers going forward

Proposal

- To run a series of workshops from June 2017 with SMT and recruiting managers and staff.
- To run internal communications through intranet, managers bulletin and any other internal medium (TH NOW, all staff email)

Strategic Objectives


1. Communicate changes
2. Promote the project and set out the outcome of the project
3. explain the process for moving over current staff to new vendor and outlining the future process for recruiting temporary workers
4. Identify any issues through consultation with managers and recruiting staff
5. Develop, manage and co-ordinate information on the intranet site including FAQ’s and information on the changes

Communication Plan

Comms Title	Recipients	Summary	Timeline	Composer	Notes
Initial Communication of decision after Cabinet	TH Homes and all internal recruiting managers and staff	Initial communication to inform a new MSP will be in place from September 2017 date, including brief details of the phased approach when applicable and who will be signed or not Contact for any queries Overview of next steps	May 2017 – as soon as decision is taken	HR/WD Commissioning Manager and Contracts Manager	
DMT/SMT Meetings	DMTs and SMTs	To arrange a slot in upcoming DMT and SMT meetings to inform of the new change	May, June, July 2017	HR/WD Commissioning Manager and Project lead (tbc)	Contracts Manager and additional resource to manage

					invites. To have clear recruiting processes
Workshops Hiring staff and Managers	Hiring staff and Managers including TH Homes	Series of workshop to <ul style="list-style-type: none"> • Initial introduction and update on new MSP • implementation and date it will be in place, including details of the phased approach when applicable • Contact for any queries Overview of next steps • consultation to determine hiring processes • forming a working group 	May 2017	HR/WD Commissioning Manager and project lead (tbc)	
Report to DMTs and CMT on new hiring process	CMT, DMT and Hiring managers and staff	A report outlining the process for hiring new workers	July 2017	HR/WD Commissioning Manager	
Hiring Managers and staff Follow up	Hiring Staff and Managers	Reminder of impending change in MSP Details of training schedule including locations and date / time of planned sessions	6-8 weeks pre go live (July/August 2017)	Contract Manager, Project lead (tbc), and working group	must go before suppliers find out about transferring workers
Hiring Managers and staff follow up 2	Hiring staff and Managers	Reminder of the above	4 weeks pre go live (August 2017)	Contract Manager, Project lead (tbc), and working group	
Workforce Communication	Transferring workers	Summary of impending changes to MSP Registration instructions including documents required	August/September 2017	Project lead (tbc)	

		Contact for any queries			
Audit Comms	Suppliers transferring to Adecco Supply Chain	Comms to clarify new audit requirements and request for go live audit	August/September 2017	Supply Chain Lead	Contract Manager, Project lead (tbc), and working group to facilitate
Pre Go Live Reminder	Hiring Managers / Transferring Workers	Reminder of pending go live and any follow up required	1 week pre go live (September)	Contract Manager, Project lead (tbc), and working group	
Go Live Day	Hiring Managers	Log in details and contact details for Account Manager	Go Live Day (1 October 2017)	Beeline Lead	
Post Go Live Follow Up	Hiring Managers	Confirmation service has now gone live and all access to the site should be granted Contact for any queries	1 week post go live (October)	Contract Manager, Project lead (tbc), and working group	

<p>Cabinet</p> <p>2 May 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Zamil Ahmed - Head of Procurement</p>	<p>Classification: Unrestricted</p>
<p>Contracts Forward Plan – Quarter One FY17-18</p>	

Lead Member	Cllr David Edgar
Originating Officer(s)	Zamil Ahmed – Head of Procurement
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	Creating and maintaining a vibrant, successful place

1. EXECUTIVE SUMMARY

- 1.1. The Council’s Procurement Procedures require a quarterly report to be submitted to Cabinet, laying down a forward plan of supply and service contracts over £250,000 in value, or capital works contracts over £5 million. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides the information in period quarter one of the Financial Year.
- 1.2. Only contracts which have not previously been reported are included in this report.

2. DECISION REQUIRED:

Cabinet is recommended to:

- 2.1. Consider the contract summary at Appendix 1, and identify those contracts about which specific reports – relating to contract award – should be brought before Cabinet prior to contract award by the appropriate Corporate Director for the service area and
- 2.2. Confirm which of the remaining contracts set out in Appendix 1 can proceed to contract award after tender.
- 2.3. Authorise the Divisional Director Legal Services to execute all necessary contract documents in respect of the awards of contracts referred to at recommendation 2 above.
- 2.4. Review the forecast forward plan schedule detailed in Appendix 2 and identify any contracts about which further detail is required in advance of the scheduled quarterly forward plan reporting cycle.

3. REASONS FOR THE DECISIONS

- 3.1. The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £250,000, and any contract for capital works with an estimated value exceeding £5,000,000, shall be approved by the Cabinet in accordance with the Procurement Procedures". This report fulfils these requirements for contracts to be let during and after the period Q1 of the Financial Year.

4. ALTERNATIVE OPTIONS

- 4.1. Bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity; therefore no alternative proposals are being made.

5. BACKGROUND

- 5.1. This report provides the forward plan for the period Q1 of the Financial Year in Appendix 1, and gives Cabinet Members the opportunity to select contracts about which they would wish to receive further information, through subsequent specific reports.

6. FORWARD PLAN OF CONTRACTS

- 6.1. Appendix 1 details the new contracts which are planned during the period Q1 of the Financial Year. This plan lists all of the new contracts which have been registered with the Procurement Service, and which are scheduled for action during the reporting period.
- 6.2. Contracts which have previously been reported are not included in this report. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.
- 6.3. Cabinet is asked to review the forward plan of contracts, confirm its agreement to the proposed programme and identify any individual contracts about which separate reports – relating either to contracting strategy or to contract award – will be required before proceeding.
- 6.4. Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the Council's Tollgate process which provides an independent assessment of all high value contracts, and ensures that contracting proposals adequately and proportionately address both social considerations and financial ones (such as savings targets). The work of the Competition Board and Corporate Procurement Service ensures a joined-up approach to procurement.
- 6.5. The Tollgate process is a procurement project assurance methodology, which is designed to assist in achieving successful outcomes from the Council's high value contracting activities (over £250,000 for revenue contracts, and £5,000,000 for capital works contracts which have not gone through the Asset Management Board approval system). All Tollgate reviews are reported to

Competition Board, and when appropriate contract owners are interviewed by the Board; contracts require approval of the Board before proceeding.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1. This report describes the quarterly procurement report of the forward plan for Q1 of the Financial Year and beyond, to be presented to Cabinet for revenue contracts over £250,000 in value and capital contracts over £5 million.
- 7.2. Approximately £20.8M of goods, services and works will be procured from external suppliers. Procured services comprise around 40% of the Council's annual expenditure and control of procurement processes is thus crucial to delivering value for money for local residents as well as managing the risks that may arise if procurement procedures go wrong. Consideration of the plan by Cabinet operates as an internal control and also provides the opportunity for the Mayor to comment on specific procurements at an early stage.
- 7.3. Appendix 1 details 11 contracts that will be out to tender in Q1 of 2017/18. The annual value of these contracts is approximately £14m and the cost of these will be met through existing budgets.

8. LEGAL COMMENTS

- 8.1. The Council has adopted financial procedures for the proper administration of its financial affairs pursuant to section 151 of the Local Government Act 1972. These generally require Cabinet approval for expenditure over £250,000 for revenue contracts and £5m for capital works contracts.
- 8.2. Cabinet has approved procurement procedures, which are designed to help the Council discharge its duty as a best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 2015. The procurement procedures contain the arrangements specified in the report under which Cabinet is presented with forward plans of proposed contracts that exceed specified thresholds. The arrangements are consistent with the proper administration of the Council's financial affairs.
- 8.3. Pursuant to the Council's duty under the Public Services (Social Values) Act 2012, as part of the tender process and where appropriate, bidders will be evaluated on the community benefits they offer to enhance the economic social or environmental well-being of the borough. This is in accordance with the Council's Procurement Policy Imperatives adopted at Cabinet on 9th January 2013. The exact nature of those benefits will vary with each contract and will be reported at the contract award stage. All contracts delivered in London and which use staff who are ordinarily resident in London will require contractors to pay those staff the London Living Wage. Where workers are based outside London an assessment will be carried out to determine if the same requirement is appropriate.
- 8.4. When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted and contracts awarded satisfy the requirements of the public sector equality duty.

This includes, where appropriate, completing an equality impact assessment as part of the procurement strategy, which is then considered as part of the tollgate process.

9. BEST VALUE (BV) IMPLICATIONS

9.1. The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. The Council procures annually some £350m of supplies and services with a current supplier base of approximately 3,500 suppliers. The governance arrangements undertaking such buying decisions are set out in the Council's Procurement Procedures, which form part of the Financial Regulations.

9.2. Contracts listed in Appendix One are all subject to the Councils Tollgate process which involves a detailed assessment by Competition Planning Forum and Competition Board of the procurement strategy to ensure compliance with existing policies, procedures and best value duties prior to publication of the contract notice.

10. ONE TOWER HAMLETS CONSIDERATIONS

10.1. Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed. The work of the Competition Board and the Procurement & Corporate Programme Service ensures a joined-up approach to procurement.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

11.1. Contracts are required to address sustainability issues in their planning, letting and management. Again, this is assured through the Tollgate process, and supported through the Procurement & Corporate Programmes' Corporate Social Responsibility work stream.

12. RISK MANAGEMENT IMPLICATIONS

12.1. Risk management is addressed in each individual contracting project, and assessed through the tollgate process.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

13.1. There are no specific crime and disorder reduction implications.

14. EFFICIENCY STATEMENT

14.1. Contract owners are required to demonstrate how they will achieve cashable savings and other efficiencies through individual contracting proposals. These are then monitored throughout implementation.

15. APPENDICES

Appendix 1 – new contracts planned: Q1 of the Financial Year and beyond.

Appendix 2 – Cabinet Contract Forward Plan Forecast 2017-19

Appendix one – new contracts planned: Q1 of the Financial Year 17-18

Contract Ref & Title	CS5218 – Youth Activity Hubs		
Procurement Category:	Care & Commissioning	Funding:	Youth Service budget
Invitation to Tender <input type="checkbox"/> Contract Signature <input checked="" type="checkbox"/>	01/09/2017	Contract Duration and Extensions:	41 Months (1/10/2017 – 31/3/2020)
Value P/A:	£1,000,000	Value Total:	£3,417,000
Reviewed by Competition Board <input type="checkbox"/>	15/05/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

The aim of the project is to commission youth activity hubs that young people can attend to participate in positive activities as an additional supplement to the Council's youth offer. Youth activity hubs will be commissioned across 10 wards as set out below:

- Lot 1 = Shadwell,
- Lot 2 = Stepney Green,
- Lot 3 = Poplar,
- Lot 4 = Lansbury,
- Lot 5 = Spitalfields and Banglatown,
- Lot 6 = Mile End,
- Lot 7 = Bromley North,
- Lot 8 = Bromley South
- Lot 9 = Bow West
- Lot 10 = Bow East

Each Lot shall have a maximum value of £100,000. The total per annum contract value is £1,000,000. The total value for the life of the contract at 29 months is £2,416,666.66. There is an option to extend the contract by a further 12 months to 31/3/2020 which will take the maximum contact value to £3,416,666.66.

Contracting Approach

There is a strong local market from which to commission services and it is intended to undertake the procurement as an Open Procedure under the Light Touch Regime in accordance with the Public Contracts Regulations. The contract will be let under lots based on the 10 wards indicated above. The contract period will be from 1st October 2017 to 31st March 2019 and it is envisaged that the length of the contract will provide sufficient time for the suppliers to embed the youth offer with young people.

The service will support the provision of training and work experience for both school leavers and unemployed adults in order that they can be equipped to work successfully in the industry workplace.

Community Benefits

The benefits to the local community will be that young people will have an opportunity to participate in activities that will promote learning and employment opportunities, reduce the involvement of young people in crime, prevent youth offending, reduce risk other risk taking behaviour, support young people with SEN and others with protected characteristics.

Contract Ref & Title	CLC5221 Tower Hamlets Prostitution Support Programme		
Procurement Category:	Care Commissioning	Funding:	MOPAC
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	12/05/2017	Contract Duration and Extensions:	Initially 18 months from 1 st October 2017, with an option of an extra 2 years extension dependant on funding.
Value P/A:	£153,000 for the 1 st 18months	Value Total:	£357,000
Reviewed by Competition Board <input type="checkbox"/>	03/04/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

The prostitution project has been running for the past 4 years and has been successfully providing support to women in the sex trade, working with enforcement agencies to deal with problems relating to ASB and violence against women and girls etc. The main objective of the project has been to provide outreach, casework and support services to women. The contract with the current service providers, (Providence Row and Beyond the Streets) is reaching expiration on 31st March 2017. Prostitution has been identified as one of the 9 strands of Violence Against Women & Girls (VAWG) in the LBTH Action Plan published in January 2013 and in the VAWG strategy in 2015/16 and continues to be a priority area for the Mayor, with objectives related to this in the strategic plan for 2017/18. The Tower Hamlets Community Plan 2015/16 and the Substance Misuse Strategy Action Plan 2016/17 also place huge emphasis on the need to tackle domestic violence, prostitution and ASB by providing support services such as drug and alcohol treatment, mental health and sexual health clinics. It is estimated that approximately 200 women work in the sex trade in Tower Hamlets.

The project is funded via London Crime Prevention Funds (LCPF), allocated via the Mayor's Office for Policing and Crime (MOPAC). Funding confirmation for the continuation of the project will be received by early March 2017, and due to EU legislation around Procurement the project will now need to go through a re-procurement process. Reduced funding for 2017/18 onwards require the role of the current Tower Hamlets Prostitution Coordinator (LBTH post) amalgamated into the commissioned project. The main role of the Prostitution Coordinator is to provide a comprehensive partnership approach to the issues and problems sex working has upon the individuals and the community.

The following services will be provided by the appointed agency:

- Contraception including condoms and long acting reversible contraception
- Outreach Sessions
- End to End Case Management Service
- Partnership work with the Criminal Justice System
- Work with Police led Diversion Scheme
- GU screening and fast-track into clinic/treatment;
- Health services such as vaccinations
- Needle exchange
- Basic food and drink
- Basic clothing, including underwear
- Advice and support in accessing welfare benefits

Referrals and access into:

- Accommodation
- Psychiatric and mental health services
- Drug and alcohol services
- Community and support groups
- Domestic violence services

- Health services
- Social Services
- Sexual health and family planning services

Contracting Approach

Although there a number of voluntary sector organisations who have experience of working with sex working women, this project requires a dedicated agency who have a track record of delivering outstanding outcomes for vulnerable women affected by prostitution. A strong partnership and working relationship is also required to be able to work with enforcement agencies such as the Police and other parts of the Criminal Justice System. The current DV and VAWG team have previously considered bringing this project in-house, but a separate service is required which targets prostitution in its entirety by working alongside the DV and VAWG team and also sharing resources with them as at times all the above services may be working with the same client. A competitive tendering process will be carried out to ensure the best agencies come forward and bid for this project, this will not only benefit the community and the cohort of clients but will also ensure targets set with MOPAC are also met.

Community Benefits

- Providing support for sex-working women to exit the sex trade and as a result reducing the number of prostitutes and prostitution related problems such as ASB, sexual grooming, pimping, drug dealing, robbery, noise, litter, harassment, soliciting kerb-crawling
- Providing sex workers who have complex needs with support around safeguarding, safety planning, accessing accommodation, substance misuse services, physical health & mental health service
- Supporting women in reporting instances of violence to the Police and statutory services
- Raise awareness around the personal safety of women and reduce the demand for Prostitution in the borough
- Provide a borough-wide partnership response in supporting women who are sex working via the Tower Hamlets Prostitution Partnership (THPP)

Contract Ref & Title	AHS5223 Mother and Baby Health and Wellbeing Service		
Procurement Category:	Care & Commissioning	Funding:	Public Health Grant
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/06/2017	Contract Duration and Extensions:	3 years + option of 2 year extension
Value P/A:	£328,031	Value Total:	£1,640,155
Reviewed by Competition Board <input type="checkbox"/>	15/05/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

The programme (previously named the Breast Feeding Support Service) will have a primary focus on infant feeding, promoting breast feeding wherever possible, providing specialist support for babies with complex feeding problems, and advising mothers on introducing solid foods in a way that optimises baby's health and wellbeing.

The service will also have a wider health promotion role. This will include supporting infant attachment and maternal emotional health and wellbeing and providing brief interventions and referrals e.g. in relation to smoking cessation, family planning and domestic violence.

The service will work closely with midwives, health visitors, children's centre and the Baby Friendly Initiative (BFI) service, supporting training of front-line staff and the collection, reporting and evaluation of infant feeding data to ensure that the service is provided in ways that are tailored to mothers' and babies' needs across Tower Hamlets.

The programme will also provide training and supervision for volunteer breast feeding helpers and supporters who work alongside the programme's mother and baby workers and may provide a route for them into future employment.

Public consultation in 2016 demonstrated a very high level of support for the service from the women and families that have benefitted from breast-feeding support over a number of years.

Contracting Approach

Open competitive procurement.

Community Benefits

Community benefits will be sought and constitute 5% of the award scoring at tender evaluation.

Contract Ref & Title	AHS5224 School Health and Wellbeing Service (including the Child and Family Weight Management Service)		
Procurement Category:	Care & Commissioning	Funding:	Public Health Grant
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	05/06/2017	Contract Duration and Extensions:	3 years + option of 2 year extension
Value P/A:	£1,700,400	Value Total:	£8,502,000
Reviewed by Competition Board <input type="checkbox"/>	15/05/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

The school health service aims to ensure that school aged children and young people (5-19 years) are supported to live healthy lives and have the appropriate access to healthcare to minimise health related impediments to achieving their full potential. This includes support for emotional health and wellbeing as well as physical health. A key objective is that every school in Tower Hamlets has access to a named school nurse.

The child and family weight management service currently provides 12 week multi component (healthy eating, physical activity and behaviour change) programmes and maintenance programmes for at least a further 9 months for TH residents:

- Women with a BMI of 30 or more and had a baby within the last 2 years
- Children and young people who are overweight or obese with/without co-morbidities
- Parents/carers of overweight and obese children

The commissioning intention is to discontinue the Child and Family Weight Management as a separate service at the end of the current contract in 2018 and to re-procure the School Health service including specialist input on healthy weight in children and families as part of an integrated service. This gives effect to one of the savings proposals set out in the MTFs approved by the Council in February 2017, realising an overall saving of £268k per year or £1.34m over the proposed full contract term.

Contracting Approach

Open competitive procurement.

Community Benefits

Community benefits will be sought and constitute 5% of the award scoring at tender evaluation.

Contract Ref & Title	AHS5225 Pharmacy Public Health Services		
Procurement Category:	Care & Commissioning	Funding:	Public Health Grant
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/06/2017	Contract Duration and Extensions:	3 years + option of 2 year extension
Value P/A:	£643,000	Value Total:	£3,215,000
Reviewed by Competition Board <input type="checkbox"/>	15/05/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

Community pharmacies are essential providers of local and accessible preventative health services alongside other NHS services. Services are provided on a tariff-based pay per item basis. The proposal is to decommission the following services which are currently provided by pharmacies:

- Sexual health and contraception services – including chlamydia testing, routine contraception and emergency hormonal contraception
- Tobacco cessation services and products such as nicotine replacement therapy
- Supervised consumption of Methadone and Buprenorphine.

An opportunity to achieve a small saving (£30k per year) in the cost of services is identified in the MTFs so the tariffs payable will be rebased to achieve this. This is likely to be primarily through the tobacco cessation services.

Pharmacy services will be subject to annual review and the ability to vary service specifications when appropriate.

Contracting Approach

As the aim is to ensure that community pharmacies provide the important local access to the services across all parts of the borough there will be limited competition procurement but a requirement that pharmacy outlets are located in Tower Hamlets and commit to a minimum level of activity. Qualifying providers will be required to comply with all appropriate clinical and regulatory requirements in order to participate.

Contract Ref & Title	AHS5226 London Smoking Cessation Transformation Programme – Communications		
Procurement Category:	Care & Commissioning	Funding:	Funded by London boroughs` contributions. Tower Hamlets = £27k (17-18)
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/06/2017	Contract Duration and Extensions:	12 months
Value P/A:	Up to £250K	Value Total:	£250K*
Reviewed by Competition Board <input type="checkbox"/>	15/05/2017	<input checked="" type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

The contract will be for the development and delivery of a communications campaign; the aim of the campaign will be to increase the number of people calling the national Smoke free phone number, where smokers who wish to quit will be offered the opportunity to take up an enhanced stop smoking telephone support service. The campaign will use digital marketing to direct smokers from across London who wishes to quit smoking to the telephone service. This is a pilot programme that is aiming to channel shift smokers away from face to face interventions to use digital solutions including apps.

Contracting Approach

What type of procurement is envisaged e.g. open competitive procurement? Open competitive tender. This is a pilot programme, any view to extend or re-commission would be dependent on the outcomes of the pilot.

Contract Ref & Title	DR5205 Pest Control Services		
Procurement Category:	Services	Funding:	Revenue
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input checked="" type="checkbox"/>	08/05/2017	Contract Duration and Extensions:	24 Months + 36 Months extension
Value P/A:	£75,000.00	Value Total:	Up to £375,000.00
Reviewed by Competition Board <input checked="" type="checkbox"/>	06/03/2017	<input checked="" type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

There is a requirement for the Corporate Landlord Model to procure pest control services for its portfolio of over 200 CLM buildings. The Corporate Estate covers a wide range of buildings which are generally classified as: 1.Admin buildings 2.Children's Centre, 3.Youth Centre, 4.Community buildings, 5.Park buildings, 6.Idea Stores, libraries, stop shops, 7. Day Centre & Adult Residential.

The scope of services is to provide a clean and pest free environment for staff and visitors. There is also a requirement for the landlord to ensure the fabric of the estate is kept to a standard that reduces any risk arising from rodent or pest damage. This contract is an ongoing requirement and will protect the corporate estate and satisfy insurance criteria.

There will be 2 Lots within the contract

- Lot 1 Pest Control Survey
- Lot 2 Maintenance and ad –hoc services

There will be single suppliers allocated to each Lot to minimise the risk of conflict of interest.

Lot 1 will have a supplier to survey each site once every year. The contractor will then create a maintenance programme of infected sites.

Lot 2 suppliers will undertake the works identified in Lot 1.

Contracting Approach

The contract will be tendered according to the EU procurement regulations in the form of an open tender in 1 stage. A short list of 4 – 6 bidders will be evaluated on a criteria designed to identify the most economically advantageous offer based on a combination of the quality of the vendor's solution (40%), price (60%).

A corporate spend report for FY 2013-2016 indicated that 2/3 companies such as Rentokill and Raptor are being used as well as the In house team on an ad-hoc basis. The In House team are unable to provide all of the ad-hoc requirements, due to their staff resource being allocated to a housing contract. They were invited to make a proposal for the CLM requirement in 2016. The proposal included employing two FTE's and acquiring 2 vehicles in order to provide a number of visits. The proposal exceeded expected market price and the services offered in the proposal were limited and required sub-contracting for pests not covered as well as bird control measures. Therefore Facilites sought permission to procure a service through the Competition Board.

Scope of services is driven by the requirements of the service area. In order to ensure that this contract is fit for purpose a high level of stakeholder engagement will be needed ensure that requirements are captured and described accurately as outputs within the specification.

The contract will provide for an annual renegotiation based on the requirement to pay the LLW and an annual index related increase. The annual index is not yet identified but could be limited to increases in council budgets or related to an external index such as the Consumer Price Index (CPI). The LLW is announced in October each year and Employers have 6 months within which to implement the increase. Annual increases will be applied from April each year.

As the contract will cover a period of high activity in relation to changes in property use, disposals and the addition of additional properties – new properties is not intended to be limited to the new Civic Centre. The variation clause will need to provide for flexibility ie. a standard variation clause to add/removed properties and services at short notice.

A performance measurement model is to be developed to meet the Councils expectations for service and value. Performance Indicators (PIs) and Key Performance Indicators (KPIs) to be developed in consultation with key stakeholders and be directly related to the contract extension.

The contract will provide a for a schedule of rates to include additional work and emergency responses.

Community Benefits

The service will provide a number of community benefits which includes;

- Potential to encourage Apprenticeship schemes through the specification;
- Employment of staff is within the borough of Tower Hamlets; positively encourage tenders submissions from suppliers with good records for training and skills development.
- Payment of London Living Wage (LLW)
- The likely hood of being a registered company within the Tower Hamlets Community.
- Local recruitment
- The ITT will request community benefit and initiatives

Contract Ref & Title	DR5206 – Grounds Maintenance and Arboriculture Services		
Procurement Category:	Services	Funding:	Revenue
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	08/05/2017	Contract Duration and Extensions:	36 Months + 24 Months extension
Value P/A:	£80,000	Value Total:	£400,000
Reviewed by Competition Board <input checked="" type="checkbox"/>	06/03/2017	<input checked="" type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

There is a requirement for the Corporate Landlord to procure Grounds Maintenance services and Arboriculture Services within its portfolio of 200 buildings. The Corporate Estate covers a range of building which are generally classified as: 1. Admin buildings 2. Children's Centre, 3. Youth Centre, 4. Community buildings 5. Park buildings, 6. Idea Stores, Libraries, stop shops, 7. Day Centre & Adult residential.

Historically, this contract has always been delivered in-house by the Green Team, due to the increase in the number of sites requiring the service the in-house team is unable to adequately resource for the new sites.

The scope of services is driven by the requirement to provide a well groomed external environment for staff and visitors. The contract proposes to provide a range of services such as; Grass cutting, Flower beds, Hanging baskets, Shrub beds, Mixed borders, Maintenance of hedges, Litter clearance, Vegetation Control to Hard Services, Maintenance of Children's Play areas, Cleaning of External furniture, Tree Survey and Maintenance, Reactive Works.

There will be 2 Lots within the contract

- Lot 1 – Grounds Maintenance
- Lot 2 – Arboriculture Survey

A single supplier will be appointed to each Lot to minimise the risk of conflict of interest.

Contracting Approach

The market for delivering these services is well developed and competitive. There are firms operating at local, regional and national level that are likely to bid across both lots. The procurement will be carried out in accordance with the EU Open Procedure. The advert will be published in OJEU, Council website and Contract Finder via the Council's tendering portal to allow more local suppliers and SMEs to tender for the contracts. In response to the notices suppliers interested in tendering will be required to formally express an interest in order to gain access to the Tender Documents. A pre-determined set of criteria will be used to identify the most economically advantageous tenders; schedules of rates will be established through a competitive process.

Community Benefits

The procurement will seek community benefits from the suppliers, and these would include apprenticeship, work experience placements, promoting job fairs and offering graduate placements and / or administrative job opportunities.

Bidders will be asked to demonstrate how their approach to employment can support the creation of local training and employment. Payment of the London Living Wage will be a minimum requirement set out in the terms of the contract.

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Contract Ref & Title		P5219A – Professional Valuation Services – Asset Valuations	
Procurement Category:	Services	Funding:	HRA, General Fund Revenue
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	27/06/2017	Contract Duration and Extensions:	60 Months + 12 Months extension
Value P/A:	£60k-£80k	Value Total:	Between £360k-£480k
Reviewed by Competition Board <input type="checkbox"/>		<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

This procurement is for the appointment of an accredited and competent chartered surveying firm to deliver a range of professional valuation services including annual asset valuations, rating advice and reinstatement valuations for insurance purposes.

The Council has a statutory obligation to value the its corporate and housing assets on annual basis for accounting purposes. This contract will ensure this is delivered in the medium term and that a consistent approach is taken.

Historically these services have been delivered through a an outsourced contract managed by the Asset Management team. This is mainly due to the specialist nature of the activities, lack of resources (due to recruitment and retention issues), cost of delivery and variable volumes. The implementation of the corporate landlord operating model has seen a major shift in the focus of service delivery for the Asset Management team. The core objective of the service is to support Council and Mayoral objectives of delivering housing, delivering an efficient and cost effective property estate and supporting the delivery of a new civic presence in Whitechapel.

This procurement will ensure that the services are delivered in the medium term and provide a less onerous contract management requirement. Longer term contracts will also encourage bidders to commit resources to delivering good services and ensure that the commercial element of the tender is competitive. The procurement strategy has been developed to encourage local SME's to bid and ensure that where appropriate more specialist services have been grouped together.

The services included in this contract are as follows:

- General Fund and Housing revenue account annual asset valuations
- Reinstatement valuations for insurance valuations
- Rating valuation advice

Contracting Approach

The market for delivering these services is well developed and competitive. There are firms operating at local, regional and national level that are likely to bid across all lots. The Council currently has national firm

delivering these services (although the actual delivery is sub-contracted) through an outsourced model.

The procurement will be carried out in accordance with the EU Open Procedure. The advert will be published in OJEU, Council website and Contract Finder via the Council's tendering portal to allow more local suppliers and SMEs to tender for the contract. In response to the notices suppliers interested in tendering will be required to formally express an interest in order to gain access to the Selection Questionnaire (SQ). A pre-determined set of criteria will be used to identify the most economically advantageous tenders; schedules of rates will be established through a competitive process.

Community Benefits

The procurement will seek community benefits from the suppliers, and these would include work experience placements, promoting job fairs and offering graduate placements and / or administrative job opportunities.

Companies invited to bid will be asked to demonstrate how their approach to employment can support the creation of local training and employment.

Payment of the London Living Wage will be a minimum requirement set out in the terms of the contract.

Contract Ref & Title	P5219B – Professional Valuation Services – RTB, Acquisitions & General Advice		
Procurement Category:	Services	Funding:	HRA, General Fund Revenue and Capital
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	27/06/2017	Contract Duration and Extensions:	48 months
Value P/A:	Up to £360,000	Value Total:	Up to £1.440m
Reviewed by Competition Board <input type="checkbox"/>	03/04/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

This procurement is for the appointment of accredited and competent chartered surveying firms to deliver a range of professional valuation services including Right to Buy valuations, acquisition of land and buildings and disposals of land and buildings (residential and commercial) and associated advice. The procurement includes the provision of right to buy valuations and this contract will be awarded to two providers (following a recent audit recommendation).

Historically the above services have been delivered through a range of outsourced contracts managed by the Asset Management team. This is mainly due to the specialist nature of the activities, lack of resources (due to recruitment and retention issues), cost of delivery and variable volumes. The implementation of the corporate landlord operating model has seen a major shift in the focus of service delivery for the Asset Management team. The core objective of the service is to support the Council's and Mayoral objectives of delivering housing, delivering an efficient and cost effective property estate and supporting the delivery of a new civic presence in Whitechapel.

This procurement will reduce the overall number of suppliers, and provide a less onerous contract management requirement. Longer term contracts will also encourage bidders to commit resources to delivering good services and ensure that the commercial element of the tender is competitive.

The procurement strategy has been developed to encourage local SME's to bid and ensure that where appropriate more specialist services have been grouped together. Three lots have been created as follows:

- 1) Right to buy valuations including re-determination advice and representation
- 2) Residential acquisitions for social housing and investment

3) General valuation advice including commercial and residential acquisitions and disposals and associated services

The Council has a statutory obligation to provide Right to Buy Valuations under the Housing Act and the existing contract is now holding over.

Lot 2 will provide the Asset Management team with the support to acquire up to 100 properties to support its social housing requirement (as approved by Cabinet in March 2017) and the services in this lot will also support the cabinet decision to acquire properties for the Council's investment vehicle.

Lot 3 will provide access to specialist support for the disposal and acquisition of property. Specialist support will include feasibility studies and building surveying services.

Contracting Approach

The market for delivering these services is well developed and competitive. There are firms operating at local, regional and national level that are likely to bid across all lots. The Council currently has a good mix of SME's and nationals delivering these services through an outsourced model. The procurement will be carried out in accordance with the EU Open Procedure. The advert will be published in OJEU, Council website and Contract Finder via the Council's tendering portal to allow more local suppliers and SMEs to tender for the contract. In response to the notices suppliers interested in tendering will be required to formally express an interest in order to gain access to the Selection Questionnaire (SQ). A pre-determined set of criteria will be used to identify the most economically advantageous tenders; schedules of rates will be established through a competitive process. Two suppliers will be appointed onto lot 1 – Right to Buy Valuations while other lots will each have one supplier.

Community Benefits

The procurement will seek community benefits from the suppliers, and these would include work experience placements, promoting job fairs and offering graduate placements and / or administrative job opportunities. Companies invited to bid for inclusion will be asked to demonstrate how their approach to employment can support the creation of local training and employment.

Contract Ref & Title	R5236 ICT Specialist Interim Support Services		
Procurement Category:	Corporate Services	Funding:	Transformation budget
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/06/2017	Contract Duration and Extensions:	6 month
Value P/A:	-	Value Total:	£420,000
Reviewed by Competition Board <input type="checkbox"/>	-	<input type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

Scope of Contract

To provide specialist IT support to the ICT department in a time of significant change and turnover. The areas covered would be those considered to be performed by the ICT management team and consist of:

- Support and guide the Centralisation of ICT from a number of business units
- Provide Programme Management for the IT Transformation Programme
- Provide Technical Support for the Enterprise and Programmes in the form of Solution and Enterprise Architecture including Digital knowledge.
- Provide specialist technical support to support the council in the recruitment and on-boarding of a

permanent Divisional Director of IT to undertake the ongoing role of delivering the ICT strategy and service. (April – September 2017).

- Provide commercial support to the management of the Council’s external IT partner, including:
 - Technical input into contractual reviews to ensure that the supplier is meeting contractual obligations.
 - Review of contractual performance measures and advice on areas for improvement.
 - Oversee the commissioning of new services through the contract.

Contracting Approach

The required services will be procured through an appropriate public sector framework contract to ensure service is appropriately resourced.

Appendix 2 – Contract Forward Plan Forecast 2017-19




London Borough of Tower Hamlets

Cabinet Procurement Forward Plan 2017/18 - 2018/19

Quarter	FY	Direct	Existing Contract Number	Contract Title	Contract Exp. date	Total Value (extract: Bravo Contracts register)
Q2	2017/18	D&R	DR4454	General Building Works MTC	30/05/2018	£6,000,000
Q3	2017/18	RE	R4206	Pan London Out of Hours Service	29/09/2018	£1,000,000
Q3	2017/18	AHS	PH4509	PHARMACY CONTRACTS - covering public health services – smoking cessation, sexual health and supervised consumption	30/09/2018	£1,120,000
Q3	2017/18	RE	R4725	Supply of office stationery and associated items	29/09/2018	£1,740,000
Q3	2017/18	AHS	ESCW PH 4661	Fit4Life Centre	30/09/2018	£690,000
Q3	2017/18	AHS	ESCW PH 4557	Fit4Life Specialist Weight Management	30/09/2018	£630,000
Q4	2017/18	RE	R4841	Assist in the calculation and forecasting of business rate income.	01/11/2018	£1,000,000
Q4	2017/18	RE	R3886	Future Sourcing of Back Office (FSBO)	29/04/2019	£64,546,623
Q1	2018/19	CLC	CLC4371	Highway Maintenance and Improvement Works	29/06/2019	£60,500,000.00
Q1	2018/19	CS	CS2436	Leisure Management Contract	29/04/2019	£23,550,000
Q1	2018/19	AHS	ESCW PH 4905	Health Visitor Service	31/03/2019	£21,500,000
Q1	2018/19	D&R	E2877	Procurement of a Local Education Partnership for Building Schools for the Future	01/01/2019	£180,000,000

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<p>Cabinet</p> <p>2 May 2017</p>	
<p>Report of: Matthew Mannion, Committee Services Manager</p>	<p>Classification: Unrestricted</p>
<p>Mayor's Individual Executive Decisions – List of Recently Published Decisions</p>	

Lead Member	Mayor John Biggs
Originating Officer(s)	Matthew Mannion, Committee Services Manager
Wards affected	All wards
Key Decision?	No
Community Plan Theme	All

Executive Summary

The Council's Constitution provides for the Mayor to take Executive decisions either at meetings of Cabinet or outside of the meetings as Individual Mayoral Decisions.

These individual decisions are published on the Council's website but to aid transparency, this noting report lists recent individual decisions that have been taken.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Individual Mayoral Decisions set out in the Appendices.

1. REASONS FOR THE DECISIONS

- 1.1 This is a noting report to aid transparency.
- 1.2 The reasons each decision were taken are set out in their specific reports.

2. ALTERNATIVE OPTIONS

- 2.1 The alternative option would be to not produce this report, but that would not aid transparency of decision making.

3. DETAILS OF REPORT

- 3.1 The Council's Constitution (Part 4.4 Executive Procedure Rules) sets out that "decisions on executive functions are taken by the Mayor, either at the Cabinet meeting or separately". Decisions taken outside of Cabinet are known as Individual Mayoral Decisions.
- 3.2 The majority of decisions are taken at Cabinet meetings but on occasion, due to the nature of the decision (for example, the urgency required), decisions are taken individually by the Mayor outside of the Cabinet meetings.
- 3.3 Any individual decisions taken must follow standard procedures including, for Key Decisions, advance publication of a notice to take the decision on the website. The sign-off sheets containing an introduction to the decisions and the decisions taken along with the full decision reports are published on the website once the decision has been taken and are available on the Tower Hamlets website through www.towerhamlets.gov.uk/committee.
- 3.4 If a specific decision report is Exempt/Confidential under the Access to Information Procedure Rules (Part 4.2 of the Constitution) then notice that the decision has been taken will still be published along with the reason why the report is exempt but the report itself will not be published. In other cases only part of the report may be exempt.
- 3.5 In line with the Constitution, all Individual Mayoral Decisions are subject to the Call-In procedure (Part 4.5 Overview and Scrutiny Procedure Rules). Councillors may call-in the decision within 5 working days of the decision being published on the website.
- 3.6 Each individual decision is given a unique reference number which is recorded on the relevant sign-off sheet and agenda front sheet. Numbers from 101 upwards relate to individual decisions taken by Mayor John Biggs.
- 3.7 The Mayor has requested that, to aid transparency, a noting report be presented at each Cabinet meeting listing recent Individual Mayoral Decisions. The sign-off sheets for each decision are also appended to this report for information.

3.8 The list of decisions to report to this Cabinet meeting are:

List of Individual Mayoral Decisions taken since the last report

Decision Number	Date of Decision*	Report Title	Sign off Sheet
146	1 February 2017	Security Services Framework	Appendix A
147	6 February 2017	Determination of Roman Road Neighbourhood Planning Area	Appendix B
148	7 March 2017	Nominations to East End Homes	Appendix C
149	19 March 2017	Renewal of SAP Business Objects (BO)	Appendix D
150	19 March 2017	Purchase of 99 St Paul's Way	Appendix E
151	13 April 2017	East End Homes	Appendix F
152	13 April 2017	Seahorse Homes	Appendix G

* The date of the decision refers to the date of publication on the Council's website.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 This is a noting report. The comments of the Chief Financial Officer in relation to each individual decision have been incorporated into each respective report.

5. LEGAL COMMENTS

5.1 This is a noting report. Legal comments in relation to each individual decision have been incorporated into each respective report.

5.2 The decision making processes set out in the Constitution and outlined above are in accordance with the legislation governing local authority decision making including the Local Government Act 2000 (as amended) and The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 None directly related to this report.

7. BEST VALUE (BV) IMPLICATIONS

7.1. None directly related to this report.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 None directly related to this report.

9. RISK MANAGEMENT IMPLICATIONS

9.1 None directly related to this report.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 None directly related to this report.

11. SAFEGUARDING IMPLICATIONS

11.1 None directly related to this report.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices


- As listed under Paragraph 3.8

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

- None

Officer contact details for documents:

- Matthew Mannion, Committee Services Manager, 020 7364 4651

Individual Mayoral Decision Decision Log No: <u>146</u>	 TOWER HAMLETS
Report of: Corporate Director, Resources	Classification: Unrestricted
Security Services Framework Award Recommendations	

Is this a Key Decision	No
Decision Notice Publication Date:	N/A
General Exception or Urgency Notice published	Not required
Restrictions:	None
Reason for seeking an Individual Mayoral Decision:	To ensure council benefits from tendered rates and bring current spend under contract.

EXECUTIVE SUMMARY

This report sets out the request for a Mayoral Decision to award the Security Services framework agreement for the provision of security personnel and the repairs and maintenance of security equipment. The framework agreement is for a period of 48 months commencing from January 2017.

The need for this framework to address the current off contract expenditure was reported through the quarterly cabinet contract forward plan report in April 2015. Approval to proceed with the procurement was granted but with a recommendation for the decision on award of the framework to be reported back to cabinet.

DECISION

The Mayor is recommended to:

1. Delegate to the Corporate Director of Resources the decision making ability to award the Security Services framework agreement for each of the following lots in accordance with the OJEU contract notice to the bidders set out in Appendix A:
 - Lot 1 – Manned Guarding, Keyholding and Mobile Patrol
 - Lot 2 – Event Security
 - Lot 3 – Live-in Guardian
 - Lot 4 – Installation and Maintenance of Building Security Systems
 - Lot 5 – Locksmith Services
 - Lot 6 – Building Hoarding

Such delegation to include the ability to instruct the Corporate Director Of


Governance to agree and enter into such agreements as are required to give effect to any decision made under this delegation.

2. Note that funding for each call-off contract will be met by each Directorate calling off the framework.
3. Note the preparatory work to be undertaken in relation to staffing (TUPE) prior to the commencement of the framework

APPROVALS


1. (If applicable) Corporate Director proposing the decision or his/her deputy

I approve the attached report and proposed decision above for submission to the Mayor.

Signed  Date 26/01/17.

2. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed  Date 26/1/17.

3. Monitoring Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

I confirm that this decision:-


- (a) has been published in advance on the Council's Forward Plan OR
- (b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

Signed  Date 27/01/17

4. Mayor

I agree the decision proposed in paragraph above for the reasons set out in paragraph 1.3 in the attached report.

Signed  Date 1/2/17.

Individual Mayoral Decision Proforma Decision Log No: <u>147</u>	 TOWER HAMLETS
Report of: Aman Dalvi, Corporate Director Development & Renewal	Classification: Unrestricted
Neighbourhood Planning: Determination of Roman Road Neighbourhood Planning Area.	

Is this a Key Decision?	Yes
Decision Notice Publication Date:	Not before the 6 th of February.
General Exception or Urgency Notice published?	Not required
Restrictions:	None
Reason for seeking an Individual Mayoral Decision	Government regulations require the decision to be made within 13 weeks of publication for consultation. The Cabinet timetable does not allow the decision to be taken at Cabinet within this statutory timeframe.

EXECUTIVE SUMMARY

Neighbourhood planning was introduced by the Localism Act 2011 and allows communities to help shape their local area by preparing a Neighbourhood Development Plan (NDP), or Neighbourhood Development Orders (NDOs), provided they meet a number of basic conditions, including being in general conformity with the strategic policies of a development plan prepared and adopted by the local planning authority (LPA). In parished areas neighbourhood planning processes are led by parish or town councils; in other areas neighbourhood planning forums must apply to the LPA to be designated as the lead (qualifying body).

As LPA, the Council is required to determine applications for Neighbourhood Area designation in accordance with the Town and County Planning Act 1990 (as amended) and the Neighbourhood Planning (General) Regulations 2012.

The Council has received an application from the community organisation 'The Roman Road Neighbourhood Forum' to establish a Neighbourhood Planning Area in the wider Roman Road / Bow area.

Full details of the decision sought, including setting out the reasons for the recommendations and/or all the options put forward; other options considered; background information; the comments of the Chief Finance Officer; the concurrent report of the Head of Legal Services; implications for One Tower Hamlets; Risk Assessment; Background Documents; and other relevant matters are set out in the attached report.

DECISION

1. Approve the designation of the Neighbourhood Planning Area, as applied for and as defined in the plan contained in Appendix 1.
2. Approve that the Area designated should be named the Roman Road Bow Neighbourhood Planning Area.

APPROVALS

1. **(If applicable) Corporate Director proposing the decision or his/her deputy**

I approve the attached report and proposed decision above for submission to the Mayor.

Signed  Date 6/2/2017.

2. **Chief Finance Officer or his/her deputy**

I have been consulted on the content of the attached report which includes my comments.

Signed  Date 6/2/17.

3. **Monitoring Officer or his/her deputy**

I have been consulted on the content of the attached report which includes my comments.

(For Key Decision only – delete as applicable)

I confirm that this decision:-


- (a) has been published in advance on the Council's Forward Plan OR
- (b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

Signed  Date 06/02/17

4. **Mayor**

I agree the decision proposed in the recommendations above for the reasons set out in paragraph 1 in the attached report.

Signed  Date 6/2/17

Individual Mayoral Decision Proforma Decision Log No: 148	 TOWER HAMLETS
Report of: Charles Yankiah, Senior Committee Officer	Classification: Unrestricted
Nominations to East End Homes, Tower Hamlets Community Housing and Davenant Centre	

Is this a Key Decision?	No
Decision Notice Publication Date:	(Report author to state date of decision notice – either individual notice or within the Forward Plan)
General Exception or Urgency Notice published?	Not required
Restrictions:	
Reason for seeking an Individual Mayoral Decision:	This is a Non-Key issue that requires a prompt decision to allow representatives to be appointed to the Trust

EXECUTIVE SUMMARY

The Mayor has responsibility for appointing representatives to certain External Bodies on behalf of Tower Hamlets Council. This report sets out the appointments that are required to East End Homes, Tower Hamlets Community Housing and Davenant Centre. These appointments are until further notice.

Full details of the decision sought, including setting out the reasons for the recommendations and/or all the options put forward; other options considered; background information; the comments of the Chief Finance Officer; the concurrent report of the Head of Legal Services; implications for One Tower Hamlets; Risk Assessment; Background Documents and other relevant matters are set out in the attached report.

DECISION

The Mayor is recommended to:

1. Agree the nomination of Councillor Rachael Saunders to replace Councillor Andrew Cregan to serve on the Board of East End Homes until further notice;
2. Agree the nomination of Councillor Abdul Mukit MBE to serve on Tower Hamlets Community Housing until further notice; and

3. Agree to appoint Andy Scott, Acting Divisional Director for Economic Development to serve on the board of the Davenant Centre until further notice.

APPROVALS

1. (If applicable) Corporate Director proposing the decision or his/her deputy

I approve the attached report and proposed decision above for submission to the Mayor.

Signed  Date 28/02/17

2. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed  Date 1/3/17

3. Monitoring Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

~~(For Key Decision only delete as applicable)~~

~~I confirm that this decision:-~~


~~(a) has been published in advance on the Council's Forward Plan OR
(b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.~~

Signed  Date 1/3/17

4. Mayor

I agree the decision proposed in the recommendations paragraph above for the reasons set out in paragraph 1.1 in the attached report.

Signed Date

Individual Mayoral Decision Decision Log No: 149	 TOWER HAMLETS
Report of: Zena Cooke, Director of Resources	Classification: Unrestricted
Title: Renewal of SAP Business Objects (BO) Licencing –Annual Support Fees	

Is this a Key Decision?	No
Decision Notice Publication Date:	Not applicable
General Exception or Urgency Notice published?	Not required
Restrictions:	None

1 EXECUTIVE SUMMARY

- 1.1 The Council had been 'under-licenced' with SAP for Business Objects (BO) for a number of years. BO is the reporting software that we use to help us extract the necessary management information required by the services that use this tool. A legal settlement agreement was reached with SAP in September 2014, and the Council has been paying £201,157 annual support fees to SAP since then.
- 1.2 The Council has been rationalising the use of BO across the various services, however, this has been a slow process as the Council uses BO for large tier 1 critical systems as follows:-
- Social Care SAP Business Objects
 - Northgate: SAP Business Objects
 - Oracle Siebel CRM: SAP Business Objects including Northgate HR Arinso
- 1.3 The i-casework system has partly replaced Oracle SAP CRM functionality at a cost of £122K for areas such as FOI, members' enquiries and complaints, but Customer Access, Pest Control and some services within the previous D&R Directorate still depend on the Siebel CRM and use its associated BO reports.
- 1.4 Hundreds of Business Objects users across Customer Access, Housing, Social Care and HR use thousands of reports as per Appendix A. Social

Care are interested in widening the use of BO in Adults services to improve their management information.

- 1.5 Through the process of rationalisation, we are now down to 278 users (as per appendix B) and expect to have around a few hundred reports following on from some further review and reduction of the use of reports.
- 1.6 The Head of Corporate ICT Client Team has discussed SAP BO renewal at the January 2017 Monthly Operations Meeting [MOM] (that has key representatives from the Directorates, THH and Agilisys). The consensus of opinion was to stay with BO for two years as the product is well embedded in the organisation and integrated with key line of business (LOB) applications such as Northgate Housing and Core Logic in Social Care. To change Housing and Social care LOB applications would be very labour intensive and expensive in terms of capital costs of replacement software. According to CCS some 100 local authorities/public sector organisations have licencing arrangements with SAP BO and are heavily reliant on it and are all looking into alternatives that will put pressure on LOB suppliers to have BO replacement products in place and integrated into the applications over coming 24 months.
- 1.7 Also according to recent Gartner reports, agile Business Intelligence (BI) and analytic tools such as those of Microsoft are beginning to replace enterprise wide legacy reporting tools such as BO (see appendix B). Therefore in two years' time, it may be easier and cheaper to replace SAP BO as LOB application suppliers are likely to align their software with Microsoft BI and analytic tools as these products become more widespread and mature.
- 1.8 A high level cost/benefit has been undertaken by the Client Team which also supports the decision to continue with BO at this stage as per table below.

Option 1		Option 2	
Continue with SAP BO	Cost £	Replace the system with alternatives by 2018	Cost £
Capital costs (software)	-		500,000
SAP annual maintenance (2018 only)	211,000		211,000
Annual maintenance fees [2019-2020]	422,000		200,000
SAP Upgrade one off	215,000		215,000
Training	-		50,000
Appraisal, Migration and Implementation	-		248,000
Total Cost over 3 years	848,000	-	1,424,000

Full details of cost benefit are provided in Appendix C (see attached).

- 1.9 The Council had been liaising with Crown Commercial Services (CCS) since January 2016 on a Memorandum of Understanding and Framework Agreement that would have potentially offered government discounts. However, these negotiations between CCS and SAP broke down recently, as SAP does not wish to offer special framework discounts. Alternatives have been looked into, re-tendering for new products is not cost-effective. Re-tendering for the same product with SAP resellers will cost more as SAP fixes the price of the product and going to re-sellers for these products will increase costs as resellers will add both their margins and product inflation since Sept 2014.

Using Agilisys to procure will cost us £211,214 per annum avoiding direct award to SAP. It also eliminates the administration of cost of procurement.

2 Recommendations

The Mayor is recommended to:

- Approve the award of contract for SAP BO for the next two years.
- Authorise the Corporate Director of Resources, after consultation with the Acting Director of Governance and Interim Monitoring Officer, to execute and enter into all necessary agreements.

3 Full Details of the Decision Sought, Including Reasons and Options

- 3.1 As the renewal is required to meet our obligations with the legal agreement between SAP and LBTH for the continued use of the software and the licencing arrangement is currently set until we cease to use BO software entirely, the ICT SCB is being recommended to:
- 3.2 Approve the continued renewal of SAP licences at 2014 prices for a further two years as per Appendix A, through our strategic partner Agilisys.

DECISION

APPROVALS

1. (If applicable) Corporate Director proposing the decision or his/her deputy

I approve the attached report and proposed decision above for submission to the Mayor.

Signed



Date 16.3.17

2. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed Neill Roberts, Date 16.3.17

3. Monitoring Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

I confirm that this decision is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

Signed Drummond Date 17/03/17


4. Mayor

I agree the decision proposed above for the reasons set out in paragraphs 2,3 and 4 in the attached report (Individual Mayoral Decision).

Name [Signature] Signed John Rigg
Date 17/3/17

Name Signed

Date

Individual Mayoral Decision Decision Log No: 150	 TOWER HAMLETS
Report of: Corporate Director, Place	Classification: Unrestricted
Purchase of 99 St Paul's Way, E3 4AJ	

Is this a Key Decision?	Yes
Decision Notice Publication Date:	17 th January 2017
General Exception or Urgency Notice published?	No
Restrictions:	Restricted report under paragraph 3 (financial affairs)
Reason for seeking an Individual Mayoral Decision:	Limited timescales for completion imposed by the vendor

Executive Summary

99 St Paul's Way, E3 4AJ was vacated by a General Practice surgery that previously occupied the premises. The council has been negotiating with NHS Property Services about the potential purchase of the property. The site is of local strategic importance and could potentially deliver a number of facilities including council homes, community facilities and/or provide sixth-form facilities for nearby St Paul's Way Trust School. This reports sets out the outcome of those negotiations and seeks Mayoral authority to proceed with the purchase.

Some confidential information is set out in an accompanying exempt report by the same title.

Recommendations:

The Mayor is recommended to:

1. Agree to the purchase of the freehold of 99 St Paul's Way, E3 4AJ, for the price set out in the accompanying restricted report;
2. Adopt the capital estimate and to approve the necessary capital programme reprofiling set out in the accompanying restricted report for the purchase of the site and associated acquisition costs including Stamp Duty Land Tax, land registry fees, legal and

professional fees;

3. Authorise the Corporate Director, Property, after consultation with the Divisional Director, Legal Services, to agree the final terms and conditions of the agreement; and
4. Authorise the Divisional Director, Legal Services, to execute all necessary documents to implement this decision.

APPROVALS

1. (If applicable) Corporate Director proposing the decision or his/her deputy

I approve the attached report and proposed decision above for submission to the Mayor.

Signed  Date 17/03/17

2. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed  Date 17/3/17


3. Monitoring Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

~~(For Key Decision only — delete as applicable)~~

~~I confirm that this decision:-~~


~~(a) has been published in advance on the Council's Forward Plan OR
(b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.~~

Signed  Date 17/03/17

4. Mayor

I agree the decision proposed in paragraph above for the reasons set out in section 1 in the attached report.

Signed  Date 17/3/17

Individual Mayoral Decision Proforma Decision Log No: 151	 TOWER HAMLETS
Report of: Matthew Mannion, Committees Manager, Democratic Services	Classification: Unrestricted
Nominations to the East End Homes Board	

Is this a Key Decision?	No
Decision Notice Publication Date:	N/A
General Exception or Urgency Notice published?	Not required
Restrictions:	None

EXECUTIVE SUMMARY

The Mayor has responsibility for appointing representatives to certain External Bodies on behalf of Tower Hamlets Council. This report sets out a request to make an appointment to the Board of East End Homes.

DECISION

The Mayor is recommended to:

1. Agree the nomination of Motin Uz-Zaman to the Board of East End Homes.

APPROVALS

1. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed  Date 11/04/17

2. Monitoring Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

(For Key Decision only – delete as applicable)

I confirm that this decision:-


(a) has been published in advance on the Council’s Forward Plan OR


(b) is urgent and subject to the ‘General Exception’ or ‘Special Urgency’ provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

Signed  Date 11/04/17

3. Mayor

I agree the decision proposed in paragraph above for the reasons set out in paragraphs 3.1 to 3.3 in the attached report.

Signed  Date 11/4/17

Individual Mayoral Decision Proforma Decision Log No: <u>152</u>	 TOWER HAMLETS
Report of: Graham White Acting Corporate Director Governance	Classification: Unrestricted
Appointment of Director to Seahorse Homes Limited	

Is this a Key Decision?	No
Decision Notice Publication Date:	N/A
General Exception or Urgency Notice published?	Not required
Restrictions:	N/A
Reason for seeking an Individual Mayoral Decision	Under Part 3, Article 3.2.2 of the constitution, the mayor has power to appoint officers to external bodies in relation to executive functions.

EXECUTIVE SUMMARY

This report seeks approval to the appointment of Ann Sutcliffe (Interim Divisional Director Property and Major Programmes) as a Director of Seahorse Homes Limited, the council's wholly owned housing company which was established on 10th March 2017. This appointment was previously made by cabinet on 7th of February 2017 when it considered a report to establish a wholly owned company. However the appointment needs to be renewed in order to comply with the notification requirements of the Companies Act 2006. Under the Act, all director appointments must be notified to companies house who maintain a record of company directors.

Full details of the decision sought, including setting out the reasons for the recommendations and/or all the options put forward; other options considered; background information; the comments of the Chief Finance Officer; the concurrent report of the Head of Legal Services; implications for One Tower Hamlets; Risk Assessment; Background Documents; **and other relevant matters are set out in the attached report.**

DECISION

It is agreed that Ann Sutcliffe be appointed Director of Seahorse Homes Limited, the council's wholly owned housing company

APPROVALS

1. (If applicable) Corporate Director proposing the decision or his/her deputy

I approve the attached report and proposed decision above for submission to the Mayor.

Signed  Date 10/4/17

2. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed  Date 11/04/17

3. Monitoring Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

(For Key Decision only – delete as applicable)

I confirm that this decision:-

- (a) has been published in advance on the Council's Forward Plan OR
- (b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.

Signed  Date 10/04/17

4. Chief Executive 

I have been consulted on the content of the attached report which includes my comments where necessary.

Signed Date

5. Mayor

I agree the decision proposed in the recommendations above for the reasons set out in paragraph XX in the attached report.

Signed  Date 12/4/17