

CABINET

MAYOR

Mayor John Biggs

CABINET MEMBERS

Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor Rachael Saunders	(Deputy Mayor and Cabinet Member for Health & Adult Services)
Councillor Amina Ali	(Cabinet Member for Environment)
Councillor Rachel Blake	(Cabinet Member for Strategic Development & Waste)
Councillor Asma Begum	(Cabinet Member for Community Safety)
Councillor David Edgar	(Cabinet Member for Resources)
Councillor Abdul Mukit MBE	(Cabinet Member for Culture and Youth)
Councillor Joshua Peck	(Cabinet Member for Work & Economic Growth)
Councillor Amy Whitelock Gibbs	(Cabinet Member for Education and Children's Services)

[The quorum for Cabinet is 3 Members]

MEETING DETAILS

Tuesday, 25 July 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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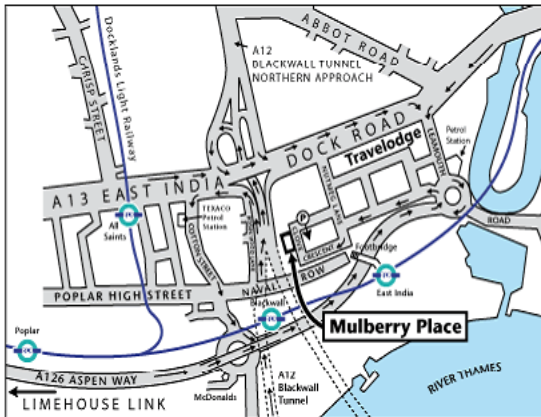
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A Guide to CABINET

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, 27 July 2017**
- The deadline for call-ins is: **Tuesday, 1 August 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, 25 JULY 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 - 16
The unrestricted minutes of the Cabinet meeting held on Tuesday 27 June 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	Housing Capital Projects	17 - 26
<p>Report Summary: The Housing Capital Pipeline Programme is expected to deliver in the region of 1,000 new high quality homes by building new homes on estates and making the best use of the Council's land assets to meet the objectives set by the Council.</p> <p>Note – exempt appendix is in separate supplement.</p> <p>Wards: All Wards Lead Member: Deputy Mayor and Cabinet Member for Housing Corporate Priority: Creating opportunity by supporting aspiration and tackling poverty</p>		
5.2	IDF: Approval of S106 Funding to WorkPath Training	27 - 84
<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> <ul style="list-style-type: none">• WorkPath Training <p>Approval is sought to deliver this project because it will help contribute to the delivery of positive improvements to people's lives that will underpin the Community Plan theme of: A Fair and Prosperous Community.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Strategic Development and Waste Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p>		
5.3	Council Tax Exemption for Care Leavers	85 - 100
<p>Report Summary: To consider and approve a council tax discount for care leavers</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>		

5.4	Academy Conversions - Clara Grant Primary School and Stepney Green Mathematics and Computing College	101 - 114
<p>Report Summary: To approve putting into effect the documentation required to achieve these conversions, including leases, transfer of liabilities under the PFI arrangements and Commercial Transfer Agreements.</p> <p>Wards: Bromley South; St Dunstan's Lead Member: Deputy Mayor and Cabinet Member for Education and Children's Services Corporate Priority: (All Corporate Priorities)</p>		
5.5	Improvement and Transformation of Information Communications and Technology	115 - 128
<p>Report Summary: The report seeks authority from Cabinet to release £16.35m from the earmarked reserve and to delegate authority to the Corporate Director, Resources or their nominated officer after consultation with the Cabinet Member for Resources to approve expenditure against this reserve in order to refresh and transform ICT.</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>		
5.6	Strategic Performance Monitoring - Q4 2016/17	129 - 230
<p>Report Summary: This paper provides a summary of the Council's progress against the strategic performance measures at the year-end.</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>		

5.7 Contracts Forward Plan 2017/18 Q2**231 - 244****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.

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

5.8 List of Individual Mayoral Decisions**245 - 262****Report Summary:**

To note recent Individual Mayoral Decisions as published on the website.

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

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

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-

Asmat Hussain, Corporate Director, Governance and Monitoring Officer. Tel 020 7364 4800

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.34 P.M. ON TUESDAY, 27 JUNE 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)
Councillor Rachael Saunders	(Deputy Mayor and Cabinet Member for Health & Adult Services)
Councillor Rachel Blake	(Cabinet Member for Strategic Development & Waste)
Councillor Asma Begum	(Cabinet Member for Community Safety)
Councillor David Edgar	(Cabinet Member for Resources)
Councillor Abdul Mukit MBE	(Cabinet Member for Culture and Youth)
Councillor Joshua Peck	(Cabinet Member for Work & Economic Growth)
Councillor Amy Whitelock Gibbs	(Cabinet Member for Education and Children's Services)

Other Councillors Present:

Councillor Peter Golds	(Leader of the Conservative Group)
Councillor Denise Jones	(Chair of the Overview and Scrutiny Committee)
Councillor John Pierce	(Mayoral Advisor on Anti-Social Behaviour)
Councillor Andrew Wood	

Apologies:

Councillor Amina Ali	(Cabinet Member for Environment)
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Officers Present:

Zena Cooke	(Corporate Director, Resources)
Ann Corbett	Divisional Director - Community Safety
David Courcoux	(Head of the Mayor's Office)
Fiona Crehan	(High Streets and Town Centres Manager, Place)
Paul Dunn	ASB Consultants
Debbie Jones	(Corporate Director, Children's)
Nancy Meehan	(Interim Improvement Manager, Children's Social Care)
Maxine Moar	Program Manager
Neville Murton	(Divisional Director, Finance, Procurement & Audit)
Denise Radley	(Corporate Director, Health, Adults & Community)
Michael Ritchie	(Principal Officer - Place Shaping)
Andy Scott	(Head of Economic Development, Place)

Ann Sutcliffe	(Divisional Director, Property & Major Programmes)
Will Tuckley	(Chief Executive)
Owen Whalley	(Divisional Director, Planning & Building Control)
Graham White	(Acting Corporate Director, Governance)
Matthew Mannion	(Committee Services Manager, Democratic Services, Governance)
Nadir Ahmed	(Business Support Manager, Place)
David Knight	(Senior Democratic Services Officer)

AGENDA ORDER AND ANNOUNCEMENTS

Agenda Order

At the meeting the Mayor agreed to change the order of business such that Agenda Item 5.3 (Revised Character Appraisals and Management Guidelines for Driffield Road and Medway Conservation Areas) was taken after Agenda Item 4 (Overview and Scrutiny Committee). All other items were taken in order. For clarity, the minutes are set out in the order the items appeared on the agenda.

Announcements

Before moving on to the main items of business the Mayor brought the meeting up to date with progress on assessing fire risk in the Council's housing stock following the Grenfell Tower fire. He thanked officers and Members who had been working hard on this issue.

He also reported that cross-community work was taking place to reassure residents following recent terrorist attacks and again he thanked everyone who had been involved in this work.

Finally he thanked Graham White, Acting Corporate Director, Governance who was due to leave the service of the Council shortly for his hard work and support over the years and in particular over the last year whilst he had been the Acting Corporate Director.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillor Amina Ali (Cabinet Member for Environment).

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interests however Councillors Joshua Peck and Rachel Blake both declared personal interests in Agenda Item 5.3 (Revised Character Appraisals and Management Guidelines for Driffield Road and Medway Conservation Areas) and stated that they would leave the room for the duration of that item.

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Tuesday 2 May 2017 be approved and signed by the Mayor as a correct record of proceedings.

4. OVERVIEW & SCRUTINY COMMITTEE

4.1 Chair's Advice of Key Issues or Questions

A number of Pre-Decision Scrutiny Questions were submitted in relation to the following agenda items:

- 5.1 – Response to OFSTED SIF Inspection
- 5.4 – Town Centre Wifi Programme
- 5.5 – Update on the Civic Centre Project
- 5.9 – List of Executive Mayoral Decisions

The questions and officer responses were tabled and considered during the discussion of the relevant items.

In addition Councillor Denise Jones, Chair of the Overview and Scrutiny Committee (OSC), provided an update on their meeting the previous week. She reported on a number of issues the Committee had considered, including:

- They had received an update on the risk assessment work being undertaken on the Council's housing stock and discussed how OSC would continue to monitor the issue.
- There had been a spotlight session on the Cabinet Member for Resources and in particular the Committee had asked for clarity on the timing and detail of proposed budget savings.
- The Committee had received an update on the improvement plans following the OFSTED review.
- The Committee also discussed its work planning for the year ahead.
- Finally, she reported that the Committee had established its Sub-Committees for the year but would be reconsidering Lead Member appointments at its next meeting.

The Mayor thanked Councillor Denise Jones for her update.

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

Nil items.

5. UNRESTRICTED REPORTS FOR CONSIDERATION

5.1 Response to OfSted SIF Inspection

Councillor Amy Whitelock Gibbs, Cabinet Member for Children's Services, introduced the report. She highlighted that support for the most vulnerable children and families was one of the Council's most important functions and it was important to bring forward the urgently needed improvements.

She explained that the response was built around four specific themes, namely:

- Leadership, Management and Governance
- A robust model of social work practice
- A sufficient and skilled workforce
- Quality assurance and audit.

It was emphasised that completing the improvement work would take time but that it was important to see changes beginning to work as quickly as possible and indeed that there had already been some signs of improvement.

During discussion a number of issues were raised including:

- Ensuring errors around thresholds were acknowledged and corrected.
- Needing rigour around Special Guardianship orders.
- The need to explore reporting standards around fostering placements.
- That the improvement plan was a living document and would be amended as required over time.

The **Mayor** welcomed the report, seeing it as a very important matter to discuss and that would come back again at future dates. He thanked everyone involved in working on the improvement plan. He also noted the questions from Scrutiny and the responses provided. Finally, he **agreed** the recommendation as set out.

RESOLVED

1. To note the contents of the report and approve the submission of the Improvement Plan to the Department for Education by the 20 July 2017.

5.2 Anti-Social Behaviour - A Blueprint for Local Action in Tower Hamlets

Councillor Asma Begum, Cabinet Member for Community Safety, introduced the report. She explained that tackling anti-social behaviour (ASB) was a top priority for residents and this report set out how the Council and its partners would look to tackle the issue. The report also highlighted significant investment being made to support the plan.

Ann Corbett, Divisional Director, Community Safety, then took Members through the report in more detail including looking at the priorities, how victims

were being put at the heart of the process and the importance of partnership and neighbourhood management models.

Councillor Peter Golds, Leader of the Conservative Group, addressed the meeting. He welcomed the aspirations of the report but questioned whether it was robust enough to tackle the many issues set out.

Members discussed the report and a number of points were raised including:

- The need to tackle problems on housing estates.
- How ASB needed to be tackled in conjunction with partners.
- Particular issues were noted such as drug taking and car racing.

The **Mayor** welcomed the report, noting that it was a developing policy with a new Cabinet Member leading on the work, supported by Councillor John Pierce as a Mayoral Advisor on the work. He noted some of the actions that were already taking place such as trialling new road humps to reduce speeding. He highlighted the issue as an ongoing priority area and stated that he welcomed the active role of Scrutiny in monitoring the progress. He noted the pre-decision scrutiny questions and answers and **agreed** the recommendation as set out.

RESOLVED

1. To approve the new approach to tackling anti-social behaviour set out in the document “Anti-Social Behaviour – A Blueprint for Local Action in Tower Hamlets” attached to the report.

5.3 Revised Character Appraisals and Management Guidelines for Driffield Road and Medway Conservation Areas

Councillor Rachel Blake withdrew from the meeting for the duration of this item. Councillor Joshua Peck did the same after providing an update on the extent of his involvement in the issue to date.

The Mayor introduced the report, reminding the meeting that this followed on from a discussion of the issue at a previous Cabinet and that there had also been numerous discussions at other groups and meetings. He highlighted the preferred officer decision and also the alternative options available.

Tom Gill, local resident, addressed the meeting urging the Mayor to allow residents the ability to extend their homes to meet the needs of their families. He considered that the proposals were modest and that there were mitigation measures set out.

The Mayor also noted written objections that had been submitted that referenced the historic environment, suggested lack of public support and issues with divided properties amongst other points.

During discussion officers confirmed that, should the mayor agree the alternative proposal, they would need to set out a process for agreeing

mitigation contributions. It was also noted that relations between different leaseholders were not planning matters.

The **Mayor** indicated that he was minded to agree the alternative recommendation to allow the additional rights to residents to extend their properties. He noted the objections raised but also the mitigation measures available.

The **Mayor agreed** the alternative option as listed in the report.

RESOLVED

1. To pursue a more permissive approach to mansard roof extensions in the Driffield Road and Medway conservation areas by adopting the Revised Character Appraisals and Management Guidelines (Appendix 2A to the report) and the enhancement guidance documents (Appendix 2B to the report).

5.4 Town Centre Wi-fi Programme

Councillor Joshua Peck, Cabinet Member for Work and Economic Development, introduced the report. He highlighted that broadband speeds in London were generally quite slow and that Tower Hamlets had the slowest speeds in London. It was therefore important to take action to improve the situation. This proposal was a positive and exciting new investment in the future of the Borough.

During discussion it was noted that a Communications Plan was in development to alert residents to the project.

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

RESOLVED

1. To authorise the procurement of a Provider for the provision of free public Wifi network in the borough through the deployment of technology on Council-owned street furniture via a concession agreement;
2. To authorise Corporate Director, Place, following consultation with the Lead Member, to award a concession contract and approve other ancillary or related contractual documentation, on the basis of the most economically advantageous tender following a compliant procurement exercise;
3. To authorise Corporate Director, Governance, following consultation with Corporate Director, Place, to enter into and execute all necessary documents to give effect to recommendation 2;

4. To note that a further report will be presented to the Mayor in Cabinet regarding the proposed Fibre and Ducting concession agreement to be procured; and
5. To note that the delivery plan and outcomes for the Digital Inclusion Training programme and Project Manager role will be agreed with the Lead Member.

5.5 Update on the Civic Centre Project

The Mayor introduced the report. He explained that the costs and benefits of the proposals had been thoroughly examined and that it was the right decision to go ahead with the project.

He noted the exempt appendix to the report. He agreed that it was exempt for the reasons set out, namely that:

“The appendix sets out certain details of the proposed funding strategy for the project; the premature publication of this information could prejudice the council in future negotiations with potential contractors. The report also contains information relating to potential sale receipts of council-owned buildings that may be proposed for disposal; the publication of this could jeopardise the council’s ability to secure the best consideration, reasonably obtainable, when taking those sites to the market. The report also lists details of potential rental payments for the council’s current accommodation and possible alternatives; publication of this information could prejudice the council in negotiations. “

During discussion of the report it was noted that it provided a good account of the current state of the project and the next steps. It was also reported that the Overview and Scrutiny Committee were considering holding a spotlight session to examine the project in more detail.

Councillor Peter Golds, Leader of the Conservative Group, addressed the meeting to thank officers for continuing to provide briefings on the progress of the project and to highlight that he would be continuing to monitor the financial viability as the work developed.

The **Mayor** noted the pre-decision scrutiny questions and tabled answers and **agreed** the recommendations as set out.

RESOLVED

1. To note the design development work to date (section 6 of the report) and the proposal for a different scheme to that which formed the basis of the November 2015 Cabinet report (section 5 of the report);
2. To note the cost update (section 7 of the report);

3. To adopt a capital estimate of £105 million for the construction and related costs associated with the building of the new civic centre;
4. To authorise the Divisional Director, Property & Major Programmes, to negotiate and agree a revised fee for the architect-led multi-disciplinary design team up to the end of RIBA Stage 3 (Developed design), subject to the agreed fee representing no more than 4% of the core construction cost of the project (para 7.18 of the report);
5. To authorise the Divisional Director, Property & Major Programmes, to issue a Voluntary Ex Ante Transparency (VEAT) notice to the OJEU if required and to enter into any contractual documentation to implement the above decision;
6. To note the updated financial appraisal and business case that sets out the positive Net Present Value on the civic centre project (section 8 of the report);
7. To note the update in relation to disposals (section 9 of the report)
8. To note the difference between assets that have been identified to be sold to support the funding of the civic centre project and those that will be realised solely and exclusively as a result of proceeding with the civic centre scheme (para 6.3);
9. To note the improved capital receipts from assets sold to date and forecast to be achieved (para 6.8 and exempt report);
10. To note that the funding available to support the development of the new civic centre from those assets identified in November 2015 for sale has, and is forecast to, grow and that the net borrowing requirement is reduced as a result;
11. To confirm that funding of the civic centre can be made available from either the utilisation of cash reserves, the asset sales identified in this paper, or from borrowing (or a combination of those three funding sources) with a final decision on funding and financing to be taken prior entering into the design and build contract in 2018;
12. To authorise the use of prudential borrowing to cover the gap between forecast project costs and other sources of capital including capital receipts;
13. To note the update on surveys, soft strip and asbestos (section 10 to the report);
14. To note the update in relation to procurement (section 11 to the report);
15. To authorise the Chief Executive, as Project Sponsor, to enter into a Pre-Construction Services Agreement, and subsequently the design and build contract, on the basis of the most economically

advantageous tender submitted following a compliant procurement exercise, together with any other ancillary or related contractual documentation;

16. To authorise the Chief Executive to initiate an OJEU restricted procurement exercise for the design and build contractor if the outcome of the mini-competition under the Southern Construction Framework in terms of the lack of competition or inadequate bids returned is unsatisfactory (para 11.16 of the report);
17. To authorise the Chief Executive to procure and appoint an Employer's Agent on the basis of the most economically advantageous tender submitted following a compliant procurement exercise, together with other ancillary or related contractual documentation;
18. To note the update in relation to the proposed publicly-accessible local presence on the ground floor of the new civic centre (section 12 of the report);
19. To note the update in relation to planning and listed building consent (section 13 to the report);
20. To note the high-level programme (section 14 to the report)
21. To note the proposal in relation to communication and engagement (section 15 to the report); and
22. To note the key risks (section 23 to the report).

Plus Recommendations from the Exempt Appendix:

1. To adopt the capital estimate set out in the Exempt Appendix as a client-held contingency.
2. To authorise the Chief Executive, in his capacity as the Project Sponsor, to consider and approve requests for draw-down against the proposed client contingency fund, subject to a report to the Project Board.
3. To note the exempt information relating to the financial appraisal and business case.
4. To note the exempt disposal values.
5. To note the update in relation to business continuity.

5.6 Strategic Performance and Corporate Revenue and Capital Budget Outturn 2016/17

The Mayor introduced the report in conjunction with Councillor David Edgar, Cabinet Member for Resources.

The **Mayor** noted the financial results set out including the slight underspend for the last financial year and then the larger underspend on the Housing Revenue Account due to certain anticipated government actions not taking place. It was noted that most, but not all, proposed Council savings had been achieved. There were also good collection rates on council tax and business rates. The **Mayor agreed** the recommendations as set out.

RESOLVED

1. To note the Council's provisional revenue outturn position as at 31 March 2017 as detailed in Sections 3 to 5 of the report.
2. To note the Council's provisional capital outturn position as at 31 March 2017 as detailed in Section 6 of the report.
3. To note the position in achieving approved savings in 2016-17.
4. To note the key Balance Sheet indicators.
5. To note that the position set out in this report is subject to the preparation of the Council's statutory financial accounts and external audit processes.

5.7 Clear Up Project Final Report

The Mayor introduced the report into the Clear Up project. Graham White, Acting Corporate Director, Governance and Interim Monitoring Officer, then took Members through the report and the process that had been followed through the clear up project. He emphasised that the report submitted by the independent investigator was presented here unaltered. This was a good example of the increased transparency under which the Council was now operating.

The updated appendix to the original report was noted.

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

RESOLVED

1. To note the report.

5.8 List of Corporate Directors' Decisions

The **Mayor** noted the listed corporate director decisions and **agreed** the recommendation as set out.

RESOLVED

1. To note the decision taken which are set out in Appendix 1 to the report.

5.9 List of Executive Mayoral Decisions

The **Mayor** noted the reported Individual Mayoral Decisions and **agreed** the recommendation as set out.

RESOLVED

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

6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

7. EXCLUSION OF THE PRESS AND PUBLIC

Nil items.

8. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

9. OVERVIEW & SCRUTINY COMMITTEE**9.1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business**

Nil items.

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


Nil items.

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

Nil items.

The meeting ended at 7.30 p.m.

MAYOR JOHN BIGGS

Cabinet 27 July 2017	 TOWER HAMLETS
Report of: Corporate Director – Place	Classification: Part Exempt (Appendix 1 Exempt)
Housing Capital Projects: Pipeline schemes	

Lead Member	Cllr Rachel Blake, Cabinet Member for Strategic Development Cllr Sirajul Islam, Cabinet Member for Housing Cllr David Edgar, Cabinet Member for Resources
Originating Officer(s)	John Coker, Acting Divisional Manager Strategic Housing Jane Abraham, Interim Project Manager, Capital Delivery
Wards affected	All Wards
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

Executive Summary

The Housing Capital Pipeline Programme is expected to deliver in the region of 1,000 new high quality homes by building new homes on estates and making the best use of the Council's land assets to meet the objectives set by the Council.

This report informs Members of the emerging programme of Housing Capital Pipeline Projects, including mixed-use schemes where a variety of community uses will be provided in addition to new housing. The report seeks Mayoral approval for the adoption of a budget allocation for pre-development costs, up to the submission of planning applications for pipeline schemes across the borough.

This report also informs Members of the approach to community consultation for all pipeline schemes.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the approach to community consultation for schemes in the pipeline;
2. Approve the allocation of a capital budget of £3.30 million for feasibility and preliminary works for the schemes listed in the Housing Capital Pipeline Programme;
3. Authorise the Corporate Director (Place), after consultation with the Corporate Director (Governance), to agree to proceed to award contracts and enter into any agreements required to implement recommendation 2 if so required, subject to tenders being within the approved capital budgets and progress the Housing Capital Pipeline Programme.

1. REASONS FOR THE DECISIONS

- 1.1 The delivery of the Housing Capital Pipeline Programme is essential to contribute towards delivering the Mayoral priority of 1,000 additional Council homes for local people.
- 1.2 In order to progress the Housing Capital Pipeline Programme, the Council is required to appoint design teams to complete design and feasibility works to RIBA (Royal Institute of British Architects) Stage 3, including the submission of planning applications for each viable scheme. Without an approved budget allocation, the Council will not be able to deliver the pipeline programme.
- 1.3 The design teams will be procured through a framework approach in order to expedite the process.

2. ALTERNATIVE OPTIONS

- 2.1 There are a number of options that the Mayor can consider in relation to the Housing Capital Pipeline Programme.
- 2.2 The first option is to take no action. This will result in the failure to contribute to the Mayoral priority or provide any additional new homes and does not make the best use of the Council's land assets.
- 2.3 The second option is to progress with vacant and infill sites only where no existing residents will be displaced, although they will be impacted by development activity in the vicinity of their homes and the possible loss of garages or other amenities. This option fails to maximise the contribution that the Council could be making to addressing high levels of housing need in the borough.

- 2.4 The third option is to delay the decision to progress with the pipeline programme. This will mean that homeless households currently living in temporary accommodation will have to stay in this type of accommodation than longer than necessary before they are able to move into a permanent affordable home and residents will not get the opportunity to live in good quality energy efficient homes.
- 2.5 The added consequence of any of these alternative options is that the Council will be unable to spend its 'one-for-one' RTB receipts within the prescribed period and will be expected to repay these to the Treasury with interest, impacting on the Council's reputation and its ability to meet the Mayoral priority of additional Council housing within the borough.

3. BACKGROUND

- 3.1 The Housing Capital Pipeline Programme is expected to deliver in the region of 1,000 new high quality homes by building new homes on estates and making the best use of the Council's land assets to meet the objectives set by the Council.
- 3.2 A budget allocation for pre-development and evaluation costs leading to the submission of planning applications for projects in the Housing Capital Pipeline Programme, including the former health centre in St Pauls Way, Southern Grove and other council-owned sites suitable for the development of additional homes for rent
-
- 3.3 In July 2016, the Mayor agreed that new affordable homes delivered through the pipeline programme on infill sites should be split 50% social rent and 50% LB Tower Hamlets Living Rent. This remains the starting point for site appraisals on council-owned sites, however, where a scheme requires a community facility to be provided or includes leaseholder buy-backs, a mixed tenure approach may be required to make the scheme viable.
- 3.4 The programme will be funded from a variety of sources, including use of one-for-one RTB receipts, HRA capital reserves and borrowing, other capital reserves, external grant funding and cross-subsidy generated by the wholly-owned company or community benefit society.

4. PROGRESS TO DATE

- 4.1 Over the past few years, the Council has commissioned a number of stock condition and estate capacity surveys to establish a Housing Capital Programme.
- 4.2 In May 2016, Cabinet considered the recommendations of the Affordability Commission. The Commission recommended that a full capacity study be of

council-owned land be carried out to make the best use of the Council's assets, to identify opportunities and funding options. A key delivery theme of the Tower Hamlets 2016-20 Housing Strategy is for more affordable housing, economic growth and regeneration and includes the completion of a capacity study as an action within the strategy.

- 4.3 The estate capacity study completed in November 2016, assessed each of the Council's estates and potential infill sites, within the HRA, and scored them against a list of agreed criteria, prioritising stock condition. The resulting pipeline schemes have been established from the priority sites assessed through this process.
- 4.4 In addition, the Council has sought to maximise its delivery programme by purchasing development sites on the open market and making use of other assets in its ownership to increase the supply of housing and provide other community uses.
- 4.5 The key objectives of the Housing Capital Pipeline Programme are to:
- Provide a mix of good quality well-designed sustainable new homes that are economical to run
 - Deliver schemes of the highest design and architectural quality that contribute to improved public realm
 - Deliver value for money within the capital programme, through the most appropriate delivery route
 - Actively involve local residents in the place making process

5. CONSULTATION PROCESS

- 5.1 The Council is committed to consulting residents and other local stakeholders as part of the design development process for the Housing Capital Pipeline Programme. Consultation will take place in accordance with the following principles:
- Residents will be invited to a minimum of 2 consultation events organised by the Council
 - Consultation will take place at the start of the design process and prior to a planning application being submitted
 - A single point of contact will be provided
 - Information about the consultation process will be available on the Council's website and the Council will work in partnership to encourage residents to engage in the process
- 5.2 The objectives of this approach to consultation are to give residents and local stakeholders affected by the new build proposals the opportunity to:
- See and understand the Council's aspirations for the site

- Contribute to shaping the proposals
- Understand the impact of the proposed scheme on their own household
- Benefit from the opportunities that new development will bring

5.3 Taking into account the lessons learnt from previous Council-led new build housing developments, measures to mitigate the impact of development and improve the overall estate will be set out ahead of the consultation process.

5.4 The key stages of the consultation process are:

Stages		
Stage 1	Initial concept stage	Opportunity to share the broad objectives of the scheme, the site outline, the likely number of new homes and the density and massing
Stage 2	Design development stage	Gather more detailed feedback from residents on materials, landscaping etc.
Stage 3	Planning submission stage	Brief residents before submission and keep them informed of the process
Stage 4	Construction (on-site) stage	Keep residents informed through regular newsletters, Meet the Contractor events etc.

6. PROCUREMENT

6.1 The cost of architectural design services to RIBA Stage 3 for the estate based schemes will exceed the OJEU threshold for services, which means that the procurement process is more prescriptive and can take several months to complete.

6.2 To enable the process to be progressed as quickly as possible, these services will be procured through a framework approach. The Council has made use of frameworks, such as the GLA Framework and the Hyde Framework, for much of its development activity to date. For the pipeline programme, the Council is intending to pilot the use of the Bloom Procurement Framework, which differs from other frameworks in that it is an open framework, allowing competent suppliers can join at any time.

6.3 In addition to making the process time efficient, it also ensures the compliance with the Council's procurement rules when using the same supplier for more than one commission across the authority.

7. BUDGET ALLOCATION

- 7.1 The Housing Revenue Account contains a revenue budget of £500,000 to fund feasibility appraisals for housing capital projects. Initial feasibility studies, including supporting surveys, for housing-led development at St Paul's Way, one of the estate based schemes and a number of the infill sites are currently being funded from this budget allocation, enabling these schemes to progress towards the community consultation stage in the autumn.
- 7.2 In order to progress all of the schemes listed above to RIBA Stage 3, the stage at which a planning application can be submitted, approval is required for scheme-specific budget allocations for pre-development costs.
- 7.3 As the delivery route for each scheme will inform the capital costs, and this has yet to be agreed, further approval will be required for capital estimates to progress these schemes beyond planning.

8. DELIVERY TIMETABLE

- 8.1 The proposed delivery timetable for the submission of planning applications for schemes in the pipeline programme is shown below:

Date	Task
June/July 2017	Tenders issued for procurement of Architectural Design Services to RIBA Stage 3
July 2017	Appointment of architects
End July – End Sept	Initial surveys to inform design
Sept/Oct 2017	Completion of initial feasibility studies for pipeline schemes to establish capacity and viability options ahead of community engagement
Sept/Oct 2017	Planning engagement ahead of formal pre-application advice
Oct 2017 – Dec 2017	First community engagement events to consult on initial concepts and inform design development
Nov 2017 – Jan 2018	Formal pre-application advice
Dec 2017 – March 2018	Completion of surveys and reports required to support planning application
Feb 2018 – March 2018	Further community consultation events ahead of planning submission
Feb 2018 – April 2018	Refinement of designs in response to consultation and survey outcomes
April 2018	Submission of planning applications

9. COMMENTS OF THE CHIEF FINANCE OFFICER

- 9.1 The report proposes that a capital estimate of £3.30 million be adopted to enable the procurement of professional services, including technical advisors, architects, employer's agents and surveys, in order to allow the schemes shown in paragraph 3.2 to be developed up to RIBA stage 3.
- 9.2 The Council is currently holding substantial levels of Right to Buy receipts (approximately £84 million as at 31st March 2017) which must be used for the supply of new housing. Tight time constraints apply to the use of these resources (they must be spent within three years of receipt) and if they are not utilised they must be paid to the Government with significant interest penalties falling on the Council. In line with Mayoral priorities and the updated Capital Strategy, the proposed pipeline programme is one of the key elements of the overall new supply programme so it is important that the scheme progresses in order to ensure that these resources are not lost to the Council.
- 9.3 Once the schemes are at RIBA stage 3, further Cabinet approval will be sought for formal capital estimates to be adopted, and the schemes to be incorporated into the capital programme. At this stage a detailed financial appraisal of the costs and likely resourcing of the scheme will be undertaken. This will need to consider the tenure of the properties and rent levels.
- 9.4 The HRA capital programme includes an uncommitted budget of £26.392 million over the period from 2017-18 to 20-21 to finance new supply utilising 'one for one' receipts. The use of these resources is flexible between financial years, and the £3.30 million capital estimate sought to progress the schemes to RIBA stage 3 will initially be met from this budget. If any of the schemes are subsequently developed within the General Fund or via one of the Council's new delivery vehicles, the funding arrangements will be reviewed and changes incorporated into the Council's Medium Term Financial Strategy as necessary.
- 9.5 If any of the schemes do not proceed following development to RIBA stage 3, these costs will be abortive and therefore must be charged to revenue. If so, the costs will be financed from HRA or General Fund resources as appropriate, using revenue funding that is earmarked to finance Revenue Contributions to Capital Expenditure.
- 9.6 Retained right to buy 'one for one' receipts can only be used to part-fund social housing that is available for rent. It is currently assumed that all the Council's new build schemes would comprise 100% rented units, in which case it would be permitted to use 'one for one' receipts to fund up to 30% of all the costs. However, as outlined in paragraph 3.3, the tenure mix on these sites is yet to be determined, therefore it is not currently possible to calculate the exact amount of one for one receipts that will be used.

10. LEGAL COMMENTS

- 10.1 The Council is a local housing authority within the meaning of the Housing Act 1985 and is specifically empowered to provide housing accommodation, either by erecting houses, or converting buildings into houses on land acquired by it for the purposes of Part 2 of the Housing Act 1985, or by acquiring houses.
- 10.2 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. This may involve expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights. This incidental power may support any of the proposed arrangements which require the giving of a grant, provided that the Council abides by its constitution. Section 1 of the Localism Act 2011 gives the Council a general power of competence to do anything that individuals generally may do, subject to specified restrictions and limitations imposed by other statutes which could be utilised to make such grants.
- 10.3 Right to buy receipts are capital receipts within the meaning of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and those Regulations generally require the Council to pay the amounts received to the Secretary of State on a quarterly basis. However, pursuant to section 11(6) of the Local Government Act 2003, the Council may enter into an agreement with the Secretary of State to retain the whole or part of a capital receipt. Such an agreement was entered into in 2012 (and amended on the 17th July 2013) which specifies circumstances in which the Council is not required to pay specified capital receipts to the Secretary of State. This primarily covers a percentage of right to buy receipts received on or after 1 July 2012, subject to conditions. However, the Council must ensure that either a new agreement has been entered into or that the original agreement reflects the use of any such retained receipts as referred to in the body of this report
- 10.4 The Council has an obligation under section 3 of the Local Government Act 1999 to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (the best value duty). One principal way that the Council seeks to fulfil this duty generally is by subjecting spend to competition and choosing the winning bidder by applying pre-advertised evaluation criteria to ensure that the winning bid shows the best and appropriate mix of price and quality.
- 10.5 Therefore, the nature and value of each proposed contract will need to be understood before proceeding with the procurement. Should the value exceed the European threshold, as set down by the Public Contracts Regulations 2015, then the competitive exercise must comply in all respects with the requirements of the Public Contracts Regulations and with European Law. It is notable that further approval will not need to be obtained following approval of the recommendations in this report beyond that which is required as part of the Procurement Procedures.
- 10.6 Any decision to refurbish or redevelop blocks will amount to a matter of housing management under requiring consultation under S,105 of the

Housing Act 1985. 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 when a decision is taken

10.7 When exercising its functions the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). In particular, the Council is legally required to take appropriate steps such as undertaking an equality assessment and if necessary consultation in order to properly understand the needs of individuals affected by these schemes and to consider these needs in its decision making process..

11. ONE TOWER HAMLETS CONSIDERATIONS

11.1 This project is expected to provide in the region of 1,000 new homes in the Borough.

12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

12.1 The pipeline schemes will comply with the Council's requirements on the reduction of carbon emissions, energy consumption along with green and sustainable construction delivery.

13. RISK MANAGEMENT IMPLICATIONS

13.1 The following risk and mitigation measures have been identified:

Risk Summary	Mitigation
Failure to secure a budget allocation will delay the delivery programme	Agree report recommendations to enable the pipeline programme to be progressed
Cost of keeping homeless households in temporary accommodation	Move forward with developing sites for new affordable homes within the pipeline programme

14. CRIME AND DISORDER REDUCTION IMPLICATIONS

14.1 The pipeline schemes will provide homes that are of a better design in terms of orientation to maximise passive supervision of common and external areas, with safe pedestrian routes to and from the homes.

15. EFFICIENCY STATEMENT

15.1 The new buildings will be built to sustainable design standards, therefore reducing the financial impact for residents and users. The procurement process will identify the most efficient means of delivering this key Mayoral priority.


Linked Reports, Appendices and Background Documents

Appendix 1 – Capital Costs (Exempt Appendix)

Officer contact details for documents:

- Ann Sutcliffe, Interim Corporate Director Place , 020 7364 4077

Agenda Item 5.2

Cabinet 25 July 2017	 TOWER HAMLETS
Report of: Ann Sutcliffe, Acting Corporate Directorate, Place	Classification: Unrestricted
Approval of the Allocation of S106 Funding to the WorkPath Training Project	

Lead Member(s)	<u>Covering Cabinet Report</u> Councillor Rachel Blake, Cabinet Member for Strategic Development <u>Project Initiation Document:</u> Cllr Joshua Peck, Cabinet Member for Work & Economic Growth
Originating Officer(s)	<u>Covering Cabinet Report</u> Owen Whalley, Divisional Director, Planning and Building Control, Place Directorate <u>WorkPath Training Project</u> Clare Coombe, Pre-Employment Manager, Growth and Economic Development
Wards affected	All
Key Decision?	Yes
Community Plan Theme	A Fair and Prosperous Community

1. EXECUTIVE SUMMARY

- 1.1 This document has been formed in order to seek the approval of the Mayor in Cabinet for the allocation of £530,244 in Section 106 (S106) funding to the proposals set out in the WorkPath Training Project Initiation Document (PID), which is attached to this Cabinet report.
- 1.2 The WorkPath Training project involves the expenditure of £530,244 of S106 funding on sector specific training that is required to upskill local, unemployed and under-employed residents to enable them to secure sustainable employment.
- 1.3 The project has been identified in direct response to the strategic priorities of the Council's Employment Strategy 2011. It is part of the coordinated work across the Council and its partners to address the creation of opportunities, and to give

local people the skills required by employers in the borough. The project aims to identify a number of sector specific training opportunities to support Tower Hamlets residents (learners) in developing sector specific skills in response to current employer demand in and around London.

- 1.4 The Training for Employment Team will facilitate the training of 1,112 learners across a range of sectors including security, education, hospitality, retail, and customer service between May 2017 and May 2019. Once qualified, the learners will be passed to Information and Guidance Officers, and Brokerage Officers who will present them to local employers to fill vacant job opportunities. All learners will receive dedicated training support whilst on their programme, and will be tracked and monitored in their progression and entry to the labour market.
- 1.5 Table 1 below sets out the amount requested for the overall project and the source of funding.

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

Project Title	Amounts		
	Overall Request	S.106	CIL
WorkPath Training	£530,244	£530,244	-

RECOMMENDATIONS

- 1.6 The Mayor in Cabinet is recommended to:
1. Approve the allocation of £530,244 of S106 funding to the WorkPath Training project as profiled in the PID attached at Appendix A, and in Table 1 of this report.

2. REASONS FOR THE DECISIONS

- 2.1 The WorkPath Training project is fulfilling a specific S106 obligation of supporting Tower Hamlets residents into employment and training, which is a commitment of the Mayor. The WorkPath Training project is cost effective as it will upskill 1112 residents and move them forward into further training and sustainable employment. This feeds into the 2011 Employment Strategy and the Mayor’s pledge to reduce unemployment in the borough and increase the economy.
- 2.2 The existing WorkPath Training project has been funded by S106 over the past 2 years which has enabled the delivery of employer-led training packages with specific learning outcomes for all residents who access the service and require training for employment. The training listed in the PID continues the work that has been delivered successfully over this time. The S106 funding does not have any delivery restrictions other

than requiring the beneficiaries to be LBTH residents unlike other funding streams which stipulate that recipients must claim specific unemployment benefits, have a limited educational background, or are from a particular section of the community. Therefore the S106 funding allows the WorkPath service to offer far more training and employment preparation opportunities to more residents of the borough who require support.

- 2.3 Match funding and using a variety of other funding options has been considered, however the criteria severely restricts the work the Council is able to do, and reduces the number of residents who would be eligible to access the training. S106 funding allows the service to open up the training to all residents in the borough who are eligible to work in the U.K. whereas other funding sources do not. S106 therefore enables the WorkPath service to support greater numbers of residents to prepare and access sustainable employment opportunities.
- 2.4 The project will help to connect businesses with their community; increase employment; and contribute to the delivery of positive improvements to people's lives and the local economy, which underpins the Community Plan theme of:
 - A Fair and Prosperous Community.
- 2.5 Please refer to the attached PID in Appendix A for more information about the overall project outcomes and the individual training programmes.

3. ALTERNATIVE OPTIONS

- 3.1 The alternative option is to not allocate the funding to the overall project. However 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.
- 3.2 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 WorkPath Training project is provided below. For further, detailed information it is necessary to consult the PID attached at Appendix A.
- 4.4 The WorkPath Training PID sets out the proposals to support the delivery of 170 training courses totalling 1112 learners to access sector specific training across a range of industries. This is with a view to improving the learners' skills and abilities in their chosen work specialism, whilst enhancing their individual employability skills. Each programme will be delivered in accordance with the criteria of the awarding body, and will either be delivered at the WorkPath Employment & Skills Centre in Canary Wharf, or with partner organisations across the borough. This is to ensure full accessibility for candidates and appropriate support from recruiting employers.
- 4.5 The London Borough of Tower Hamlets is the 10th most deprived area in England out of 326 local authority areas. Income based deprivation within the borough ranges from 8% in the St Katharine's Dock area to 62% in Millharbour which in contrast is also home of the heart of the financial district, Canary Wharf. The 2011 Census results show that in 19% of households in the borough, English is not the main language spoken. There is a strong correlation between language proficiency and worklessness. Residents with English as an additional language who were workless were more than four times as likely to rate their proficiency as poor than those in full-time work; 10.1% of the population across Tower Hamlets are registered as having no qualifications, and 81.6% with only a Level 1 qualification. There is a strong link between residents without or with low qualifications and worklessness, with these groups at a higher disadvantage and more likely to struggle to find work, or sustain work over a 12-month period.
- 4.6 The Employment Strategy 2011 and its associated action plan include a commitment to supporting the unemployed into the labour market in a sustainable manner. In response, the WorkPath Training project will provide employment-led training to enhance residents' core skills and sector specific qualifications, and improve their employability so they can secure sustainable employment.
- 4.7 Table 2 sets out the details of the training courses available and the number of learners per course over the two-year period.

Table 2: Training Delivery Breakdown

	No. of Courses	No. of Learners	No. of Courses	No. of Learners	Total no. of Learners	Total Courses Over 2 Years
Course	Year 1		Year 2			
NVQ 2 Support Work in Schools	2	56	2	56	112	4
Midday Meals Supervisors	4	48	4	48	96	8
Security	5	60	5	60	120	10
Vocational ESOL	3	32	9	108	140	12
Cash & Card Handling	2	24	3	36	60	5
Customer Service/ Behaviours in the Work Place	4	48	4	48	96	8
Barista training	2	24	2	24	48	4
L2 Food Hygiene Training	3	36	3	36	72	6
Retail Works	2	40	2	40	80	4
ICT training & BCS Online Basics Qualification	12	144	12	144	288	24
Total	39	512	46	600	1112	85

4.8 Table 3 indicates the number of anticipated new jobs created from the training opportunities.

Table 3: New Jobs Created from Training Opportunities

Training programme	Number of residents trained	Percentage of trained residents into further training <u>OR</u> employment	Total number of residents expected to secure employment after training
Security SIA Door Supervisor	120	75%	90
L2 SWiS	112	80%	90
Midday Meals Supervisor course	96	80%	77
Customer Service	96	85%	41
Cash Handling	60	85%	25
Barista Training	48	85%	41
Vocational ESOL	140	90%	63
L2 Food Hygiene	72	85%	41
Retail Works	80	85%	34
IT Training	288	70%	101
Total	1112		603

4.9 The project budget is set out in Table 4.

Table 4: Project Budget

Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
NVQ 2 Support Work in Schools	£116,000	S106	Revenue
Midday Meals Supervisors training	£11,200	S106	Revenue
Security SIA Door Supervisor	£100,000	S106	Revenue
Vocational ESOL	£90,870	S106	Revenue
Cash & Card Handling	£6,000	S106	Revenue
Customer Service/Behaviours in the Work Place	£5,280	S106	Revenue
Barista Training	£10,080	S106	Revenue
L2 Food Hygiene Training	£3,600	S106	Revenue
Retail Works	£10,400	S106	Revenue
ICT training & BCS Online Basics Qualification	£12,000	S106	Revenue
Specific Employer Lead Training Activities	£50,000	S106	Revenue
Contingency	£40,000	S106	Revenue
Training Staff Management Costs	£69,814	S106	Revenue
Evaluation Costs	£5,000	S106	Revenue
Total	£530,244		

- 4.10 The WorkPath Training project is fulfilling a specific S106 obligation of supporting Tower Hamlets residents into employment and training. Employment opportunities arising from new developments in the borough must be accompanied by training to upskill residents so that they can compete for jobs. It also supports the Mayor's commitment to assisting residents to upskill and access employment opportunities within the borough and across London. The WorkPath Training project is cost effective as it aims to 'upskill' 1,112 residents and move them forward into further training and sustainable employment. This feeds into the 2011 Employment Strategy and the Mayor's pledge to reduce unemployment in the borough and increase the economy.
- 4.11 The project has been specifically designed to create and enhance training and employment opportunities for Tower Hamlets residents looking for work, and as such meets the Council's criteria in relation to the securing of economic benefits within its project delivery. The training is delivered in a flexible way to ensure that it is accessible and fit for purpose. Working closely with local employers the Council is able to generate more employment opportunities for local residents with which they may not have originally been able to access. The training assists in bridging the gap between local employers and the community by developing working partnerships that meet the requirements of businesses and unemployed residents.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 Following consideration by the Infrastructure Delivery Board, this report requests that the Mayor in Cabinet approves the allocation of Section 106 resources totalling £530,244 to finance a WorkPath Training Project. The contingency element will only be used should it be necessary.
- 5.2 Under the terms of Section 106 agreement PA/10/01049 – the development at 40 Marsh Wall - the developer was obliged to pay the sum of £597,608 plus index linking as an '*employment and training contribution*' to be '*put towards improving access to employment and training for local residents including Skillsmatch, and towards the Enterprise Team including local business support and supply chains*'. It is proposed to use £150,599 of these resources towards this project, together with £379,645 of the Section 106 resources received from PA/13/01276 – the development at London Dock – for which the developer paid £665,052 plus index linking towards '*local employment and training initiatives in the Council's area*'.
- 5.3 This is a revenue project and if approved will be incorporated within the Council's General Fund budget.

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 WorkPath Training Project that was recommended for progression by the Infrastructure Delivery Steering Group on the 4th May 2017 and to adopt the necessary capital budget. The allocation of this section 106 funding is considered to be in accordance with the s.106 agreements and therefore lawful.
- 6.5 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 training programmes to residents in the borough. In scoping this project, the objectives of One Tower Hamlets and those of the Community Plan have been considered.
- 7.2 It is envisaged that these training programmes will empower residents and enhance people's lives through skills development, and contribute to the reduction of inequality by increasing access to employment.

8 BEST VALUE (BV) IMPLICATIONS

- 8.1 The Employment and Enterprise Team continuously strive to ensure that best value is achieved for the Council and its residents. The team is able to use the contacts made through the WorkPath service and the range of external providers and employers to negotiate on pricing and delivery. The training listed in the PID is existing training which has been delivered consistently over the past 5 years in response to resident and employer needs. The training is carried out when demand is high and in line with sector recruitment requirements at scheduled times throughout

the year. These programmes are planned alongside realistic recruitment campaigns, ensuring the maximum number of residents accessing employment post qualification.

- 8.2 Requests for quotations (RFQs) will be used for new training packages/new training providers allowing a continuous review and evaluation of the programmes to be built in and maintained. Should there be a change in market demand for trained staff in a specific sector, the projects will accommodate this need and the focus of the training altered to where the skills gap and vacancies are, ensuring that the money is best spend in the interest of the residents and maximising job outputs with employers.

9 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 Not applicable.

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 Not applicable.

12 SAFEGUARDING IMPLICATIONS

- 12.1 The WorkPath service is committed to safeguarding the rights of learners within all training locations. The Employment and Enterprise team is committed to promoting their welfare, protecting their physical and psychological well-being and protecting them from all forms of abuse. All clients accessing the WorkPath service are assessed for their basic skills and core needs, and action plans are created to support their progression into work. The assessments are carried out by trained officers who identify if there are key/special needs including support for disability, mental health, learning difficulties or drug and alcohol dependency. The officers are able to make referrals to partner teams to offer additional specialist support whilst the WorkPath service identifies any learning and skills development prior to job applications.

- 12.2 All trainers, both internal and external are screened and fully trained to ensure they are competent to deliver their training packages to the highest standards with full awareness of how to address learners with additional learning needs. We have clear reporting guidelines in line with LBTH policies to enable full evaluation and investigation of training delivery.

- 12.3 All training-providers sign up to a memorandum of understanding/service level agreement to ensure all training delivery is in line with

WorkPath/LBTH safeguarding procedures. All training is coordinated and co-delivered by Pre-Employment Officers who maintain regular contact with the learners and trainers, and are on hand to address any issues if they should arise. Additionally they also conduct thorough evaluations of the training packages to ensure value for money and allowing adaptation of delivery to meet service and learner needs.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

Appendix A: WorkPath Training PID

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

- None

Officer contact details for documents:

Clare Coombe, Pre-Employment Manager

Tel: 020 7364 0636



PROJECT INITIATION DOCUMENT

April 2017

WorkPath Training



Version Control

[Please log the versions of the PID as it moves through the IDF process. This is to ensure that the correct/final version is signed and submitted for reporting.]

Version Number	Author and Job Title	Purpose/Change	Date
0.1	Clare Coombe Pre-Employment Manager	<i>Initial Draft to Andy Simpson</i>	13/4/2017
0.2	Clare Coombe	<i>Amendments made following finance sub committee meeting</i>	25/4/2017
1.0			

Project Initiation Document (PID)

Project Name:	WorkPath Training		
Project Start Date:	1 August 2017	Project End Date:	31 st August 2019
Relevant Heads of Terms:	Andy Scott Divisional Director of Growth & Economic Development		
Responsible Directorate:	Growth & Economic Development		
Project Manager:	Clare Coombe		
Tel:	0636	Mobile:	07507858966
Ward:	All Borough		
Delivery Organisation:	Growth & Economic Development		
Funds to be passported to an External Organisation? ('Yes', 'No')	Various Commissions		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	No		
Supplier of Services:	Various		
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?	Yes		

Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)	No
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	N/A
<u>S106</u>	
Amount of S106 required for this project:	£530,244.00
S106 Planning Agreement Number(s):	PA/13/01276 PA/13/02966
<u>CIL</u>	
Amount of CIL required for this project:	N/A
Total CIL/S106 funding sought through this project	N/A
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 –	Fleur Francis	Team Leader, Planning Legal

Organisation	Name	Title
Governance		
LBTH – Governance	Marcus Woody	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Vicky Allen	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	Team Leader, Infrastructure Planning

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 provides the details of sector specific training required to upskill local unemployed and under employed residents to secure sustainable employment across sectors.

1.2 This Project Initiation Document (PID) will define the WorkPath Training plan and bring together the key components needed. 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 and / or CIL funding on the named project which will provide the IDSG with a sound basis for their decision;
- Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

2.0 Section 106/CIL Context

Background

2.1 This project has been identified in direct response to the strategic priorities of the Council's Employment Strategy 2011 and is part of the coordinated work across the Council and its partners to address the creation of opportunities and to deliver the skills required for the employer base of the borough. The project aims to identify a number of sector specific training opportunities to support Tower Hamlets residents in developing sector specific skills in response to current employer demand in and around London. The Training for Employment team will facilitate the training of 1112 clients between May 2017 & May 2019 across a range of sectors including security, education, hospitality, retail and customer service. Once qualified, the learners will then be passed to IAG and Brokerage Officers who will present them to local employers to fill vacant job opportunities. All trainees will receive dedicated training support whilst on their programme and will be tracked and monitored in their progression and entry to the labour market. The Economic Development Employment and Skills Centre, based

in Canary Wharf, uses a bespoke database called Goldmine to record all client engagement, training progress and employment opportunities, although this system will be replaced by a new Customer Relationship Management system currently under development. Throughout the clients' journey into training and employment, all officers involved in their pathway to employment will record the clients' progression on the system enabling the officers to track the clients progress and identify if there are any additional support mechanisms required. Throughout their training the Training for Employment team will be in telephone contact with the client periodically to offer additional support and assist with any issues that may arise. They will also be offering motivational support to the clients to continue their studies and offer advice and guidance for those clients facing challenges and barriers to their learning.

- 2.2 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.3 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.
- 2.4 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

2.5 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations / S106 agreements are legal agreements negotiated, between an LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.

3	Planning Application	Site Address	Funding Requirements	PA Amount Agreed	PA Amount Received	Date Payment Received	Expiry Date Note	Amount requested
	PA/10/01049	40 Marsh Wall	'employment and training contribution' to be put towards improving access to employment and training for local residents including skillsmatch and towards the enterprise team including local business support and supply chains.	£597,608.00	£686,142.52	31/10/2014	TBC - 7 years after practical completion of development	£150,598.93
	PA/13/01276	London Dock	local employment and training initiatives in the Councils area	£665,052	£723,118.43*	18/09/2014	18/09/2024 '10 years from date of receipt'	£379,645.07

Total

* Index linked

** 1st Instalment

2.6 The Directorate of Development and Renewal in Tower Hamlets Council has put in place a corporate structure, leading to a transparent process for assessment, negotiation, agreement, and expenditure and monitoring of section 106 resources.

3.0 Legal Comments

3.1 Legal Services considers the use of contributions to support the Work Path Training Programme satisfies the terms of the S106 agreements set out at paragraph 2.5 above.

3.2 This PID reflects the various parties' intentions at the time the agreements were entered that the financial contributions would be used towards employment and

training for residents in the borough. It is clear from the very detailed explanation provided in this report that the money will be used for this purpose.

3.3 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.

3.4 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

4.0 Overview of the Project

4.1 This PID is requesting an allocation of £530,244 relevant S106 funding to support the delivery of 1112 Tower Hamlets residents to access sector specific training across a range of industries with a view to improving their skills and abilities in their chosen work specialism, whilst enhancing their individual employability skills. Each training programme is delivered alongside current employer demand with a focus to securing sustainable employment at the end of the training programme. The costs are set out within the budget at section 9.1. This PID will allow the delivery of 170 training courses totalling 1112 learners from Tower Hamlets over the life of the project. Each programme will be delivered in accordance to the awarding body criteria and will either be delivered at the WorkPath Employment & Skills Centre in Canary Wharf, or with partner organisations across the borough to ensure full accessibility of candidates and appropriate support from recruiting employers.

Training delivery breakdown

4.2 Course	No of Courses		No of Learners		Total number of learners	Total Courses over 2 years	Cost per Course	Number of learners per cohort	Cost
	Year 1	Year 2	Year 1	Year 2					
NVQ 2 Support Work in Schools	2	2	56	56	112	4	£29,000.00	28	£116,000.00

4.2	No of Courses	No of Learners	No of Courses	No of Learners	Total number of learners	Total Courses over 2 years	Cost per Course	Number of learners per cohort	Cost
Midday Meals Supervisors	4	48	4	48	96	8	£ 1,400.00	12	£11,200.00
Security	5	60	5	60	120	10	£10,000.00	12	£100,000.00
Vocational ESOL	3	32	9	108	140	12		12	£90,870
Cash & Card Handling	2	24	3	36	60	5	£ 1,200.00	12	£6,000.00
Customer service/behaviours in the work place	4	48	4	48	96	8	£ 660.00	12	£5,280.00
Barista training	2	24	2	24	48	4	£ 2,520.00	12	£10,080.00
L2 Food Hygiene Training	3	36	3	36	72	6	£ 600.00	12	£3,600.00
Retail Works	2	40	2	40	80	4	£ 2,600.00	20	£10,400.00
ICT training & BCS Online Basics qualification	12	144	12	144	288	24	£ 500.00	12	£12,000.00
Specific Employer led training activities									£50,000.00
Contingency									£40,000.00
Staffing									£69,814.50
Evaluation Costs									£5,000.00
Total	39	512	46	600	1112	85			
Total Learners over 2 years	1112					170			£530,244.50

Training courses delivered as part of project

4.3 Security SIA Door Supervisor Training

The Security SIA programme is an 8 day accredited training programme which incorporates full SIA licencing and certification, level 2 First Aid and level 2 Customer Service awards. Delivered at our Employment & Skills Centre in Canary Wharf by a local training provider, course participants will receive specialist training in dealing with

security emergencies and prevention activities. The training includes units such as conflict management, emergency first aid and physical intervention. Training agreements with the provider will incorporate guaranteed interviews post qualification to enhance the participant's options to gain employment in the sector. To apply applicants must be able to provide a 5 year checkable work history to meet the strict SIA licencing criteria. Some restrictions are in place for clients who have criminal convictions; however these can be addressed on an individual basis. WorkPath will advertise and source the candidates for the programme with their partners and offer support throughout the application stages. Upon completion of the training, and in addition to the guaranteed interview with the training provider recruitment department, the participants will be referred to specialist IAG and Brokerage Officers who will further support them to gain sustainable employment. 10 programmes will be delivered for 120 candidates over the 2 year project.

4.4 Level 2 Support Work in Schools

The Level 2 Support Work in School (Teaching Assistant programme) is in its 15th year and is delivered twice a year in September and January. The programme is run in partnership with the council's Professional Development Centre (PDC) and coincides with the borough schools recruitment drives. Candidates work towards a Level 2 Support Work in Schools (SWIS) qualification on a part time basis totalling 15 hours per week. The programme is delivered over 16 weeks for 28 learners by qualified practicing professionals in the borough. Applicants must be 18+ and live in Tower Hamlets. To meet the school criteria for recruitment, all applicants must also have completed their Level 2 English and Mathematics qualification and must complete a Disclosure and Baring Service (DBS) form. On successful completion of a DBS check candidates are provided with a work placement in a local school to gain valuable work experience and to enable them to complete their Level 2 qualification. Whilst on the programme candidates are provided with additional Paediatric First Aid training, as required by employers, and are fully supported with the development of their core employability skills to enable them to focus on their applications for work after completing their qualification. 4 programmes will be delivered for 112 candidates over the 2 year project. This programme is delivered specifically for Tower Hamlets

residents who are unemployed or those working less than 8 hours per week and is delivered over a 15 hour per week framework allowing all unemployed residents who meet the entry criteria to access the training without contravening their unemployment benefit rules. All other Teaching Assistant training programmes delivered in or around Tower Hamlets are not specifically aimed at training unemployed residents and do not deliver the framework with as much flexibility and support which can cause problems for some residents to fully commit to.

4.5 Midday Meals Supervisor Training

The Midday Meals Supervisor course is a three week programme designed to build specific skills and experiences required to access these jobs within our local primary and secondary schools. Working in partnership with the London East Teacher Training Alliance (LETTA) and the professional Development Centre (PDC), each course cohort is delivered at different host schools around the borough allowing the learners to partake in both classroom based learning and work placements. This enables a thorough understanding of the role of the Midday Meals Supervisor and offers on the job training and real work experience to demonstrate to recruiting employers. The learners will also study level 2 first aid, food hygiene and health and safety in the work place along with non-accredited training including Introduction to bullying & dealing with challenging behaviour, equality, diversity and inclusion, curriculum based activities, safe guarding children & the prevent strategy, introduction to healthy schools agenda, roles and responsibilities of a Midday Meals Supervisor, employability skills and 12 hours of work experience.

The course is open to a maximum of 12 candidates per cohort, however some host schools are limited to 10 trainees. During their work placements, the trainees are allocated a mentor which they shadow and work with to develop their skills and understand the school lunch process.

The courses are designed around the school curriculum and potential recruitment times allowing maximum opportunities for all participants to access the course and apply for employment opportunities straight after. 4 courses are delivered each year totalling a maximum of 96 learners over the duration of this project.

4.6 Vocational ESOL

The generalised approach to ESOL provision that has been delivered across Tower Hamlets over recent years has supported and improved residents language skills but the governments further cut backs for ESOL and basic skills in 2015 has led to an increase in waiting lists for ESOL as training sessions were cut by up to 50% within the community. This has had a detrimental effect on supporting BME clients; most noticeably BME Women back into employment.

To improve language and employability skills for these residents, sector specific ESOL session will be hosted by an employer within the Health and Social Care sector and Construction industry. This off site delivery will enable learners to develop their language skills within a work environment, learning specific terminology linked directly to the sector they are aiming to work in with the additional aim of encouraging learners to move outside of their local communities to prepare for work. In addition to this the learners will benefit from presentations from the employers speaking about the opportunities available within the sector and access site tours and further sector specific training towards the end of their studies. The classes will be mixed (70/30) with employed Tower Hamlets residents working within the sector within their 12 month sustainability period. This mix will also offer support to the learners as they study alongside learners with similar backgrounds and experiences who are further along in their journey and currently working in the sector.

The training will be delivered by Ideas Store learning who will recruit a lead ESOL tutor to the role and will also coordinate all of the employer led presentations and referrals to further industry related training within the service. Each cohort will train 12 learners, with the exception of the first pilot programme which will train 8. Over the next 2 years the vocational ESOL programme will train 108 learners over 12 courses and move them forward into either further training or employment.

4.7 Customer service/Behaviours in work environments

The Customer Service and behaviours in the work place will be delivered by a Local training provider and aimed at residents who wish to work in public facing environments. We have regular enquiries from members of the public asking for customer service vacancies to help support their full/part time study or to subsidise

their income. Many of these residents have limited experience and require support to develop the skills expected from employers. This programme will be aimed at out ECF clients as part of the IAG support and could be the first steps to them developing skills to move into employment. Cohorts are made up of 12 learners and the service aims to deliver 8 programmes over 2 years totalling 96 learners.

4.8 Barista training

The Barista training is designed for residents who wish to work within the hospitality and catering industry. Our Employer Engagement team have excellent links with recruiting employers including Starbucks, and hotels such as Premiere Inn who approach WorkPath to support their recruitment campaigns. This training will support residents to understand the equipment used to make beverages and recognise the differences between different types of coffee and tea. This training will be specifically linked to recruitment campaigns with the aim of hosting 2 per year (4 in total) for 48 learners over 2 years.

4.9 Level 2 Food Hygiene

The Level 2 Food Hygiene certificate is the basic qualification job seekers require to work in a kitchen environment. Each year the WorkPath service supports the recruitment of the Toby Lane contract services kitchen assistant campaign of which all applicants must have achieved their L2 award to secure employment. Together with the links to the hotels, restaurants and cafés who regularly recruit through WorkPath, this training will open up many more opportunities for the jobseeker, whilst helping them to build their skills and understanding of safety practices in the kitchen environment. This project will allow the service to deliver 6 programmes over 2 years for 72 learners to achieve the L2 qualification.

4.10 Level 2 Retail Works

Retail is very popular amongst many of our younger candidates who wish to work part time alongside their studies. It is also a popular option for parent returners. Employers look favourably upon the Retail works training programme for applicants with little or



no experience and this course builds the participants confidence and enhances their skills working with the public and marketing goods to customers. This training will be directly linked to the school leavers registration between May & July and the Christmas retail recruitment campaigns. 4 programmes will be delivered for 80 learners to achieve their L2 accreditation.

4.11 ICT and computer basics

ICT is the foundation skill that residents of Tower Hamlets need to help facilitate their pathway into employment. As most vacancies are advertised online or require CV's and application forms to be emailed to the recruiting companies, many residents lack the basic skills to do this and have very limited ability to set up email address', create online job search accounts or create a CV using Microsoft Word software. Our ICT and computer basics courses which are accredited by BCS (Chartered Institute for IT) are delivered alongside the Working Start Programmes and over the next 2 years these programmes will become available for any client accessing the WorkPath service who needs assistance to build their skills and confidence using ICT packages for employability. This training may also allow some candidates to understand the fundamental skills for Business Administration in preparation for applying for further administration training or entry level vacancies.

4.12 Specific Employer led training activities

The Employer Engagement Team at WorkPath are working closely with recruiting employers to identify which skills and experiences applicants need to fill their vacancies. This information is then passed to the training teams to design bespoke training packages for our residents to develop the skills required to access these opportunities. As the portfolio of employers increase and the demands from employer diversify, we will require a budget to develop additional training packages that can be piloted and potentially incorporated into the training portfolio. The Specific Employer led training activities budget will allow this and also support the training teams to explore new opportunities for learning and open up more specific skills development frameworks as we respond to the community needs over the next

2 years. The sector specific training packages will be directly linked and developed in partnership with recruiting employers which will guarantee our residents interviews.

4.13 Contingency

It is not always possible to foresee the number of vacancies that will be advertised over a two year period as therefore we need to ensure that there is a contingency budget that can be used to increase the number of trainees accessing the sector specific training above the numbers initially stated in this PID. Additionally, there may be unforeseen increases in the cost of training over the 2 year period which should be factored into the contingency budget.

5.0 Business Case

Overview/General

5.1 Unemployment rates in Tower Hamlets (11.6% in March 2014) are high compared to the London average (8.2% in 2014) and the Britain's average (7.2%). One of the largest barriers for unemployed Tower Hamlets residents is getting access to employer led sector specific training programmes and support to develop core employability skills for the changing labour market. We have seen a significant increase in the number of clients failing their key skills tests for Maths and English and employers requesting applicants to have a minimum level 1 or level 2 sector skills qualification prior to securing an interview. Based on research carried out with local training and community partners plus an analysis of the skill shortfall of clients who access the WorkPath service, we have identified three main aspects to skills demand in Tower Hamlets, these are:

- Vocational ESOL tailored to industries and delivered in partnership with recruiting employers
- Accredited entry level sector specific skills
- Work Placements and work based learning opportunities

These skills shortages are one of the main contributors to the high levels of unemployment in the borough and by addressing these shortfalls, we will be able to support residents to market themselves to recruiting employers and encourage more localised recruitment campaigns. The London Borough of Tower Hamlets utilised 76% of external funding in 2016/17 and this number will increase moving into 2017/18. There is no match funding



needed for this PID and all allocated finances will be spent specifically on Tower Hamlets residents only.

Project Drivers

5.2 The London Borough of Tower Hamlets is the 10th most deprived area in England out of 326 local authority areas. Income based deprivation within the borough ranges from 8% in the St Katherine's Dock areas to 62% in Millharbour which in contrast is also home of the heart of the financial district, Canary Wharf.

5.3 The 2011 Census results show that in 19% of households in the borough, English is not the main language spoken. Tower Hamlets Annual Residents Survey in 2008/09 found that 26% of Bangladeshi adult's main spoken language at home was Bengali. There is however, no comparable information for other BME communities. Tower Hamlets Health and Lifestyle survey (2008/9) showed 38% of Bangladeshi women rated their proficiency in spoken English as poor. There is a strong correlation between language proficiency and worklessness. Those residents with English as an additional language who were workless were more than four times as likely to rate their proficiency as poor than those in full-time work.

5.4 10.1% of the population across Tower Hamlets are registered as having no qualifications and 81.6% with only a level 1 qualification. There is a strong link between residents with none and low qualifications and worklessness with these groups at a higher disadvantage and more likely to struggle to find work or sustain work over a 12 month period.

5.5 The Employment Strategy and its associated action plan includes a commitment to supporting the unemployed into the labour market in a sustainable manner. The purpose of this project is to provide employment led training to enhance resident's core skills and sector specific qualifications to improve their employability and secure sustainable employment.

Deliverables, Project Outcomes and Benefits

5.6 The project will be delivered as follows:

- Identify appropriate and cost effective training providers to deliver training requirements for Tower Hamlets residents.
- Devise appropriate assessment criteria for each programme in line with employer requirements
- Individual training and support needs of the clients addressed
- Tracking and monitoring of clients progress through the outsourced programmes
- Continued evaluation and monitoring of training and effectiveness in terms of moving clients into employment.

Below are the training deliverables for the duration of the 2 year project. This includes the total number of courses required and number of learners achieving full qualification/accreditation.

5.7 SIA Security Training

Advertising and Community Engagement

Opportunities are being widely advertised across local press and media, job fairs, partner referral agencies including community partners and JCP. Three quotes will be required from local training providers to identify appropriate suppliers to ensure the maximum delivery criteria.

Recruitment and Selection

The tables below reflect the recruitment timescales for the 10 SIA cohorts. This will be the on-going recruitment process for 24 month delivery of the project.

Number of Cohorts	Start Date 2017	No of expected attendees
1	July 2017	12
2	September 2017	12
3	November 2017	12
4	February 2018	12



5	April 2018	12
6	June 2018	12
7	September 2018	12
8	November 2018	12
9	February 2019	12
10	April 2019	12
Total Learners		120

Advertising and Community Engagement

5.8 All training opportunities listed below will be widely advertised across local press and media, job fairs, partner referral agencies including community partners and JCP.

5.8.1

WIS Teaching Assistant training

SWIS Level 2 Teaching Assistant Training			
Number of Cohorts	Start Date 2014	End Date 2017	No of expected attendees
1	September 2017	January 2018	28
2	January 2018	May 2018	28
3	September 2018	January 2019	28
4	January 2019	May 2019	28
Total Learners			112

5.8.2

Midday Meals Supervisor Training

Number of Cohorts	Start Date 2017	No of expected attendees
1	May 2017	12
2	July 2017	12
3	October 2017	12

4	November 2017	12
5	March 2018	12
6	May 2018	12
7	October 2018	12
8	February 2019	12
Total Learners		96

5.8.3

Vocational ESOL

Number of Cohorts	Number of Cohorts	Number of Cohorts
1	September 2017	8
2	January 2018	12
3	January 2018	12
4	April 2018	12
5	April 2018	12
6	April 2018	12
7	September 2018	12
8	September 2018	12
9	September 2018	12
10	January 2019	12
11	January 2019	12
12	January 2019	12
Total Learners		140

5.8.4

Cash & Card Handling

Number of Cohorts	Start Date 2017	No of expected attendees
1	May 2017	12

2	September 2017	12
3	May 2018	12
4	July 2018	12
5	September 2018	12
Total Learners		60

5.8.5

Customer service/behaviours in the work place

Number of Cohorts	Start Date 2017	No of expected attendees
1	May 2017	12
2	June 2017	12
3	July 2017	12
4	September 2017	12
5	May 2017	12
6	June 2017	12
7	July 2018	12
8	September 2018	12
Total Learners		96

5.8.6

Barista training

Number of Cohorts	Start Date 2017	No of expected attendees
1	May 2017	12
2	September 2017	12
3	July 2018	12
4	September 2018	12

Total Learners	48
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5.8.7
Level 2 Food Hygiene Training

Number of Cohorts	Start Date 2017	No of expected attendees
1	May 2017	12
2	September 2017	12
3	January 2018	12
4	May 2018	12
5	September 2018	12
6	January 2019	12
Total Learners		72

5.8.8
Retail Works

Number of Cohorts	Start Date 2017	No of expected attendees
1	May 2017	20
2	September 2017	20
3	January 2018	20
4	May 2018	20
Total Learners		80

5.8.9
ICT training & BCS Online Basics qualification

Number of Cohorts	Start Date 2017	No of expected attendees

1	May 2017	12
2	June 2017	12
3	July 2017	12
4	August 2017	12
5	September 2017	12
6	October 2017	12
7	November 2017	12
8	December 2017	12
9	January 2018	12
10	February 2018	12
11	March 2018	12
12	April 2018	12
13	May 2018	12
14	June 2018	12
15	July 2018	12
16	August 2018	12
18	September 2018	12
19	October 2018	12
20	November 2018	12
21	December 2018	12
22	January 2019	12
23	February 2019	12
24	March 2019	12
12	April 2019	12
Total Learners		288

5.9 The successful delivery of this project contributes towards the Borough's Community Plan corporate themes. They are also in line with national priorities with respect to educational attainment and to tackling worklessness, with a particular focus on vulnerable and excluded communities:

- Creating and sharing prosperity – by increased educational and vocational training routes into employment.

- Excellent public services – by a greater targeting of services to the most vulnerable and excluded communities as well as greater engagement opportunities.

5.10 The two themes are considered as key drivers for 'One Tower Hamlets' agenda and are translated into the Employment Strategy via the following five strategic objectives:

- Making mainstream services work better for residents
- Engaging workless residents detached from the labour market and complement the work of the mainstream.
- Encouraging increased aspiration towards engaging with the labour market, particularly for economically inactive groups.
- Ensure economic investment is co-ordinated and focused.
- Capture employment opportunities for Tower Hamlets residents within the borough and wider London labour market.

6.0 Approach to Delivery and On-going Maintenance/Operation

6.1 SIA Security Training

Applicants are required to apply for the training opportunity via the WorkPath Client Contact Centre, where they are screened to ensure minimum entry requirements are met. Successful candidates are invited to formally apply for the programme via an application form. The process will follow with a sector specific presentation delivered by WorkPath and the training provider, outlining details of the course and trainee commitments to the programme. After an informal interview with the training provider, the candidates are then invited to attend an induction that includes a basic skills assessment.

Applicants who pass each stage are then invited in the following week to attend the SIA training which consists of the following:

- Physical intervention
- Door supervision
- L 2 First Aid
- L2 Customer Service
- Employability skills

On-going Training Program

On completion of the accredited training, candidates are encouraged to attend work placements for Stewarding positions around London to gain valuable work experience. They are then invited to register for paid employment with agencies across London and will also be marketed to recruiting employers.

Key Outputs

- 120 Local residents trained
- 90% of trained candidates to secure employment post qualification. This is tracked by the Job Brokerage and Tracking and Monitoring teams. WorkPath tracks all clients into employment for 13, 26 and 52 weeks to support them in any challenges they face in remaining at work or to find alternative employment to reduce the risk of the clients becoming unemployed.

Review Process

Throughout the programme delivery, clients are in contact with their assigned Pre-Employment Officer. Continued support is offered and the clients identify their preferred area of work including corporate, retail and outdoor security. On completion of the accredited studies, clients are then supported to update/complete a CV and are supported with their applications for security roles. They are then assigned to their Job Broker (Security specialist) who matches the client with their recruiting employers.

6.2 SWiS Teaching Assistant training

Recruitment and Selection

To apply for the L2 SWiS training applicants must attend a recruitment open day which outlines the specifications for the training and commitments of the trainees. Application forms are then completed and interviews Applicants who pass these stages of recruitment will be invited to interview and successful applicants are offered a place to start the SWiS programme which consists of the following:

- Introduction to OCR accreditation
- Managing behaviour & bullying
- How to create risk Assessment
- ICT Skills
- Understanding visual Impairment

- Literacy Skills
- Numeracy Skills
- Understanding physical impairment
- Schools First Aid

On-going Training Program

Whilst completing the class room based theory, candidates that receive their DBS clearance will be provided with a voluntary work placement in a local primary or secondary school (based on client's choice of age group). This work placement enables the client to complete their NVQ with the required work based elements to provide evidence of work practice.

Key Outputs

- 112 Local residents trained
- 80% of trained candidates to secure employment post qualification. This will also be tracked by the Job Brokerage and Tracking and Monitoring teams. WorkPath track all clients into employment for 13, 26 and 52 weeks to support them in any challenges they face in remaining at work or to find alternative employment to reduce the risk of the clients becoming unemployed.

Review Process

Throughout the programme delivery, clients will be in contact with their assigned Pre-employment Officer. Continued support will be offered and the clients will identify their appropriate school based opportunities. As the programme is delivered to coincide with the boroughs school recruitment, clients will be given the full lists of vacancies as they become available and will be encouraged to apply. Clients will then be supported to update/complete a CV and supported with their applications. At the end of the class room based training clients will then be assigned to their Job Broker (Education specialist) who will broker the client to their recruiting employers.

6.3 Midday Meals Supervisor Training

Recruitment and Selection

To apply for the Midday Meals Supervisor training programme, applicants must attend a recruitment open day which outlines the specifications for the training and commitments of

the trainees. Application forms are then completed and applicants who pass this stage of recruitment will be invited to interview and successful applicants are offered a place to start the Midday Meals Supervisor programme which consists of the following:

- The Role of The Lunchtime Assistant
- Overview of Healthy Schools Agenda and Healthy Eating
- Disability Awareness Session
- Level 2 First Aid Training
- Introduction to Speech & Language
- Health & safety training
- Behaviour & communication
- Level 2 food hygiene training
- Safeguarding awareness and prevent training
- 13 hours of work placements

On-going Training Programme

Whilst completing the classroom theory training, learners will also take part in work placements alongside designated Midday Meals Mentors who work in the host school. These mentors will show the learners around the school and explain how the lunch time process works. During their training, the Pre-Employment Officer will support the learners with applications to current Midday Meals Supervisor vacancies and encourage learners to move into employment.

Key Outputs

- 96 Local residents trained
- 80% of trained candidates to secure employment post qualification. This will also be tracked by the Job Brokerage and Tracking and Monitoring teams. WorkPath track all clients into employment for 13, 26 and 52 weeks to support them in any challenges they face in remaining at work or to find alternative employment to reduce the risk of the clients becoming unemployed.

Review Process

Throughout the programme delivery, clients will be in contact with their assigned Pre-employment Officer. Continued support will be offered and the clients will identify their appropriate school based opportunities. As the programme is delivered to coincide with the boroughs school recruitment, clients will be given the full lists of vacancies as they become available and will be encouraged to apply. Clients will then be supported to update/complete a CV and supported with their applications. At the end of the class room based training clients will then be assigned to their Job Broker (Education specialist) who will broker the client to their recruiting employers.

6.4 Vocational ESOL

Recruitment and Selection

To apply for the Vocational ESOL programme, applicants must be registered with the WorkPath service and attend an ESOL assessment to measure their level of communication skill. As the vocational ESOL programme is sector specific and aims to train candidates in the construction industry and within Health & Social Care, all applicants must have an interest in working within these two sectors and be able to commit to training at an employer venue in Tower Hamlets or a neighbouring site across London. Successful applicants will attend a 12 week sector based programme focusing on developing the communication (written & oral) specifically for the sector. They will also benefit from presentations and site visits from the employer and access to entry level vacancies, whilst learning in an environment linked to their chosen career pathway.

On-going Training Programme

Candidates will spend 3 hours on site developing their communication skills for the sector; the lead ESOL tutor will also arrange presentations from the employer and Training for Employment team to provide employability support. Additionally group sessions will also be arranged for learners to practice their oral communication skills through out the 12 week delivery to further support their communication skill development.

Key Outputs

- 140 Local residents trained
- 90% of trained candidates to secure further sector specific training or employment within 12 months of completing the course. This will be tracked by the IAG and



tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks.

Review Process

Throughout the programme, the candidates will be in constant contact with the lead ESOL tutor and Pre employment officer alongside an IAG advisor. Working together, these teams will ensure that the candidates are fully supported in developing their English language skills, enhancing their employability skills and fully supported in their next steps to further training or employment in their chosen industry. Those candidates who meet the correct criteria, will be offered sector appropriate qualifications to further support their pathway to employment.

6.4. Cash & Card Handling

Recruitment and Selection

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

On-going Training Programme

Whilst training, the candidates will be working closely with the Training for Employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need.

Key Outputs

- 60 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks.

Review Process

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

6.5 Customer service/behaviours in the work place

Recruitment and Selection

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

On-going Training Programme

Whilst training, the candidates will be working closely with the Training for employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need.

Key Outputs

- 96 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks.

Review Process

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

6.6 Barista training

Recruitment and Selection

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with

money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

On-going Training Program

Whilst training, the candidates will be working closely with the Training for employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need.

Key Outputs

- 96 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks

Review Process

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

6.7 Level 2 Food Hygiene Training

Recruitment and Selection

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

On-going Training Program

Whilst training, the candidates will be working closely with the Training for employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional

customer service training may be considered depending on their previous experience and training need.

Key Outputs

- 72 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks

Review Process

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

6.8 Retail Works

Recruitment and Selection

Applicants must be registered with a Job Brokerage Officer or IAG Officer and express an interest in working within a retail or customer service environment where dealing with money transactions is required. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

On-going Training Program

Whilst training, the candidates will be working closely with the Training for Employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need.

Key Outputs

- 80 Local residents trained
- 85% of trained candidates to progress onto further customer service related training or secure employment. This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks

Review Process



Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further customer service related training or links to the recruiting employer depending on their job readiness.

6.9 ICT training & BCS Online Basics qualification

Recruitment and Selection

Applicants must be registered with a Job Brokerage Officer or IAG Officer and demonstrate a need to develop their ICT skills work accessing employment opportunities or to develop skills to work with ICT equipment. IAG and Job Brokers will refer candidates to the Training for Employment Team who will book them in for planned cohorts which will be delivered alongside recruitment campaigns led by the Employer Engagement team.

On-going Training Program

Whilst training, the candidates will be working closely with the Training for Employment, IAG and Brokerage teams to access vacancies via the Employer Engagement team. Employability skills will be offered to strengthen their personal marketing and additional customer service training may be considered depending on their previous experience and training need. Additionally these IT programmes will be embedded into other training packages to strengthen candidates core skills and build confidence using technology not only for work but also as a tool to access a range of day to day services.

Key Outputs

- 288 Local residents trained
- 70% of trained candidates to progress onto further training or secure employment.
This will be tracked by the IAG and tracking & monitoring teams WorkPath track all clients into employment for 13, 26 and 52 weeks

Review Process

Throughout the programme, the candidates will be in constant contact with their IAG advisor or Job Brokerage officer who will consider them for further training or links to the recruiting employer depending on their job readiness.

6.10 Specific Employer lead training activities

Within the next 2 years, WorkPath will be developing further links with new employers and

engaging strong partnerships with community organisations for referrals of new clients. This will result in a need to develop further training packages to meet demand and work outside of the parameters of training listed above. The money ring fenced for the Specific Employer lead training activities programmes will enable more residents to access sector specific training opportunities which link directly to the recruiting employers. Money required for and work outside of the parameters of training listed above. The money ring fenced for the Specific Employer lead training activities projects will require a separate proposal for training to be approved by the Head of Economic Development prior to project delivery.

6.11 Contingency funds

Over the next 2 years, WorkPath will be expecting an increase in the number of clients accessing the service. The exact number and level of training need is difficult to determine. Therefore we have allocated a further £5000 per quarter to oversee any additional training needs for clients that may be needed within the current training portfolio. This will cover the cost of some additional training cohorts or increase the learner numbers to accommodate demand. Any contingency money not spent at the end of the 2 year contract will be given back to S106.

7.0 Infrastructure Planning Evidence Base Context

7.1 This particular project is not specifically set out in the Evidence Base. However, the Evidence Base states that there are a number of projects being explored by the Council's Employment and Enterprise Team in locations where levels of unemployment are the highest. The proposed Work Path scheme would be in line with the Council's adopted Employment Strategy and The Community Plan 2015.

8.0 Opportunity Cost of Delivering the Project

8.1 This project is fulfilling a specific S106 obligation of supporting Tower Hamlets residents into employment and training. Employment opportunities arising from new developments in the borough must be accompanied by training to up skill residents so that they can compete for the jobs. It also supports the Mayors commitment to assisting residents to upskills and access employment opportunities within the borough and across



London. This PID finances the accredited training programmes and project management of the training only.

Without this training, the residents of the borough would not have easily accessible employment training that is directly linked to employment. Likewise, the local recruiting employers will find difficulty recruiting local staff to fill their vacancies and fulfil their S106 obligations. WorkPath training is delivered with a flexible and accessible approach allowing residents to develop their core skills whilst developing their confidence and motivation. Delivered alongside recruiting employers, the WorkPath training provides up to date a specific employability skills which are not replicated with the links to employers by external training companies. This project is cost effective as it will upskill 1112 residents and move these staff forward into further training and sustainable employment feeding in to the 2011 employment strategy and mayors pledges to reduce unemployment in the borough and increase economy.

9.0 Local Employment and Enterprise Opportunities

9.1 This project is specifically designed to create and enhance training and employment opportunities for Tower Hamlets residents looking for work and as such meets the council’s criteria in relation to the securing of economic benefits within its project delivery. The training is delivered in a flexible way to ensure that it is accessible and fit for purpose. Working closely with local employers we are able to generate more employment opportunities for local residents with which they may not have originally been able to access. The training assists in bridging the gap between local employers and the community by developing working partnerships that meet the requirements of businesses and the unemployed residents.

New Jobs created from training opportunities

Training programme	Number of residents trained	% of trained residents into further training <u>OR</u> employment	Total number of residents expected to secure employment after
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			training
Security SIA Door Supervisor	120	75%	90
L2 SWIS	112	80%	90
Midday Meals Supervisor course	96	80%	77
Customer Service	96	85%	41
Cash Handling	60	85%	25
Barista Training	48	85%	41
Vocational ESOL	140	90%	63
L2 Food Hygiene	72	85%	41
Retail Works	80	85%	34
IT Training	288	70%	101
Total	1112		603

10.0 Financial Programming and Timeline

Project Budget

10.1

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
NVQ 2 Support Work in Schools	£116,000.00	S106	Revenue
Midday Meals Supervisors training	£11,200.00	S106	Revenue
Security SIA Door Supervisor	£100,000.00	S106	Revenue
Vocational ESOL	£90,870.00	S106	Revenue
Cash & Card Handling	£6,000.00	S106	Revenue
Customer service/behaviours in the work place	£5,280.00	S106	Revenue
Barista training	£10,080.00	S106	Revenue

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
L2 Food Hygiene Training	£3,600.00	S106	Revenue
Retail Works	£10,400.00	S106	Revenue
ICT training & BCS Online Basics qualification	£12,000.00	S106	Revenue
Specific Employer lead training activities	£50,000.00	S106	Revenue
Contingency	£40,000.00	S106	Revenue
Training staff management costs	£69,814.50	S106	Revenue
Evaluation Costs	£5,000.00	S106	Revenue
Total	£530,244.00		

10.2 Contingency

This money is set aside in the event of yearly increments of training delivery from the external providers and additional small numbers of training required over the life of the project that links directly with employment outputs.

Any money not spend by the end of the PID will be returned to S106.

10.3 Evaluation Costs

This money is required for evaluation of the project outcomes and is calculated at £300 per day for 16 days to enable staff to collate data from referring officers, training providers, employers and service users to determine how many clients benefited from the training, the number who secured employment and the quality of the training and referral systems. This evaluation, will directly feed into the proceeding training projects allowing the service to adapt its delivery as required.

10.4 Training staff management costs

This is calculated at 15% of the training and evaluation costs and is required to finance the project management over the 2 years of the programme. The project management will directly oversee the setup of the training, liaise with internal and external teams and partners to ensure the project delivery is within scope, time and budget.

11.0 Project Management

11.1 This project will be supervised by the Training for Employment Team Ruth Alabi - Training for Employment Manager and Jenny Dutton - Apprenticeship, Training & Skills Manager. £69,814 has been identified to contribute towards staff management costs associated with the day to day delivery and coordination of providers.

Financial Profiling

11.2

Table 2									
Financial Profiling									
Description	Year 2017				Year 2018				Total
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
NVQ 2 Support Work in Schools			£29,000	£29,000			£29,000	£29,000	£116,000
Midday Meals Supervisors training	£1,400	£1,400	£2,800	£1,400	£1,400		£1,400	£1,400	£11,200
Security SIA Door Supervisor		£20,000	£10,000	£10,000	£20,000	£10,000	£10,000	£20,000	£100,000
Vocational ESOL		£8,910.	£19,077		£20,961	£20,961		£20,961	£90,870
Cash & Card Handling	£1,200	£1,200			£1,200	£2,400			£6,000
Customer service/behaviours in the work place	£1,320	£1,320			£1,320	£1,320			£5,280

Barista training	£2,520	£2,520				£5040			£10,080
L2 Food Hygiene Training	£600	£600		£600	£600	£600		£600	£3,600
Retail Works	£2,600	£2,600		£2,600	£2,600				£10,400
ICT training & BCS Online Basics qualification	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£12,000
Specific Employer lead training activities		£25,000					£25,000		£50,000
Contingency	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000	£40,000
Staff Management									£69,814
Evaluation								£5000	£5,000
Total									£530,244

Outputs/Milestone and Spend Profile

11.3

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	Vocational ESOL (inc tutor recruitment half year lecturer salary scale15-20)	£27,987.00	April 2018
2	SIA Procurement	£100,000	July 2017
3	SWIS Invoice payment for 2017/18	£58,000	April 2018
4	Midday Meals	£7,000.00	April 2018
5	Specific Employer lead	£25,000	April 2018

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
	training activities spend 2017/18		
6	Contingency Spend	£20,000	April 2018
7	Specific Employer lead training activities spend 2018/19	£25,000	April 2018
8	Contingency Spend 2018/19	£20,000	April 2018
9	Full WorkPath Training spend 2017/19	£47,360	April 2019
10	Midday Meals	£4,200.00	April 2018
11	Vocational ESOL 2018/19 Salary	£62,883.00	April 2019
12	SWIS Invoice payment for 2018/19	£58,000	April 2019
13	Staff management Costa	£69,814	April 2019
14	Evaluation of project	£5,000	August 2019
Total		£530,244.00	

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Aelswith Frayne
- Project Manager: Clare Coombe

13.0 Project Reporting Arrangements

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

14.0 Quality Statement

14.1 All training will be monitored by the Training for Employment team to establish if the learners are developing the skills and qualities required in line with the employer demand. Records of learner’s progress will be maintained alongside open dialog with the learners themselves to assess the training quality. Evaluations with the learners and the training providers will take place after each cohort finishes and any issues or concerns will be raised and addressed before the next cohort begins. The Training for Employment Manager will keep up to date records of the expenditure of the training and any additional training required from the Specific Employer lead training activities or contingency budgets to ensure the maximum number of learners access the training within the time frame stated and within budget.

15.0 Key Risks

15.1 The key risks to this project are set out in the Table 6 below:

The key risks to this project are provided in the Table 6 below:

Risk No.	Risk	Triggers	Consequences	Existing Internal Controls – to be confirmed	Likelihood	Impact	Total

Table 6

Risk No.	Risk	Triggers	Consequences	Existing Internal Controls – to be confirmed	Likelihood	Impact	Total
1	Lack of suitable candidates	Output delivery	Increased cost per person	Ensure that the project is advertised widely in the local communities	1	1	1
2	High rate of trainees not completing training	Outcome delivery	Lack of achievement in the delivery of outcomes and reputational damage.	Re-evaluate screening process; relocate to next course won't incur extra costs for some training providers. Review process, support, mentoring from training providers on SIA SWIS	1	2	2
3	Candidates completing training but not securing sustainable employment	Outcome delivery	Lack of achievement in the delivery of outcomes and reputational damage. And possible increased cost in training.	The pre-employment team are in touch with employers registered with Skillsmatch and through the Job Brokerage Team, candidates are referred to	2	2	4

Risk No.	Risk	Triggers	Consequences	Existing Internal Controls – to be confirmed	Likelihood	Impact	Total
				matching vacancies with a wide range of local, national and worldwide clients.			

16.0 Key Project Stakeholders

16.1 The principal stakeholders are shown in Table 6 below and will be engaged from the earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

Key Stakeholders	Role	Communication Method	Frequency
Local Residents	Consultation and attend training	121 appointments, Telephone, Email, marketing	Weekly
Employers	Consultation and vacancy access	Initiation meetings, Telephone, Email	Weekly or monthly as required
External Trainers	Consultation and training set up meetings	Meetings, Telephone and Email	Weekly/Monthly as training requires

16.0 Stakeholder Communications

16.1 Initial meetings will be arranged with employers and external training managers to discuss the training needs of the clients and how these are able to

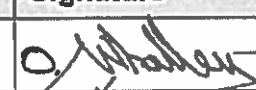

link into current vacancies. Initial meetings may be required between the Training for Employment Team, employers and external trainers to discuss requirements and identify appropriate training methods required by all stakeholders.

16.2 IAG and Brokerage Officers will maintain regular contact with their clients on a weekly basis and their training needs will be identified and forwarded on to the Training for Employment Team, who will then work with the external trainers to set up the appropriate training required.

16.3 All details of the training set up including certification and qualification will be forwarded to the Training for Employment team to communicate out to the rest of the WorkPath team as required.

16.4 All external trainers are required to have clear pathways of communication with the Training for Employment team to highlight any concerns about learners ability or commitment to the training courses which can be addressed directly. Employers will communicate with the Employer Engagement team to ensure learners meet the required standards of training and forward confirmation of employment forms for the learners as required.

17.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project.			
Role	Name	Signature	Date
IDSG Chair	Aman Dalvi		25.6.17
Divisional Director, Growth & Economic Development	Andy Scott		25.6.17

Project Closure

Project Closure Document			
1.	Project Name:		
2a.	Outcomes/Outputs/Deliverables I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations.	Please Tick ✓	
		Yes	No
2b.	<ul style="list-style-type: none"> Key Outputs [as specified in the PID] 		

	<ul style="list-style-type: none"> • Outputs Achieved <i>(Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation)</i> • Employment & Enterprise Outputs Achieved <i>(Please specify the employment/enterprise benefits delivered by the project)</i> 									
3a.	Timescales I confirm that the project has been delivered within agreed time constraints.	<table border="1"> <tr> <td colspan="4">Please Tick ✓</td> </tr> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Please Tick ✓				Yes		No	
Please Tick ✓										
Yes		No								
3b.	<ul style="list-style-type: none"> • Milestones in PID <i>(as specified in the PID)</i> • Were all milestones in the PID delivered to time <i>(Please outline reasons for any slippage encountered throughout the project)</i> • Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback) 									
4a.	Cost I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	<table border="1"> <tr> <td colspan="4">Please Tick ✓</td> </tr> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Please Tick ✓				Yes		No	
Please Tick ✓										
Yes		No								
4b.	<ul style="list-style-type: none"> • Project Code • Project Budget <i>(as specified in the PID)</i> • Total Project Expenditure <i>(Please outline reasons for any over/underspend)</i> • Was project expenditure in line with PID spend profile <i>(Please outline reasons for any slippage in spend encountered throughout the project)</i> 									

5.	Closure of Cost Centre I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> • Staff employment terminated • Contracts /invoices have been terminated/processed 	Please Tick ✓	
		Yes	No
		Yes	No
6.	Risks & Issues I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓	
		Yes	No
7.	Project Documentation I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓	
		Yes	No
These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>			
8.	Lessons learnt		
	<ul style="list-style-type: none"> • Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i> <hr/> <hr/>		
	<ul style="list-style-type: none"> • Outputs <i>[Please include brief narrative on any issues faced/lessons learned in delivering outputs as specified in the PID, including the management of any risks]</i> <hr/> <hr/>		
	<ul style="list-style-type: none"> • Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i> <hr/> <hr/>		
	<ul style="list-style-type: none"> • Spend <i>[Please include brief narrative on any issues faced/lessons learned regarding project spend i.e. sticking to financial profiles specified in the PID, under or overspend]</i> <hr/> <hr/>		
	<ul style="list-style-type: none"> • Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i> <hr/> <hr/>		
<ul style="list-style-type: none"> • Project Closure <i>[Please include brief narrative on any issues faced/lessons learned project closure]</i> 			



	<hr/> <hr/>		
9.	Comments by the Project Sponsor including any further action required <i>(Use to summarise project delivery and any outstanding actions etc)</i> <hr/> <hr/>		
10.	The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.		
	Sponsor (Name)		Date
	Project Manager (Name)		Date

<p>Cabinet</p> <p>25 July 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Zena Cooke, Corporate Director, Resources</p>	<p>Classification: Unrestricted</p>
<p>Payment of Council Tax for Care Leavers</p>	

Lead Member	Cabinet Member for Resources - Councillor David Edgar
Originating Officer(s)	Roger Jones – Head of Revenue Services
Wards affected	(All Wards);
Key Decision?	No
Community Plan Theme	<p>A fair and prosperous community</p> <p>A safe and cohesive community</p> <p>A healthy and supportive community</p>

Executive Summary

The recent Children’s Society Report “Council Tax exemption for care leavers” highlighted that care leavers are a particularly vulnerable group when it comes to council tax and often the move to independent accommodation is the first time they begin to manage their own budget fully for the first time. The recommendation from the Children’s Society is that Councils should exempt care leavers from paying council tax up to the age of 25.

The Council as corporate parent is committed to improving the life chances of looked after children and care leavers and provides a range of support to children and young people leaving care. The exemption from paying council tax up to the age of 25 is seen as a further opportunity to provide financial support to care leavers transitioning from care into independent living.

The Children’s Society Report “The Wolf at the Door, How council tax debt collection is harming children” contained 8 recommendations in total for local authorities to consider. These will be followed up separately to this report which is specifically targeted to help 1 of those recommendations to provide care leavers with 100% council tax support until the age of 21. This was later extended in the Children’s Society Report “Council Tax exemption for care leavers” to exempt care leavers from paying council tax up to the age of 25.

Recommendations:

The Mayor in Cabinet is recommended to:

1. support the payment of council tax in two ways –
 - a. Agree to fund the Council Tax payable by care leavers taking up accommodation within the Borough and which would be administered through a local council tax discretionary discount scheme under Section 13A(1)(c) of Local Government Finance Act 1992
 - b. Agree to fund the balance of any Council Tax payable by care leavers taking up accommodation outside the Borough after application of any financial assistance to which they may be entitled under the Local Council Tax Support Scheme of the borough in which they reside.

1. REASONS FOR THE DECISIONS

- 1.1 Children and young people who are looked after by the local authority rather than their parents are amongst the most vulnerable groups in our community. Outcomes for this group are generally poor and, as corporate parents, the Council has the responsibility to keep them safe, make sure their experiences in care are positive and improve their on-going life chances.
- 1.2 The Corporate Parenting Board meeting (formerly the Corporate Parenting Subgroup), held on 15 February 2017, and noted the Children's Society campaign that showed the likelihood of care-leavers falling into arrears and struggling with debt associated with their Council Tax payments.
- 1.3 The Corporate Parenting Board on 15 June 2017 received a report setting out the implications of exempting care leavers from paying council tax and recommended the exemption be presented to the Mayor in Cabinet for consideration.
- 1.4 The exemption is considered to be a relatively low cost for the council but will make a significant difference to those care leavers who often struggle with their finances on turning 18 and moving to independence. The exemption would be in line with the council's corporate parenting duties, parents often help their children with their finances during the transition from childhood to work or university and independent living, to set them up well for adulthood.
- 1.5 The cost/benefit in terms of arrears and debt enforcement and the support being provided through crisis grants is considered positive as these would likely reduce if care leavers didn't have the burden of council tax payments.
- 1.6 This policy along with the growth allocation in the budget for employment support for care leavers is a strong package of measures to support a very vulnerable group of young people to get the best possible start to adult life.

2. ALTERNATIVE OPTIONS

- 2.1 The Council could continue to charge council tax to care leavers when they are liable. However this may cause financial hardship or result in recovery and enforcement action being taken to recover debts from care leavers for whom the council is corporate parent.

3. DETAILS OF REPORT

- 3.1 Corporate parenting is a statutory function of the Council. The underlying principle is that every local authority will seek the same outcomes for children and young people in care that every good parent would want for their own children.
- 3.2 Children and young people who are looked after by the local authority rather than their parents are amongst the most vulnerable groups in our community. Outcomes for this group are generally poor and, as corporate parents, the Council has the responsibility to keep them safe, make sure their experiences in care are positive and improve their on-going life chances.
- 3.3 One of the key priorities of the corporate parenting strategy is to support young people to move to adult life. Many care leavers choose to move to independent accommodation often at an earlier age than their peers.
- 3.4 The recent Children's Society Report "Council Tax exemption for care leavers" highlighted that Care leavers are a particularly vulnerable group when it comes to council tax and often the move to independent accommodation is the first time they begin to manage their own budget fully for the first time. The recommendation from the Children's society is that Councils should exempt care leavers from paying council tax up to the age of 25.
- 3.5 There are two aspects to funding the Council Tax for care leavers -
1. Council Tax payable by care leavers taking up accommodation within the borough which would be administered through a local council tax discount scheme under Section 13a Local Government Finance Act 1992.
 2. Council Tax payable by care leavers taking up accommodation outside the borough who will be charged council tax but may receive funding towards this in the borough where they reside. Any Council Tax that remains payable would be paid by the council.

This policy also gives effect to the Vision and Principles of the Tower Hamlets Children Looked After Strategy 2015-18¹

Cost of providing the Care Leavers Discounts –

¹ <http://democracy.towerhamlets.gov.uk/mgConvert2PDF.aspx?ID=86165>

Analysis of the potential cost of providing a 100% exemption under s13a Local Government Finance Act 1992 for care leavers and payment of council tax liability for those care leavers being placed outside the borough is shown below.

The following criteria have been used –

- Funding will be provided for 18 to 25 years old
- Funding will be provided for placements both inside and outside the borough
- The award will be to cover 100% of the council tax liability after deductions for the Single Person Discount (SPD) or disregards and after application of the appropriate Council Tax Reduction Scheme (CTRS)

There is currently a total client base of 324 care leavers –

Placements within the borough –

- 98 appear to be liable for Council Tax within the Borough or are sharing with other care leavers within a house in multiple occupation.
- Where the care leaver is currently in receipt of full CTRS or a student exemption, the cost is assumed as zero. Where the care leaver is in receipt of partial CTRS, the cost of the scheme is estimated at 50% of the Council Tax charge.
- The estimated cost for 2017/2018 taking into account the above points is approximately £40,000.

The table below indicates the position on each category –

Number	Account Status
24	Full CTRS awarded
12	Partial CTRS awarded
53	No CTRS Awarded
9	Student Exemption Awarded

Of all cases having something to pay within Tower Hamlets, 18 are currently subject to enforcement action which has been suspended pending the outcome of this proposal

Placements outside the borough –

- There are 173 placements outside the borough
- It is anticipated that a large proportion of these will be entitled to a discount under local council tax support schemes and will have reduced amounts to pay.

- Estimating cost in this area is difficult but assuming that these will be in the main lower banded properties an annual charge of £1,000 has been estimated with an average CTR discount of 75%
- The estimated cost for 2017/2018 taking into account the above is approximately £43,250

In considering this proposal along with the overall package of financial support proposed, it is expected that there will be a decrease in emergency payments made to care leavers in crisis.

EQUALITIES IMPACT ASSESSMENT

A Quality Assurance Checklist has been completed and is attached. It is considered that taking into account the scale of the proposal and the small number of people that it will benefit, this will be sufficient Care leavers as a group will include those with protected characteristic and the impact of this policy will be formally monitored by and reported to the Corporate Parenting Board.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report seeks to fund the Council Tax payable by care leavers taking up accommodation within and outside the borough.
- 4.2 The estimated cost of 98 placements within the borough is in the region of £40,000 after taking into account Single Person Discount, student discount and council tax support scheme. For placements outside the borough, this is estimated to be approximately £43k for 173 cases. The cost of any discounts given to Care Leavers within the borough will fall as a cost to the overall Collection Fund. For those outside the borough a specific budget provision is required so it is proposed that an on-going provision of £50k be established as part of the 2018/19 budget setting process with any 2017/18 costs being met from the Council's central contingency.
- 4.3 As a result of these recommendations, there is likely to be a decrease in emergency payments made to care leavers although this has not yet been quantified. The financial impact will be monitored and reported and should it exceed the provision that is set out, officers will need to seek further approvals.

5. LEGAL COMMENTS

- 5.1 Section 13A(1)(c) of the Local Government Finance Act 1992 provides that the Council may reduce the amount of council tax which a person is liable to pay in respect of any chargeable dwelling and any day (as determined in accordance with sections 10 to 13) to such extent as the billing authority for the area in which the dwelling is situated thinks fit (i.e. discretionary discounts). Discretionary discounts recognise that an Authority's Local Council Tax Reduction Scheme does not always meet the household's full Council Tax liability. The Council has the right to choose whether to use its

powers on a case-by-case basis or it also has the right to specify a class of use. A class of use is where several people who pay Council Tax fall into a group because their circumstances are similar.

- 5.2 Paragraph 19A of Schedule 2 to the Children Act 1989 ('the 1989 Act') provides that it is the duty of the local authority looking after a child to advise, assist and befriend him with a view to promoting his welfare when they have ceased to look after him. Paragraph 19B(4)(b) of Schedule 2 to the 1989 Act provides that the local authority shall carry out an assessment of his needs with a view to determining what advice, assistance and support it would be appropriate for them to provide him under this Act after they cease to look after him and shall then prepare a pathway plan for him. This pathway plan is to be kept under review as per paragraph 19B(5) of Schedule 2.
- 5.3 Section 23C(4) of the Children Act 1989 ('the 1989 Act') provides that it is also the duty of the local authority to give a former relevant child other assistance, to the extent that his welfare requires it and pursuant to section 23C(5) this may be in kind or, in exceptional circumstances, in cash. This duty continues until the former relevant child reaches the age of twenty-one as provided by section 23C(7). However, pursuant to section 3 of the Children and Social Work Act 2017, a section 23CZB is to be inserted into the 1989 Act. This has not yet come into force but will apply where the former relevant child has reached the age of 21 but not the age of 25, and a local authority in England had duties towards him or her under section 23C and extends the requirement for support between those ages where the former relevant child requests it.
- 5.4 The Council therefore has a duty to provide advice and assistance for care leavers under twenty-one years of age but that this is likely to be extended to the age of twenty-five. Therefore as the provision of a discount is discretionary, the Council has the power to agree to the discretionary discount.
- 5.5 On 22nd February 2017 Council agreed the General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2017-20. This is in accordance with the Council's Budget and Policy Framework. Once the Budget has been agreed then it is the responsibility of the Mayor, the Executive and officers to implement it. The Mayor can therefore agree to this discretionary discount provided that this is not contrary to the Budget.
- 5.6 In its consideration of this Report and its recommendations, 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). There is some information in the report relevant to these considerations in paragraph 6 below.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The profile of the Council's care leavers is diverse, as outlined in the Tower Hamlets Children Looked After Strategy², and it is incumbent upon the Council to work to eliminate any discrimination they may face, under the provisions of the Equalities Act.
- 6.2 Local intelligence and national research also illustrates the financial vulnerability and risk factors associated with being a care leaver. This policy revision will decrease the financial vulnerability and risk borne by care leavers, as evidenced by;
- The Children's Society's March 2015 Report into 'How council tax debt collection is harming children'³
 - Feedback to the Tower Hamlets Corporate Parenting Board from care leavers , Foster Carers and the Children in Care Council regarding financial hardship when leaving care⁴
 - There are currently 18 care leavers in Tower Hamlets that are currently in arrears with Council Tax payments

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 For a relatively low cost, this proposal will give care leavers financial support as they begin to manage their own budgets and should reduce claims under the Crisis and Support Grants

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no SAGE implications arising from this report.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The budget for and impact of this policy will be monitored and reported to the Corporate Parenting Board which will help to mitigate financial risks to the council.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no crime and disorder implications arising from this report

11. SAFEGUARDING IMPLICATIONS

- 11.1 There are no safeguarding implications arising from this report.
-

² <http://democracy.towerhamlets.gov.uk/mgConvert2PDF.aspx?ID=86165>

³ https://www.childrenssociety.org.uk/sites/default/files/wolf-at-the-door_council-tax-debt-collection-is-harming-children_PCR027a_WolfAtTheDoor_Web.pdf

⁴ Minutes of the Tower Hamlets Corporate Parenting Board, 15 February, 2017 and 27 April, Approved by the Corporate Parenting Board Meeting of 15 June 2017

Linked Reports, Appendices and Background Documents

Linked Report

NONE

Appendices

The Children's Society 'Tax Exemption for care leavers', April 2017
Equality Analysis quality Assurance Checklist

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

The Children's Society 'The Wolf at the Door How council tax debt collection is harming children The Debt Trap End the damage to children', March, 2015

Officer contact details for documents:

N/A



Council Tax exemption for care leavers

Introduction

Care leavers are a particularly vulnerable group when it comes to council tax. Often, when care leavers move into independent accommodation they begin to manage their own budget fully for the first time. [Our 'Wolf at the Door' report](#) into council tax debt showed that the pace of escalation of debt by local authorities could be frightening for care leavers - what can start out for many care leavers as falling slightly behind can very quickly escalate to a court summons and enforcement action being taken.

Councils have the power to introduce exemptions for council tax for certain groups.

Our recommendation

Councils should exempt care leavers from paying council tax up to the age of 25.

Background

In many cases, care leavers were aware of bills, just not how to pay them. This was a situation that had been further exacerbated by a lack of proper financial education during their time at school, meaning that they did not feel they had a practical understanding of finances and bills that they could use in everyday life.

One care leaver told us that they didn't know what council tax was or that they needed to pay it when they moved into independent living arrangements; another explained how after getting into debt they had received letters from bailiffs, and had to work with their personal advisor to set up a repayment plan.

As a priority bill the enforcement measures available to councils to collect unpaid council tax are severe, which at its most extreme can result in a committal to prison.

Government decided that from April 2016, work allowances for care leavers without children would be withdrawn altogether. This change costs working care leavers claiming Universal Credit up to £72 per month (or £865 per year).

Our findings show that care leavers are three times more likely to have had a benefit sanction than compared to the general working age population - 62% of decisions are overturned, however

The Centre for Social Justice found that 57% of young people find it difficult managing their money and avoiding debt when leaving care. This is further reinforced by research from the Joseph Rowntree Foundation that outlines how 'accumulation of debt, threats to their tenancies and their inability to avoid this through careful budgeting' were issues of continuing concern for care leavers.

The national picture

In the Government's care leavers' strategy, Keep on Caring, published in July 2016, they encouraged councils to consider the role of a corporate parent 'through the lens of what any reasonable parent does to give their child the best start in life'. In relation to this, local authorities were encouraged to consider exempting care leavers from council tax using the powers already at their disposal.

At a national level, we're working to amend the Children and Social Work Bill that's currently going through Parliament to include an exemption for care leavers from council tax as part of the 'National offer for care leavers' contained within the Bill. The momentum building among local authorities who are beginning to introduce the policy independently is contributing to an increased appetite for the policy nationally.

In August 2016, through their report into homeless, the Communities and Local Government Select Committee recommended to Government that care leavers be made exempt from council tax up to at least the age of 21.

Benefits to councils

The DfE and Ofsted regularly raise issues of concern pertaining to care leavers that council tax exemption can support in mitigating.

Ofsted inspection reports consistently highlight the inadequacy of pathway planning for care leavers, while care leavers have consistently reported they were insufficiently prepared for the realities of living independently, particularly in relation to budgeting. Similarly, not enough is being done to raise awareness among care leavers of their entitlements.

In the year ending March 2015, local authorities were 'in touch' with, and provided data to the DfE on, 88% of care leavers. In many of the cases where no information was provided, this was because the care leaver had either refused contact, or had told the local authority that they no longer required support.

Examples of good practice

A range of local authorities across the country have introduced measures to exempt care leavers from council tax.

In April 2016, Conservative-led Cheshire East has introduced an exemption for council tax for care leavers until the age of 25, including those living outside the local area on leaving care costing a total of £17,000 per annum¹. The council considered evidence from The Wolf at the Door report published by The Children's Society² to support their business case, which showed how quickly care leavers could fall into financial difficulty. Cheshire East Council have anticipated that this exemption will result in a decrease in emergency payments made to care leavers in crisis such as well as further reducing the dependency of these young people on other services.

In June 2016, Labour-led Birmingham agreed to an exemption from council tax for care leavers until the age of 25 as part of their efforts to tackle child poverty in the city. Birmingham, the largest local authority in Western Europe, will introduce the policy from April 2017.

Beginning in 2015, the Conservative-led North Somerset council has taken the decision that its care leavers should not have to pay Council Tax until they reach age 22.

***For more information please contact Tom Redfearn on
thomas.redfearn@childrenssociety.org.uk or 020 7841 4573***

¹ Cheshire East Cabinet Paper: <http://moderngov.cheshireeast.gov.uk/ecminutes/mgConvert2PDF.aspx?ID=46193> The council costed this at £17k per annum, with £11k for those placed in Cheshire East and £6k for those placed out of borough.

² *Ibid.*

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)	Payment of Council Tax for Care Leavers
Directorate / Service	Revenue Services
Lead Officer	Roger Jones
Signed Off By (inc date)	Zena Cooke
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	Example <div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: green; margin-right: 10px;"></div> <div> Proceed with implementation </div> </div> <p>As a result of performing the QA checklist, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> <p>This policy aims to support a number of young people as they leave care and settle into life outside care.</p> <p>We know that outcomes for this group are lower than other groups and that they share a cross section of different protected characteristics and that the outcomes are more challenging for those that do. This is already recognised in the support and assistance available through corporate schemes.</p>

	<p>This proposal aims to enhance that support to the most vulnerable 18-25 year olds whose needs may be less well identified in a review of outcomes by only considering differences by protected characteristic group or a universal application of means testing- as these may fail to recognise the additional challenges faced by those leaving care, for example a lack of friends and family networks, support in getting jobs and availability of support in times of crisis.</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 proposal is to take forward a recommendation of the Children’s Society Report to review the support arrangements for vulnerable young adults who are leaving the care system. The outcomes are to ensure that young people leaving care, specifically 18-25 year olds, who do include a wide range of groups under the protected characteristics of ethnicity, faith and sexuality are supported as they leave the care system.
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?		This proposal is expected to support in the region 324 care leavers between 18 and 25 years old.



2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?		Yes. Information on care leavers is well captured because of the council's role as corporate guardian and because young people who are leaving the system are supported to transition into life outside care.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?		The Children's Society report findings provide evidence of the challenges faced by the group. From data held on the Council Tax system, 98 care leavers are currently registered as council taxpayers – Of these 98 – 24 receive 100% CTRS 12 receive partial CTRS 53 receive no CTRS 9 receive a 100% student exemption
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?		Consultation has been undertaken with Corporate Parenting Board
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?		Consultation has been undertaken with Corporate Parenting Board
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?		There are existing arrangements such as the Council Tax Reduction Scheme and the council's approach and policies to ensuring collection of council tax that is owed that already takes account the needs of these vulnerable groups and those with protected characteristics and there are relevant EAs that cover this broader group of service users. Of the 98 cases within the borough, 18 are already subject to enforcement action which has been suspended pending the outcome of this proposal

			<p>Young adults including 18-25 years olds have been affected by Government changes to Welfare since 2010, that has reduced their eligibility for different benefits and other support.</p> <p>It is expected that the vast majority of 18-25 year olds who are in need of support will be able to access the council's schemes under the existing policies and criteria. This new additional support recognises that care leavers may not have any family and friends networks available for any support available to non-care leavers.</p>
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?		This is a new policy but outcomes will be tracked to monitor differences by protected characteristics. The numbers are small (Currently 324 care leavers overall) and this may prove challenging to meaningfully compare outcomes between groups but this will be kept under review.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?		Monthly updates on care leavers will be supplied to ensure all cases receive the exemption and to monitor levels to highlight any budget implications .
b	Have alternative options been explored		The proposal will meet a clear identified need amongst the potential service user group, which is their capability to afford the council tax that becomes payable when a person is able to take on work. The proposal is means tested and is about not levying a charge that is due to take account of a persons circumstances.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?		Levels of exemptions awarded will be reported each month
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??		Monitoring the equality profile of those who access the service and monitoring CTRS and collection activity more generally.


6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?		Yes

Appendix A

(Sample) Equality Assessment Criteria

Decision	Action	Risk
As a result of performing the QA checklist, it is evident that due regard is not evidenced in the proposal and / or a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the proposal be suspended until further work or analysis is performed – via a the Full Equality Analysis template	Suspend – Further Work Required	Red 
As a result of performing the QA checklist, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further	Proceed with implementation	Green: 

actions are recommended at this stage.		
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<p>Cabinet</p> <p>25 July 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Debbie Jones, Corporate Director Children’s Services and Asmat Hussain, Corporate Director, Governance</p>	<p>Classification: Unrestricted</p>
<p>Academy conversions: Clara Grant primary school and Stepney Green Maths and Computing College</p>	

Lead Member	Councillor Amy Whitelock-Gibbs, Cabinet Member for Education and Children’s Services
Originating Officer(s)	Layla Richards, Service Manager Policy, Programmes and Community Insight
Wards affected	Bromley South St Dunstan’s
Key Decision?	Yes
Community Plan Theme	All Community Plan themes

Executive Summary

This report asks for Mayoral approval for completion of lease arrangements and commercial transfers related to the academy conversions of Clara Grant Primary School and Stepney Green Maths and Computing College, including agreements related to the Grouped Schools Private Finance Initiative (“PFI”) contract. Both schools have indicated their wish to convert to academies on 1 September 2017.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree to the grant of a 125-year lease to the new academy trust for Clara Grant Primary School;
2. Agree to the grant of a 125-year lease to the new academy trust for Stepney Green Maths and Computing College;
3. Authorise the Corporate Director, Place, to agree final terms and conditions for the grant of the new leases for both schools;
4. Authorise the Corporate Director, Place, to agree final terms and conditions with Poplar Harca for the lease of the Clara Grant School nursery class accommodation and sub-lease to the academy trust;
5. Approve the Council to enter into commercial and staffing transfer agreements for both schools;

6. Approve the Council to enter into all other necessary documentation to ensure the liabilities under the PFI arrangements for both schools are transferred to the academies;
7. Authorise the Corporate Director, Children's Services, after consultation with the Corporate Director, Governance and the Corporate Director, Resources to enter into all other necessary agreements and do all that is necessary for the purposes of the conversion of the two schools;
8. Authorise the Corporate Director, Governance to execute all documentation required to implement the decisions;
9. Authorise the Corporate Director, Resources to execute the Local Government (Contract) Act 1997 Certificate required to implement the decisions

1. REASONS FOR THE DECISIONS

- 1.1 Both schools are maintained community schools and received academy orders dated 23 February 2017. The schools intend to convert simultaneously and form a multi-academy trust.
- 1.2 Both schools have indicated their wish to convert to academies on 1 September 2017.

2. ALTERNATIVE OPTIONS

- 2.1 There is no alternative to the planned course of action. Once applications from Governing Bodies have been approved by the Secretary of State, the expectation is that the local authority will work with schools on all transfer matters.

3. ACADEMY CONVERSION

- 3.1 Conversion usually involves two key transactions for the Council, these being the land transfer and commercial transfer. The commercial transfer deals with the transfer of existing contracts, staff and associated assets and is affected by a Commercial Transfer Agreement ("CTA"). The Council is the employer of staff at both schools in this case and staff consultation will be carried out with the support of the Council's HR team. Execution of the CTA is the final severance between the school and the local authority.

Conversion process – property implications

- 3.2 Both schools currently planning to convert are community schools and, as such, the land is owned by the local authority. The expectation therefore is that the Council will transfer the land to the Academy Trust. The Guidance from the Department of Education is that this transfer is to be by way of a 125 year lease for a peppercorn rent. Failure to transfer or to delay transferring can lead to intervention by the DfE under the Academies Act 2010. Each lease seeks to protect the Council's interests in the following ways:
- the stipulated use in the lease is for education purposes and community, fundraising and recreational purposes ancillary to the provision of educational services. Council will seek for such community uses and access to extend to out of school hours including Saturdays
 - not to assign/transfer the lease to anybody other than a successor charitable or public body approved by the Secretary of State
 - not to take out any charge or loan on the schools without prior approval by the Council
 - not to underlet the whole of the school or underlet part for a term in excess of seven years
 - the lease will automatically end upon termination of the funding agreement between the school and the Department for Education (DfE).
- 3.3 Both schools are included in the Council's Grouped Schools PFI contract. Where a school subject to PFI contract converts, the LA, the DfE and the school enter into a set of agreements to retain the existing arrangements until the end of the contract term (2027 in this case). The agreements require the schools to continue to pay the agreed contributions to the LA for the contract payments to be made. A deed of variation to the contract between the LA and the PFI contractor will also be required. The contractor is Tower Hamlets Schools Ltd. The agreements with the schools will preserve the existing arrangements for review and adjustment of charges.
- 3.4 The 125 year lease granted to the academy must be made subject to the rights of access granted to the PFI contractor via a lease for the contract term. The academy trust's leases will be subject to the existing sub-lease to LBTH.
- 3.5 Clara Grant Primary School occupies nursery class accommodation in the adjoining Linc Centre owned by Poplar Harca. The Council and Poplar Harca have not entered into a lease since the stock transfer, however. Action is being taken to regularise this in order that the accommodation can be sub-leased to the academy trust. As this classroom space is outside the PFI contract and is a minor part of the school as a whole, it is expected that the absence of final agreement with the trust will not in itself prevent the conversion providing the parties have agreed action to be taken.

Conversion process – commercial transfer

- 3.6 In general, the Commercial Transfer Agreement (CTA) is intended to ensure that all information on the transferring staff is recorded and transferred to the academy trust so that the appropriate arrangements for payment of salaries, pension contributions, etc. can be made. The CTA also includes details of any assets, liabilities and contracts that will transfer to the academy trust and those that will remain with the local authority.
- 3.7 In the case of both these schools there will be transfer of staff, as the LA is the employer. Staff are entitled to transfer under their existing employment terms and conditions, under the Transfer of Undertakings Protection of Employment (TUPE) regulations. The newly formed trusts must inform the current employer (the LA) in writing, of any measures it envisages taking in relation to staff after transfer. For Clara Grant Primary Schools, this may affect up to 77 LA employees and for Stepney Green Maths and Computing College, up to 123 employees.
- 3.8 The consultation with staff will be led by the schools and their Governing Bodies.
- 3.9 As regards pensions, when a maintained school becomes an academy, they must continue to provide access to the Teachers' Pension Scheme (TPS) for teaching staff and remit contributions to the TPS. Support staff who transfer will simply continue their membership of the Local Government Pension Scheme (LGPS), as an academy is a scheme employer in the LGPS. On conversion, the school becomes a separate employer in the LGPS and a separate employer contribution rate will need to be calculated by the relevant LGPS fund.
- 3.10 The contribution rate is made up of two elements; the cost of future benefit accrual and a proportion of the cost of meeting the past service deficit. In setting the rate for recovery of the past service deficit, specific advice has been sought in relation to pensions liabilities. The recommended approach, in accordance with guidance from the Pensions Committee is to allow for a twenty-year recover period for the amount of deficit attributable to deferred and pensioner members of the LBTH Local Government Pension Scheme, to all schools converting to academies on or after 1st April 2017.
- 3.11 Both schools have a number of Service Level Agreements ("SLAs") with the Council. It may be that the schools will confirm their intention to carry on with these arrangements post conversion, at which point they will be able to enter into new contracts with the Council, like any other school.

Conversion Process - Assets (not including land and buildings)

- 3.12 An asset register is being completed and all "other" assets will be transferred to the respective academies

Conversion Process - Contracts

- 3.13 All contracts and licences currently held by the schools are being confirmed, along with the schools' intentions regarding the continuation of the contracts.
- 3.14 If the contracts are to cease, any remaining liabilities will be transferred via the CTA. All continuing contracts will be novated.

PFI contract arrangements

- 3.15 Both schools are included in the Tower Hamlets Grouped Schools PFI contract. The DfE has established arrangements for these circumstances whereby the school will remain part of the contract and new contractual arrangements between the school, the Council and the DfE are put in place to ensure that the existing PFI contract arrangements can continue. The PFI contract remains between the Council and the contractor. The new agreements for each academy school ensure that the Council will continue to receive the financial contributions from the school as it would have done without the conversion, and that there is no impact on the contractor or its funders.

i. The School Agreement: this is between the Council and the Academy Trust. It sets out the school's liability for the continuing financial contribution for the contract services and the school's obligations relating to the contract.

ii. The Principal Agreement: this is between the DfE, the Council and the Academy Trust. It provides that the Council can call on the DfE should the academy fail in its obligations, including payments, in relation to the contract.

iii. Deed of Variation to the PFI contract: this is between the Council and the PFI contractor. It allows for the change of status of a school, requires the academy trust to be named on insurances and allows the contractor to retain access to the transferred land in order to provide the services. The Deed also includes (at Schedule 2) a Local Government (Contract) Act Certification, which certifies the vires (power) of the Council to enter into the contract.

- 3.16 These documents will remain in force until the expiry of the Grouped Schools PFI contract in 2027. One school included in the contract, Old Ford Primary School, converted to become an academy in 2013. Precedent documents entered into for that conversion by the trust, the Council and the PFI contractor will be adopted in this case.
- 3.17 There is at present a project in progress to build a new sixth form block at Stepney Green School which the Council is funding. The school has agreed to pay additional PFI contributions for this new block and this will be recorded in the School Agreement referred to above.

4. CONTINUING RELATIONSHIP

Admissions

- 4.1 All academies are required to adopt clear and fair admission arrangements in line with admissions law and the School Admissions Code. When schools convert, they become admission authorities and therefore responsible for their own admission arrangements. This will involve periodic consultation, and regularly publishing their admission arrangements.
- 4.2 The Council retains the responsibility for ensuring that all children and young people in the borough have a school place. The headteachers of both Clara Grant and Stepney Green have been longstanding school representatives on the Tower Hamlets School Admission Forum and have expressed the intention for their schools to adopt the arrangements that the Local Authority uses for admission to its community schools. This includes the use of catchment areas and pupil ability banding, at the point when children transfer from primary to secondary school.

Special Education Needs

- 4.3 Local authorities retain responsibility for pupils with statements or Education, Health and Care (EHC) plans in academies on the same basis as for such pupils in maintained schools. The LA will continue to commission special places and they must:
- Ensure that academy pupils are appropriately assessed and have EHC plans as part of the entry criteria
 - Consider parents' representations for an academy to be named on an EHC plan and act reasonably in considering those representations
 - Fund any individually assigned SEN Top up resources
 - Monitor arrangements for SEN pupils in academies
 - Conduct reviews of the SEN statements or EHC plans of children in academies at least annually and each six months for children under five.
- 4.4 There is no specific guidance in respect of converting schools with special units and it is assumed that the guidance in relation to maintained special schools wishing to convert to academy status applies.
- 4.5 The guidance states that they will not be able to change their characteristics, including the number of places for which they are funded and the types of special educational needs they provide for, as part of the conversion process. The number of pupil places for which the academy will be funded will be based on the number of places for which the special school is funded currently. Likewise, the types of special educational needs the special academy will provide for will be based on the types of needs provided for currently by the special school.
- 4.6 Any future proposed change to their characteristics would have to be considered by the Education Funding Agency (EFA), with the final decision

resting with the Secretary of State. Any special provision which is an academy wishing to change its designation must involve the Council in the consultation process that it leads.

Sixth Form

- 4.7 Stepney Green School has a recently established sixth form provision and is part of the Sixth Form East group of schools. The number of students opting to stay on for further education at the school, or join from other schools, is growing. The school is developing strong progression routes to higher education and apprenticeships and caters effectively for the whole range of its intake. Stepney Green School has joined with other schools to support curriculum and pastoral initiatives especially with the other Sixth Form East schools, but also with others across the borough. It has hosted the head of sixths forum and teachers have attended a range of sixth form focused conferences and other sessions.

Exclusions

- 4.8 The DfE statutory Guidance on Exclusion is equally applicable to Academies and Free Schools. Whilst Academies are not required to invite the LA Exclusions Officer to Governors' Pupil Discipline Committee hearings, parents can request the LA Exclusions Officer to attend the hearing. Schools often seek advice on the use of exclusions. Especially as much greater emphasis is now placed on avoiding indirect (or direct) discrimination against vulnerable groups of pupils. There can also be additional financial implications for the school, on top of any funding that would normally follow an excluded pupil.
- 4.9 All Tower Hamlets Secondary schools (together with the other partners) are part of the Behaviour and Attendance Partnership and have agreed on ten common principles that guide governing bodies in developing and reviewing the behaviour policies for their own schools. This is a statement of shared principles and promotes partnership working. Furthermore, the Tower Hamlets Secondary Schools Behaviour and Attendance Partnership involves secondary schools working collaboratively to address issues surrounding behaviour management, persistent truancy and alternative provision during exclusion. The Partnership operates a Fair Access Protocol (FAP) which seeks to ensure that all schools admit a fair share of pupils who have either been permanently excluded or are at risk of permanent exclusion through the process of a managed move transfer. Schools seeking to arrange a managed move transfer for pupils at risk of exclusion do so in accordance with the locally agreed FAP arrangements.

Trading

- 4.10 The Council will continue to offer a range of support services to academies and free schools on a traded basis. Academies are currently charged an additional 10% for services as there are additional administrative costs to the Council. It is proposed that any existing SLAs are honoured at current rates until the end of the academic year.

School Forum

- 4.11 Under the School Forum Regulations 2012, the Council was required to secure representation from academies in proportion to the number of pupils. In July 2012, The LBTH School Forum agreed to increase the membership of the Schools Forum with one academy representative to comply with those Regulations.

Governance

- 4.12 The Governing Body of an academy must currently have two parent governors.

Insurance

- 4.13 Schools must ensure that adequate insurance cover has been arranged prior to conversion, to take effect from midnight at the date of conversion. The DfE has produced a guidance note on the issues arising from this and the way in which costs are reimbursed.

Landlord responsibilities

- 4.14 Whilst there is a lease of the buildings and land for 125 years, the Council retains the responsibility for landlord functions under all academy leases. In general terms this is about ensuring the academy has adequate insurance, due regard to health and safety of staff and pupils, maintains the buildings in fit and proper state etc.

Policies

- 4.15 Academies are required to have the following policies and other documents in place, by law.

Statutory policies required by education legislation:

- Charging and remissions policy
- School behaviour policy
- Sex education policy
- Special educational needs policy.

Statutory policies required by other legislation, which particularly impact on schools:

- Data protection
- Health and safety
- Accessibility Plan
- Central record of recruitment and vetting checks
- Complaints procedure statement
- Freedom of information
- Home-school agreement document

- Minutes of, and papers considered at, meetings of the governing body and its committee
- Premises management documents
- Equality information and objectives (public sector equality duty) statement for publication
- School information published on a website
- Register of pupils' admission to school
- Register of pupils' attendance
- Staff discipline, conduct and grievance (procedures for addressing).

Documents referenced in statutory guidance:

- Child protection policy and procedures
- Early Years Foundation Stage
- Statement of procedures for dealing with allegations of abuse against staff
- Supporting pupils with medical conditions.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 The school as an academy will receive funding from the Education Funding Agency on the basis of School Funding Reform, with the vast majority of their funding based on the same formula as for maintained schools. [The only differences being for those services for which funding has been de-delegated for maintained schools, with the agreement of the School Forum. The academies will also receive Education Services Grant equating to the amount per pupil that the Authority receives for pupils in maintained schools]. Each academy school will also receive grant funding to meet the additional VAT that they incur and to meet their insurance costs. A government grant of up to £25,000 is made available to each school to assist with the cost of conversion; the Council will need to consider what proportion of the grant the schools will be asked to contribute to fund the costs of conversion incurred by the Council as these are not funded by government grant.
- 5.2 In order to protect the Council, the appropriate financial arrangements have been made for assets and ensuring financial liability transfers with those assets, as per the Commercial Transfer Agreement. There are particular issues regarding the transfer of Stepney Green and Clare Grant because of the School's PFI contract, but the regulations are clear that the academy would continue to be part of the contract and would continue to make contributions on the same basis as maintained schools.

6. LEGAL COMMENTS

- 6.1 The Academies Act 2010 ('**the 2010 Act**') introduced a fast track procedure for maintained schools wishing to transfer to academy status. The Act provides a procedure for the transfer of assets, land and buildings to the newly established academy. Section 5B(1) of the 2010 Act provides that

where an Academy order has effect in respect of a school, the governing body of the school and the local authority must take all reasonable steps to facilitate the conversion of the school into an Academy. Section 5B(2) of the 2010 Act provides that where the Secretary of State notifies the governing body or local authority that the Secretary of State is minded to enter into Academy arrangements with a specified person then they are under a duty to take all reasonable steps to facilitate the making of Academy arrangements with that person. This therefore imposes a statutory duty on the Council.

- 6.2 If a school is a special school then on conversion to academy status, a special school will become a 'special academy'. Certain characteristics of the special school that existed prior to conversion will remain the same once it becomes a special academy. For example, the funding agreement sets out that the academy is established to make special education provision for pupils with special educational needs ('SEN') and that it will make this provision in certain categories. These categories will be the same categories of SEN designated to the school prior to conversion. This also means that the number of pupil places for which the academy will be funded is based on the number of places for which the special school is currently funded.
- 6.3 The conversion process for special schools is very similar to the process for mainstream schools. However, the Department for Education ('DfE') has prepared a suite of model documents which are specific to special schools. There is a specific application form and pages 10 to 13 of that form sets out Supporting Notes for the purposes of completing the form. Paragraph 4 of those notes specifically states: "Schools wishing to convert to academy status must convert "as is". This means that they will not be able to alter their main characteristics during the course of the conversion process. Any existing arrangements relating to use of the premises can generally be included within the DfE model lease subject to the agreement of both parties.
- 6.5 The 2010 Act requires Academies to follow the same statutory framework for SEN as local authority schools. Schools will receive funding for children with statements of SENs / Education Health Care Plans ('EHCP') in the same way, whether they are Academies or local authority schools. If children have statements/ EHCPs with an enhanced package of support, both types of school will get additional funding directly from the local authority, again, in the same way. Where children have special needs, but do not have a statement/ EHCP, once again, Academies are required to have regard to the Code of Practice for SEN in exactly the same way as local authority schools. This means that in both types of school, children will be supported according to the level of need and involvement of external agencies.
- 6.6 Where the school land is local authority public land (as is the case here) then the DfE's expectation is that all land and facilities used wholly or mainly for the purpose of the converting school will transfer and be made available to the academy in accordance with the mechanisms set out in the guidance titled "Land Transfer Advice 2013". In that regard, the Council is to lease the land to the academy trust on a 125 year lease for a peppercorn rent. Under the Education Acts, local authorities require the consent of the Secretary of State

to dispose of any interest in land. This includes where a school converts to academy status. Consent would normally involve application to the Secretary of State through the Education Funding Agency, but in the case of conversions, this need for consent is taken forward as part of agreeing the conversion, and the Department of Education ('DfE') does not require a distinct application.

- 6.7 The requirement for a 125 year lease is not contained in statute, but is the expectation of the DfE and the DfE provides model leases on its website that can be used. There are also model land clauses preventing the academy trust from disposing of its leasehold interest in the public land and which will need to be included in the relevant academy's Funding Agreement.
- 6.8 The DfE expects local authorities and schools to take steps to ensure that such transfers are completed in time for conversion. However, in circumstances where the parties concerned cannot reach agreement and/ or in the DfE's view there are unacceptable delays to the process then the Secretary of State can exercise powers under Schedule 1 of the 2010 Act to either make a scheme compulsorily transferring school land, or a scheme or direction transferring any existing interest, rights, or liabilities.
- 6.8 As to the transfer of assets (other than land), contracts and employees, this is done by way of a "commercial transfer agreement" and is based on the model transfer agreement as published by the DfE.
- 6.10 As set out in the report, it is considered that the Transfer of Undertakings (Protection of Employees) ("TUPE") Regulations 2006 apply to this academy transfer and to the staff of the existing two primary schools.
- 6.11 The model transfer agreement deals with the transfer of things necessary for the operation of the Academy, namely:
- Transfer of Assets
 - Assignments/novation of contracts
 - Employee/TUPE issues
- 6.12 Typical terms of the model transfer agreement also cover issues such as:-
- Transfer and apportionment of assets
 - Transfer, novation/apportionment and termination of contracts which are either school specific or council wide contracts
 - transfer of employees in accordance with TUPE regulations e.g. staffing information and warranties, apportionments, information and consultation, indemnities and warranties, pensions
 - transfer of records e.g. documents on personnel, pupils

- 6.13 In preparing this documentation account is taken of any contracts that need to be novated or assigned to the Academy e.g. for existing equipment. Where the school is receiving services under Service Level Agreements from the Council and wishes to continue these arrangements, the Service Level Agreements are converted into formal contracts.
- 6.14 Both schools are part of the Grouped Schools PFI arrangement which does not expire until 2027.
- 6.15 As part of the work on this Academy conversion process officers have liaised closely with DfE to ensure the PFI liabilities are passed to the new Academy Trust and although the Council remains primarily liable under the PFI agreements there is provision for the financial liability to be discharged by the new Academy Trust.
- 6.16 The Council is required when exercising its functions to comply with the duty set out in section 149 of the Equality Act 2010, namely to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity between those who share a protected characteristic and those who do not, and foster good relations between those who share a protected characteristic and those who do not. There are no direct equality implications arising from the proposed transactions as they are statutorily required to be made but relevant considerations have been made in the One Tower Hamlets Considerations below.

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 Both schools work collaboratively to enable all children to experience the best possible educational opportunities, outcomes and life chances. Both schools are members of the Tower Hamlets Education Partnership.

8. BEST VALUE (BV) IMPLICATIONS

- 8.1 None identified.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 None identified.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1 None identified.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 11.1 None identified.

12. SAFEGUARDING IMPLICATIONS

- 12.1 New statutory guidance for schools and colleges came into effect in September 2016. This updated guidance lays greater emphasis on schools and colleges and their staff being part of a wider safeguarding system for children, as described in “Working Together to Safeguard Children” (March 2015) and the need to fulfil responsibilities in relation to this. On conversion, the LA will continue to work collaboratively with both schools to safeguard and promote the welfare of all children in the borough.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- NONE

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

- NONE

Officer contact details for documents:

Layla Richards

Service Manager Policy, Programmes and Community Insight

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<p>Cabinet</p> <p>25 July 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Zena Cooke – Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Improvement and Transformation of Information Communications and Technology</p>	

Lead Member	Councillor David Edgar, Cabinet Member for Resources
Originating Officer(s)	Adrian Gorst Divisional Director of IT
Wards affected	All
Key Decision:	Yes
Community Plan Theme	One Tower Hamlets

Executive Summary

The Cabinet has recognised the need to invest in the Council's Information and Communication Technology (ICT). As part of Medium Term Financial Strategy from 2017/18 to 2019/20 a £25m reserve was earmarked for this. Cabinet now needs to formally approve the application and use of this reserve and delegate authority to officers to agree and approve expenditure against the sum held.

The report seeks authority from Cabinet to release **£16.35m** from the earmarked reserve and to delegate authority to the Corporate Director, Resources or their nominated officer after consultation with the Cabinet Member for Resources to approve expenditure against this reserve in order to refresh and transform ICT.

This investment will improve reliability of ICT for staff and service users by replacing the aging infrastructure; provide new mobile services enabling staff to be more productive. Also for staff to work away from council offices and closer to citizens; reducing the demand for desk space in the new Civic Centre; and to move to cloud based services to maintain and enhance information security while facilitating easier sharing with partner organisations.

The investment in ICT unpins improved access to services, including online and self-service for citizens and businesses, while reducing operational costs for the Council

Recommendations:

The Mayor in Cabinet is recommended to:

1. Release up to £16.35m from the ICT Transformation Reserve to improve and transform ICT within the Council.
2. Delegate authority to the Corporate Director, Resources or their nominated officer, after consultation with the Cabinet Member Resources to approve expenditure against the £16.35m,
3. To note that progress on this improvement and investment programme will be reported to the Cabinet through existing performance monitoring and reporting.

1. REASONS FOR THE DECISIONS

- 1.1 The reasons for the decision are to commence the improvement and transformation of ICT across the Council to deliver the benefits and improvements set out in the Medium Term Financial Strategy and the Council's Smarter Together Transformation Programme.

2. ALTERNATIVE OPTIONS

- 2.1 The Cabinet could decide not to release the funding or to release a lower level of funding, but these options are not recommended. .

3. DETAILS OF REPORT

BACKGROUND

- 3.1 The Council has identified and recognised that there is a need to invest in the Information and Communications and Technology (ICT) employed by the Council and its partners. This has been formally reported to the Cabinet and is reflected in the reallocation of £25m of earmarked reserves:
- 3.3 Although the Council has allocated the resource to invest in ICT, it was agreed that an ICT strategy would be produced to set out the detail of the investment required. This report provides further detail. Work with the Council's ICT partner, Agilisys has continued to assess and determine the programme of improvement required. Based upon work completed to date the estimated cost is £16.35m to finance the transformation and improvement of ICT for the Council. The breakdown of which is shown below:

Component	Estimated one-off cost (£m)
Early Works	0.25
Enabling Works	0.40
ICT Core Transformation	13.00
ICT Project Team	1.20
Other ICT Improvements	1.50
Total	16.35

It is noted that that the values above are estimated based upon outline assumptions as at June 2017 and that these may change.

Further detail on the components in the table above is set out in the Appendices to this report.

Benefits of investment

3.4 This investment in ICT unpins the five pillars of Smarter Together programme which aims to revolutionize the relationship with residents and drive operational savings:

- Achieve the best outcomes for our residents by integrating services across the council and partners to make the most of the money we have.
- Become a modern council with new ways of working and an agile workforce that is supported by the necessary infrastructure now and at our new home in Whitechapel
- Use technology and information to provide better services and empower our citizens so they take a more active role in their area, co-design services and become less reliant on the council
- Reduce future demand on the council through measures including better forecasting of need, supporting independent living and providing early intervention to prevent problems escalating in later life
- Harness economic growth that benefits our residents by making it simple for businesses to set up and invest in our borough

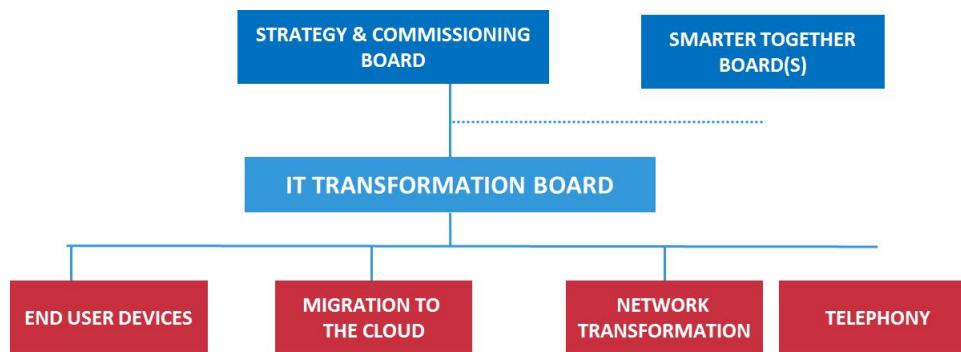
At a practical level, throughout 2017 staff and citizens and businesses will experience less wasted time and disruption due to ICT failures and from 2018 will be benefit from up to date ICT services specific to their roles and needs.

The programme of work will not only significantly improve and modernise ICT, but will also provide a sound and robust platform upon which to build and transform the Council in the future. The investment will:

- Provide staff and members with robust and resilient IT by reducing significantly the risk of loss of service and issues faced by users by the end of 2017. This includes replacing all network switches and rolling out wifi to all council office sites.
- Ensure that infrastructure is fully supported by providers and is future-proofed. This includes software upgrades such as SAP business objects to improve reporting across all services.
- From 2018 it will enable staff to work in a mobile and flexible manner that will enable the Council to deliver the objectives of its accommodation strategy and its reliance on council offices and networks. This includes replacing static terminals with laptops, tablets and smart phones to enable staff to work closer to citizens.
- Provide the IT infrastructure to deliver the transition to a digital and agile enterprise. This includes adopting Microsoft 365 to support collaborative working across and beyond the Council, and providing cutting edge tools for managing information to enhance services.
- Move to the cheapest and most cost-effective access channels for customers, while supporting digital inclusion. This includes migration from aging, insecure, and unreliable on-site data centres to modern, secure and robust cloud hosted services.
- Provide access to and use of and sharing of data and information in a secure manner across the Council and with other key partners, that provides the opportunity for more cohesive and partnership working.

Governance Arrangements

- 3.5 It is proposed that the programme to improve and transform ICT is governed and managed through the IT Transformation Board chaired by the Divisional Director IT. The Board will include technical and business representatives to manage and control the programme and key projects within it. The outline structure:-



- 3.6 The IT Transformation Board will review all requests to commission work to deliver components of the programme and recommend approval or not to the Corporate Director, Resources, following review by technical and commercial leads for the Council. It will also report into the ICT Strategy and Commissioning Board and the relevant Smarter Together Programme Board where there are dependencies between the ICT Transformation and Smarter Together Programmes.
- 3.7 Financial monitoring and reporting will be through existing budget monitoring processes.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The cost of ICT Transformation detailed within this report will be funded from the Council's ICT Transformation Reserve (£25m) set aside as part of the 2017/18 budget process.
- 4.2 Any recurrent revenue implications arising from this will need to be contained within the current revenue base budget of £10.4m or alternative invest to save options will need to be considered.

5. LEGAL COMMENTS

- 5.1 This report is asking for Cabinet to agree to the release of £16.35 million from a £25 million reserve that was set aside set aside as part of the 2017/18 budget process for investment in the Council's Information and Communication Technology (ICT).
- 5.2 On 22nd February 2017 Council agreed the General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2017-20. This is in

accordance with the Council's Budget and Policy Framework. Once the Budget has been agreed then it is the responsibility of the Mayor, the Executive and officers to implement it. The Mayor can therefore release monies from the reserve for investment in the Council's ICT.

- 5.3 The Council has a duty under section 3 of the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness" (the best value duty"). Further the Council is obliged by section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is consistent with sound financial management, the Council's Best Value Duty and the Council's obligation under section 151 of the Local Government Act 1972 for the Executive to release monies for spending in accordance with the agreed Medium Term Financial Strategy from 2017/18 to 2019/20.
- 5.4 Whilst at this stage it is not clear as to how the spend will be broken down in terms of size of contracts, the Council will need to subject each contract expenditure to an appropriate procurement methodology. This will be dependent upon the value of each contract and the Council must comply with the relevant constitutional provisions that relate to that value and where warranted by the value the Public Contracts Regulations 2015.
- 5.5 Subjecting spend to competition is also the principal way that the Council demonstrates that it is achieving Best Value.
- 5.6 It is notable that the appointment of the Council's ICT partner was a process that was subject to European competition which included the provision of the items broadly identified in this report. The ICT Partner was also appointed in a capacity as a Vendor Neutral supplier and therefore it is compliant with the relevant European Law to purchase goods software and equipment with the associated services directly from the ICT Partner without further competition.
- 5.7 However, where a purchase is direct from the ICT Partner the Council must still satisfy itself and be able to demonstrate that the purchase represents Best Value. Also, the Council must abide by the rules for purchasing that are included under the ICT Partner contract.
- 5.8 Howsoever formed, each contract must include appropriate clauses allowing for the proper monitoring of the delivery of each contract in order for the Council to ensure that the spend under the contract delivers its intended purpose and thereby satisfies the quality element of the Best Value determination.
- 5.9 The Equality Act 2010 requires the Council in the exercise of its functions to have due regard to the need to avoid discrimination and other unlawful conduct under the Act, the need to promote equality of opportunity and the need to foster good relations between people who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required in order to enable the

Council properly discharge this duty. More information about the discharge of this duty is set out in the One Tower Hamlets Considerations section below.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The ICT Transformation Programme will provide the infrastructure to enable to Council to deliver its strategic priorities and its One Tower Hamlets' objectives.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The preparation of this report has taken account of the Council's obligations in relation to its Best Value duty. The expenditure proposals and decisions made will be based on securing best value.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 The sustainable action for a greener environment and implications of individual proposals will be taken into account.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The ICT Transformation Programme has a formal risk register identifying the key risks to the Programme and the actions to mitigate those risks. The delivery of the ICT Programme will reduce the level of risk currently experienced by the Council due to the age and reliability of the existing infrastructure.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no crime and disorder implications arising from this report..

11. SAFEGUARDING IMPLICATIONS

- 11.1 There are no safeguarding implications arising from this report.

Linked Reports, Appendices and Background Documents

Linked Report
NONE

Appendices

- Appendix A – Further Detail of Investment

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

None

Officer contact details for documents:

Adrian Gorst – Divisional Director of IT.

Appendix A – Further Detail of Investment

In recognition that business and investment cases were outline in their nature and that the assumptions and values of these would change throughout the lifecycle of the programme, officers have commissioned Agilisys to carryout early and enabling works to further develop outline cases. .

Early Works

In order for the work-streams to progress early work was required by Agilisys to conduct due diligence, and technical design work that would support and direct the development of the proposal(s). This included technical evaluation, high level application compatibility, worker styles analysis and the development of a SharePoint pilot site. The estimated cost of these works is **£0.25m**

Enabling Works

In addition to the Early works stage, Agilisys have been commissioned to complete the next stage in order to build on the knowledge gathered through the Early Works and to deliver detailed analysis and design of all of the work-streams and provide final estimates on the investment and additional revenue implications. **The cost of these works is estimated to be £ 0.4m**

ICT Core Transformation

In December 2016, the ICT Strategic Commissioning Board (SCB), received and reviewed outline business cases, for four of the key work streams. These are shown below together with the key outcomes of each Indicative one off investment and additional revenue implications are shown in the table below:

Work stream	Key outcomes included	Estimated one-off investment (£m)	Estimated additional revenue implications (£m)
Networks (underlying infrastructure upon which data and voice traffic is managed)	<ul style="list-style-type: none"> Upgrade and improve Local Area Network (LAN) Upgrade and improve Wide Area Network using Multiprotocol Label Switching (MPLS) Upgrade and improve Homeworker Network using Multiprotocol Label Switching (MPLS) Provide Wi-Fi across all Council Sites 	2.1	0.65
Cloud Migration (move where data and systems are housed)	<ul style="list-style-type: none"> To migrate, update server and server estate that improves capacity, sustainability and reduces risks currently faced. To upgrade to a Windows 10 environment 	2.5	
End User Devices/Desk top (The device/kit that 4000 staff and users use to access system and data)	<ul style="list-style-type: none"> To replace or introduce new devices used by users across the Council over the next four years To implement Office 365 (O365) 	8.0	
Telephony	<ul style="list-style-type: none"> Replace and update current telephony and contact centre systems and hardware Introduce technology to make and receive calls for PC/Laptop Increase and update the current MAAS solution 	0.5	
Total		13.0	0.65

The indicative timescales for completion of each stage for each of the key work streams are shown in the table below:-

Work stream	Early Works completed	Enabling Stage	Planned Delivery
Networks	May to July 17	-	During 2017 and early 2018
Cloud Migration	Jan to April 17	April to July 17	2017
End User Devices/Desk top	Jan to May 17	June to July 17	Late 2017 into early 2018
Telephony	n/a	n/a	July 17

LBTH Team to deliver transformation

In order to manage and deliver an ICT transformation programme of this scale within the timeframe set out in the Medium Term Financial Strategy and the Smarter Together Transformation Programme, the Council will need to create and resource an ICT project team to manage and support the programme. It is estimated that the cost of this team for two years will be approximately **£1.5m**

Other potential calls against the ICT Transformation Reserve


There are a number of other developments and improvements that are planned to commence from 2017-18 that will potentially have to be funded from the ICT Transformation Reserve. The estimated value of these is estimated to be £1.50m. Details are provided below:-

No.	Component	One off (£m)	Estimated completion date
1	To implement and upgrade reporting suite using SAP Business Objects for a number of business systems. This will enable improvements in management and delivery of services by improved reporting across a number of services including Social Care, Housing and HR Systems	0.56	Dec-17
2	Improve performance of a number of key systems used by number of services including Social Care and Housing Benefits systems by introducing system provided by QUADNET. This will result in improvement in response times experienced by users	0.09	Sep-17
3	Investment required to ensure that improvements in security of the Council's networks and core infrastructure and in line with and accredited with both the Payment Card Industry and Public Service Network Standards.	0.10	Dec-17

No.	Component	One off (£m)	Estimated completion date
4	To increase the availability and resilience of homeworker and other key components of the network to improve stability of these and reduce time/productivity lost.	0.03	Jan-18
5	To improve firewalls and other changes to increase the security and protection of Council networks. These improvements will increase protection against "cyber" and other malicious attacks to Council IT systems.	0.04	Oct-17
6	To complete implementation of system that presents data and information to public in an easier to understand way and form	0.01	Aug-17
7	To rationalise and improve the back up an restoring of systems and data that will also improve performance experienced by users	0.02	Nov-17
8	To provide ICT service relationship manager to Tower Hamlets Homes and other services	0.08	Aug-17
9	To continue to improve printing facilities and support across Council offices improving availability of equipment and quality of printing.	0.07	Aug-17
10	To migrate system to a SQL platform that will improve performance of a number of applications used by Directorates	0.05	Feb-17
11	To undertake and implement recommendations of how Information is managed across the Council. This will result in improvements in volume and size of data stored. This will result in release of storage space and improving system response times for users.	0.10	Jan-18
12	To improve archiving of email system which will result in improvements to the current email system and processes.	0.05	Sep-17
13	Investment in resource to manage and deliver ICT projects planned.	0.17	Jul-17
14	To improve access by the public to council services and information using technology and systems Public Access Deployment	0.04	Ongoing

No.	Component	One off (£m)	Estimated completion date
15	To finalise implementation of I:casework system that is used to record and respond to both Freedom of Information Requests and Enquiries to Members. This will result in reduced duplication and speed of response to requests.	0.01	Jul-17
16	To carry out and support work to power at Mulberry Place to reduce time/system/productivity lost	0.04	Feb-18
17	To carry out a project piloting a number of devices that staff could potentially use in the future. The results will be used to inform and influence decisions to be made on devices to deployed as part of ICT improvement programme	0.05	Oct-17
TOTAL		1.50	

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<p>Cabinet</p> <p>25 July 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Asmat Hussain, Corporate Director, Governance and Monitoring Officer</p>	<p>Classification: Unrestricted</p>
<p>Quarter 4 / Year-End Strategic Performance Monitoring report</p>	

Also presented to: Overview and Scrutiny Committee: 20th July 2017

Lead Member	Mayor John Biggs
Originating Officer(s)	Sharon Godman , Divisional Director Strategy, Policy and Partnership
Wards affected	All Wards
Key Decision?	No
Community Plan Theme	One Tower Hamlets

Executive Summary

This paper provides details of the Council's progress in delivering the 2016/17 Strategic Plan and the Council's performance against strategic measures during the same period.

Recommendations:

The Mayor is recommended to:

1. Review progress in delivering the Strategic Plan at the year-end, including those activities that are flagged as delayed and overdue (appendix 2); and
2. Review the performance of the strategic measures at year-end, including those measures where the minimum expectation has been missed (appendix 3);
3. Note those activities and measures that require improvement will be referred to the Performance Improvement Board and Overview and Scrutiny Committee where appropriate;
4. Note the targets that have been set for the strategic measures for 2017/18 (appendix 4)

1. REASONS FOR THE DECISIONS

The Council's Performance Management and Accountability Framework sets out the process for monitoring the Strategic Plan and performance measures which are reported regularly to the Corporate Leadership Team and Cabinet.

This report promotes openness, transparency and accountability by enabling Tower Hamlets' residents to track progress of activities that matter most to them and their communities.

2. ALTERNATIVE OPTIONS

- 2.1 Cabinet can decide not to review the performance information. This is not recommended as Members have a key role to review and challenge underperformance and also utilise performance information to inform resource allocation.

3. INTRODUCTION

- 3.1 This report summaries the Council's performance in delivering year 1 of a 3 year Strategic Plan agreed by Cabinet in April 2016. The new Plan is focused on 3 priority outcomes. The year 2 strategic plan which will builds on these priorities was agreed by Cabinet in April 2017 and sets out much more ambitious plans to achieve the outcomes detailed in the Strategic Plan.

- 3.2 The Council's improvement journey continued in 2016/17 it delivered against the activities detailed in the Best Value Action Plans which was recognised by the Secretary of State with full decision making powers given back to the Council and the removal of the government appointed Commissioners. The Council has developed a Best Value Improvement Plan 2017-18 and established a Best Value Improvement Board which will continue delivering sustainable improvements against the Best Value areas over the next year.
- 3.3 In January-February 2017 Children's Services were inspected by Ofsted under the "single inspection framework" for children in need of help and protection, children looked after and care leavers, which graded Children's Services as "inadequate" in its overall judgement. In response the Council has developed an Improvement Plan which will be submitted to the Secretary State for Education in July 2017, established a Children's Services Improvement Board and, as detailed in appendix 4, adopted four additional measures in its Strategic Measure set for 2017/18, setting challenging targets for the measures of:
- The percentage of childrens social care contacts completed within 24 hours
 - The percentage of childrens social care assessments completed within 45 days
 - The percentage of children on a child protection order visited within last 4 weeks
 - The percentage of child protection reviews completed in time
- 3.4 The Improvement Plan contains detailed actions for service improvement which fall into four key priorities: leadership, management and governance; robust model of social work practice; sufficient and skilled workforce; quality assurance and audit. Alongside the additional strategic measures, these will be closely monitored through practice audits and comprehensive performance data to allow for greater understanding of progress. The Children's Services Improvement Board will deliver the strategic oversight and challenge required to ensure that appropriate, timely change and impact is being delivered according to the Improvement Plan.
- 3.5 The Council refreshed its approach to performance management in recognition of the improvement journey which will support greater focus on areas of high risk, strengthen the leadership role of managers and members and provide more robust review and challenge to poor performance and areas of concerns. It will seek to further develop public performance reporting ensuring information is available in a more accessible format for local people.

3.6 This report notes the significant progress made against delivering the Strategic Plan and achieving the stretched targets set in the strategic measures. Delivery of these priorities and outcomes has been supported by the monitoring of 49 strategic actions and 51 strategic measures. Appendix 1 provides a two page summary of the Council's end of year performance for 2016/17. Appendix 2 provides detailed analysis of progress against the 2016/17 Strategic Delivery Plan, providing updates on progress against all 49 strategic actions, and their supporting milestones. Appendix 3 sets out in detail how the Council has performed during the year against the basket of 51 strategic measures. Appendix 4 provides the targets that have been set for the strategic measures in 2017/18. The 2017-18 Strategic Plan and strategic measures sets a more ambitious plan to build on our work last year to ensure we can have a sustainable impact in service delivery to local people.

THE STRATEGIC PLAN

3.7 The Strategic Plan is on track to be delivered with evidence of improving performance. Table 1 summarises overall performance against Strategic Plan activities and strategic measures by priority outcome areas.

Priority 1: Creating opportunity by supporting aspiration and tackling poverty				
Measures	Green 16	Amber 6	Red 6	N/A 5
Actions	Completed 15	Delayed 8	Overdue 1	
Priority 2: Creating and maintaining a vibrant, successful place				
Measures	Green 5	Amber 2	Red 4	N/A 2
Actions	Completed 10	Delayed 4	Overdue 5	
Priority 3: Working smarter together as one team with our partners and community				
Measures	Green 4	Amber 0	Red 1	N/A 0
Actions	Completed 4	Delayed 1	Overdue 1	

Table 1: Performance by priority outcome area

- 3.8 Performance Measures are ranked as “Green” where the stretch target has been achieved, “Amber” where the minimum expectation target has been achieved, but the stretch target has not, and “Red”, where the minimum expectation target has not been achieved.

Strategic Activities are ranked as “Completed” (Green) where the activity planned for 2016/17 is complete, “Delayed” (Amber) where an activity is substantially complete, or where a milestone is overdue but the commentary indicates that the milestone will be completed by the end of quarter 1 2017/18 (June 2017), and “Overdue” (Red) where an activity has not completed in the 2016/17 financial year, or at the time of reporting.

Section four of this report highlights areas of achievement in 2016/17 and provides analysis and explanation for all “Red” rated Strategic Measures, and “Overdue” Strategic Actions.

4. ANALYSIS BY PRIORITY AREA

- 4.1 The Council’s Strategic Plan sets out the priorities and outcomes that the Mayor and his administration have been elected to deliver. These are underpinned by the Council’s transformation programme, medium term financial strategy and drive to deliver better outcomes for local people.

- 4.2 Based on an understanding of the local community, their views and the opportunities and challenges facing the borough the council has identified three priorities for 2016 to 2019. These are:

Priority 1: Creating opportunity by supporting aspiration and tackling poverty

Priority 2: Creating and maintaining a vibrant, successful place

Priority 3: Working smarter together as one team with our partners and community

- 4.3 Within the Strategic Plan and its associated Delivery Plan, the Council identified a wide range of strategic performance measures and strategic activities to contribute to achieving the three priorities.

- 4.4 This section of the report provides analysis of how successful the council was in delivering the performance and actions that it planned, providing analysis and commentary by priority area.

4.5 Achievements in 216/17: Priority 1 Creating opportunity by supporting aspiration and tackling poverty

- 4.5.1 The Council is working hard to create opportunity for local residents and has been successful in supporting 265 businesses during the year, exceeding the stretch target of supporting 240. Support provided included the 'Action for New Enterprise Programme', delivering entrepreneurship training encourage and train residents and organisations in Tower Hamlets to create and develop enterprises, and training and support provided to local small businesses on retail marketing and supply. This outcome was supported by the Council's work to "Implement a programme of business support for Tower Hamlets businesses and entrepreneurs" (Strategic Activity 1b) This gives a good foundation for delivery in 2017/18 where 2 more projects supporting Tower Hamlets' businesses will begin delivery.
- 4.5.2 The Council was also successful in supporting 1170 local people into employment through its employment and skills programme. Whilst slightly below the Council's stretch target of 1200 job starts, this was an improvement of 17.7% on the total of 994 job starts achieved in 2015/16. This success has been supported by the Council's work to develop an Integrated Employment Service (Strategic Activity 1.2b), strengthening partnership working and cross referrals with services and departments across the Council and key providers, delivering and profiling a series of targeted programmes. Key partners include the Troubled Families team, Job Centre Plus, Poplar Harca, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BME residents.
- 4.5.3 The Tower Hamlets employment rate for women is 1.4ppt higher than this time last year, with the London average rate only increasing 0.5ppt for the same period. Against the East London Growth Boroughs', Tower Hamlets has the 3rd highest employment rate for women, with Newham the lowest. Tower Hamlets also has the largest increase of working age women amongst the Growth boroughs.
- 4.5.4 The Council has undertaken targeted work which has seen an increase in the number of women accessing and benefiting from employment support through the employment service and participating in the Women into Health and Childcare programme. This includes working with Children's Centres and parents with children under 5, providing employability training and referrals to the employment service. The Council's employment and skills service reports

an increase of 8.03% and 26.73% in the numbers of women registering with the service and achieving a job outcome respectively, from year 2015/16 to 2016/17.

- 4.5.5 2016/17 also saw significant successes in the field of education, where 62% of Tower Hamlets children achieved the national curriculum national standard at Key Stage 2, eight percentage point above the national average of 54%.
- 4.5.6 Local GCSE students also exceeded expectations in their exam results in summer 2016, achieving an average points score of 50 out of 80 across a basket of 8 core GCSE subjects including English and Maths, exceeding the target of 48.4. Their progress since Key Stage 2 also exceeded expectations, with students achieving on average 0.15 of a grade better across the 8 subjects than other students with a similar prior attainment at Key Stage 2.
- 4.5.7 There was further good news at Key Stage 5 (A Level). The final results achieved were Distinction+ for 'Tech Level' courses and Distinction for 'Applied General' courses, meeting the Council's stretch targets for these qualifications and achieving results is higher than the national benchmark of Distinction- for 'Tech Level' courses.
- 4.5.8 These outcomes were supported by the Council's work to "improve educational aspiration and attainment" (Strategic Activity 1.3c). The primary Education and Partnership team provided support to school staff during the year, identifying underperforming groups through central training sessions and one-to-one sessions with leaders in schools, and subsequent advice on interventions and specific training to support staff in making sure these pupils achieved their full potential. The School Improvement Team also delivered termly risk assessments of the Borough's schools to the Senior Management Group, ensuring the dissemination of good practice, production of high quality data, and early intervention as required.
- 4.5.9 Outcomes have also improved for looked after children in the borough. 34 looked after children have been adopted or received a special guardianship order during 2016/17. This significantly exceeds the target of 29 looked after children and the performance last year of 20. This outcome has been supported by the Council's work to ensure better outcomes for looked after children and young people (Strategic Activity 1.3d). Tower Hamlets is part of the East London Adoption Consortium for adoption, which works collaboratively to ensure effective timely adoption processes are in place. We use this forum to buy and sell adopters to ensure quicker matching and run

shared introduction and activity days. We are involved in the development of a London regional adoption agency as part of the DfE reform programme.

4.6 Areas for Improvement: Priority 1 Creating opportunity by supporting aspiration and tackling poverty

4.7 As part of the monitoring of the Council's performance, analysis is undertaken to identify those activities and measures that have not met their annual target.

4.8 Of the 33 Strategic Measures in the Corporate Plan relating to Priority 1; 5 measures (15%) are below the minimum expectation and have deteriorated since the corresponding quarter for the previous year.

4.9 Of the 24 Activities in the Strategic Plan relating to Priority 1, 1 activity (4 %) has been flagged as being overdue.

4.10 Further detail and analysis of these five Strategic Measures is provided in section 4.10. Section 4.11 provides further detail regarding the overdue Strategic Action.

4.10.1 Rate of new business registrations (Strategic Measure)

The reported 9.1% increase since last year equates to 1,320 new TH business registrations where London has seen a 7.2% increase in the same period, 7.13% without those registering in Tower Hamlets. The 15,765 total registered TH businesses equates to 4.12% of London's total business registrations.

The base target for 2016/17 of 16% increase in the registration of Tower Hamlets based businesses would have equated to 2,311, the stretch target of 18% equates to 2522. These were extremely challenging targets; over the last 3 years, registrations have increased an average of 9.9%. The reported 9.1% increase since last year equates to 1,320 new TH business registrations where London has seen a 7.2% increase in the same period, 7.13% without those registering in Tower Hamlets. There are a total of 15,765 registered businesses in Tower Hamlets; this equates to 4.12% of London's total business registrations.

4.10.2 Overall employment rate - gap between the Borough and London average rate (working age) (percentage points) (Strategic Measure)

The Tower Hamlets employment rate has decreased 2.2ppts since last quarters reporting, whilst the London average has increased 0.2ppts. Whilst London has seen a 1.09% increase in the working age population, Tower Hamlets has seen a 3.33% increase. The data for the employment rate is

taken from the Annual Population Survey. This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the Tower Hamlets employment rate is 4.2% compared to 0.7% for London which means that the actual rate for Tower Hamlets could in fact be much higher.

When comparing Tower Hamlets performance against the East London Growth boroughs' employment rates (Hackney, Greenwich, Barking and Dagenham, Waltham Forest, Newham), Tower Hamlets currently has the 4th highest employment rate, the 3rd highest net increase since this time last year, the second highest numbers of residents of working age in employment and the largest net increase of working age residents over the last year.

4.10.3 Average time between a child entering care and moving in with adoptive family (Time to adoption) (Strategic Measure)

This measure is calculated as a three year rolling average. There have been 45 adoptions since April 2014, 10 since April 2016 (YTD). It has taken 690 days on average to complete adoption for the three year rolling between April 2014 and March 2017. During 2016-17 10 adoptions were made, taking an average of 496 days. So annual performance has been on target, though performance in previous two years has kept our three year average above the target. Currently the PAST (Permanency & Adoption Support Team) managers are looking to place children with adopters as quickly as possible from the date of the placement order. We are also working with adopters to consider the fostering to adopt option now available. Continued performance at 2016/17 levels will bring our three year average in line with target over coming year.

4.10.4 Smoking Quitters; rate per 100,000 of population (aged 16+) of four-week smoking quitters who have attended NHS Stop Smoking Services (Strategic Measure)

Quit rates have decreased across both London and England due, in part, to a combination of having an increasing cohort of highly addicted smokers as prevalence reduces, and the welcome uptake of electronic cigarettes as a replacement to smoking increases. In addition to the decrease in footfall at smoking cessation services, necessary changes made in 2016/17 to the smoking cessation NIS contract to improve effectiveness had a significant impact on the number of quits in Q1 as the changes took time to embed within primary care. Whilst momentum was regained from Q2 onwards, the shortfall from Q1 did not recover sufficiently enough to enable us to meet our annual quit target for 2016/17. At the end of Q3 (Dec 2016) we had achieved 786

recorded quits in total. This was 14% below the Q3 trajectory target of 916 quits. We implemented a plan to achieve a minimum 350 quits for Q4, including re calculation of previous quarters to accommodate late data entry. This achieved an additional 558 quits during the fourth quarter, meaning a total of 1354 quits over the year. This represents an achievement of in excess of 90% of the target of 1500 quits for the year.

4.10.5 Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents (Strategic Measure)

The Tower Hamlets employment rate for BME residents has decreased for the 3rd consecutive quarter to 56.1%, widening the gap with London to 10.3 percentage points (ppts). It should be noted, however, that the figure from NOMIS for Tower Hamlets has a confidence level of 9.7% compared to 1.8% for the NOMIS figure for London. This means that whilst the figure for London as a whole is regarded as being accurate to within plus or minus 1.8 percentage points, the figure for Tower Hamlets is only regarded as being accurate to within plus or minus 9.7 percentage points.

The size of this confidence interval for the Tower Hamlets figure means that the relatively large movement in the last quarter, from a gap of 3ppts at the end of quarter 3 to 10.3ppts at the end of quarter 4 should not, in isolation, be regarded as overly significant, given that this movement is within the confidence interval.

Where statistics have such large confidence intervals, trends over the medium and long term are a more accurate indicator of movement. This measure will continue to be monitored and reported during 2017/18 to assess whether this quarter's outturn is part of a longer term trend in the gap widening, or a one-off change that may be explained by the large confidence interval.

The revised Local Economic Assessment suggests that BME rates (particularly amongst Women) are still over represented in both unemployment and benefit claims statistics. There are a range of different barriers to work associated with BAME clients including English, basic skills and access to networks. Long term and economically inactive BAME residents will continue to be a focus for the Employment & Skills delivery service and will form part of the focus of the new Workpath service.

The Council's employment and skills service reports an increase of 1.2% in the numbers of BME residents registering with the service and an increase of

8.7% in the numbers of BME residents achieving a job outcome from year 2015/16 to 2016/17.

4.11 Further analysis is provided below regarding the Strategic Activity relating to Priority 1 that is flagged as overdue.

4.11.1 Improve participation in sport, and other health promoting activities, at a community level (Strategic Activity 1.4e)

All milestones are complete except for the development of a Sport & Physical Activity Strategy and consultation on the draft Open Space Strategy.

The Open Space Strategy consultation is complete, and the Open Space Strategy is due to go to Cabinet in September 2017. The Physical Activity & Sport Strategy outline has been agreed with the lead member, and a revised timetable seeks adoption in autumn 2017.

4.12 Achievements in 2016/17: Priority 2 Creating and maintaining a vibrant, successful place

4.12.1 The Council was successful in exceeding its targets for 2016/17 for street and environmental cleanliness. Levels of litter, graffiti and fly posting were better than the stretch targets that the Council set for the year, with the reductions supported by an active anti-littering campaign, and increased street sweeping in the most heavily litter affected areas, a focus on those areas with the worst levels of graffiti, coupled with a proactive approach to graffiti that sought to identify and clean up graffiti ahead of it being reported and a specific project run by the Council's enforcement officers targeting serial flyposters in the Borough.

4.12.2 In the area of housing for local people, no homeless families have been placed in B&B accommodation for longer than six weeks since September 2016, and no families were placed in B&B at all for two weeks in March 2017. The Council has sustained its position of being the most improved borough in London on the use of B&B, such that we have been highlighted in a LGA report for good practice.

4.13 Areas for improvement: Priority 2 Creating and maintaining a vibrant, successful place

4.13.1 Of the 13 Strategic Measures in the Strategic Plan relating to Priority 2, three measures (23%) are below the minimum expectation and have deteriorated since the corresponding quarter for the previous year.

4.13.2 Of the 19 Activities in the Strategic Plan relating to Priority 2, 5 activities (26 %) have been flagged as being overdue.

4.13.3 Further detail and analysis of these two Strategic Measures is provided in this section of the report. Section 4.14 provides further detail regarding the overdue Strategic Activities.

4.13.4 Number of affordable social rented housing completions for family housing (gross) (Strategic Measure)

New social / affordable rented homes ending Q4 is 93% (326) of the total expected for 2016-17 (349), missing target as the total affordable delivery is below expectations. The figure of 326 family units however equates to 44.4% of all rented units, which is broadly in line with the 45% policy target. Schemes never complete evenly over the year and there is nothing that the council can do to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities. Registered Providers and developers continue to cooperate in using the borough's recommended levels of Affordable Rents. These rent levels will be phased out and replaced with London Affordable Rents and Tower Hamlets Living Rents, which were agreed by Cabinet in May 17.

4.13.5 The number of overcrowded families rehoused, lets to overcrowded households (Strategic Measure)

779 overcrowded families have been rehoused up to Q4. This is below the Q4 expectation of 939. Despite facilitating Lettings Open Day events for residents and officers' best attempts to encourage applicants to exercise different housing options and to be more flexible in their bidding, the primary reason why the target has not been achieved is because of the significant reduction in the number of overall lets this financial year. Overall lets are down approximately 27% compared to last year (603 lets) which has adversely affected performance targets. Further affecting the number of overcrowded lets are other targets and priorities of the council and its partners, including the target set to rehouse applicants not in housing need – band 3 applicants. However, Cabinet's decision in January 2017 to reduce lets to band 3 applicants from 10% down to 5%, slightly improved performance for year end.

The Council has little influence over applicants' bidding strategy because of choice based lettings – which allows applicants to choose what they consider suitable for them. Analysis of housing offers that were refused in 2016/17 shows that 8.27% of Registered Provider home offers were refused because

of affordability issues (rents, decorating and moving costs), whilst 1.29% of council accommodation offers were refused for this reason over the same period (a difference of 6.98ppts). Other reasons given for refusing properties included instances when the properties had not been viewed and the size of properties, where the number of bedrooms was deemed insufficient or rooms were considered to be too small in size.

The number of overcrowded applicants on the housing list has however reduced by 10% from 1 April 2014 to 1 April 2016, which is a significant achievement but also had an impact on the number of overcrowded applicants rehoused in 2016/17.

The overall lets figure is just over 1600 for the year compared to 2207 for 15/16. This includes approximately 14 cases which are yet to be resulted on the Councils IT system. Given the competing priorities of the council and CHR partners to decant tenants, rehouse Priority Target Group applicants, under occupiers to release family size accommodation for other applicants in housing need, permanently rehousing homeless families to reduce the number of households in temporary accommodation, inevitably had an impact on the various targets set including the rehousing of overcrowded families.

4.13.6 Homelessness Preventions: The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation. (Strategic Measure)

573 homeless households were prevented from becoming homeless, 9% less than this time last year. The two influences of underperformance are:

1.) The commissioned supported hostel provision has reduced leaving fewer options available for prevention. The revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as a prevention. The number of hostel placements available in Q4 was particularly low, as a result of the decant of support hostels and thus a reduced availability. The knock on effect of this is that there has been an increase in the use of B&B for single clients pending the availability of a supported hostel place or a PRS property. The decant will continue into 2017/18 and may affect the prevention options available for single clients.

2.) The borough continues to face significant challenges with private sector landlords being increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:

- Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years.
- The reduction in the benefit cap to £23,000 in London from November 2016
- Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to HB claimants due to concerns about the gap between LHA rates and market level rents, uncertainty around the roll out and implications of universal credit and the payment of HB 6 weeks in arrears under UC.

Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations. Unfortunately, although the number of negotiations to remain in the private rented sector had increased last year this decreased at the end of the year which may reflect the concerns around UC shown in the research.

We have improved the incentive provided to landlords so they will let their admittedly small number of properties available at, or close to, Local Housing Allowance levels via the council to one of our customers rather than let them to a member of the general public. We have also seen a rise in the number of preventions through negotiations with friends and relatives, persuading families that the best option for all is for the threatened homeless client should remain in their current accommodation. Nevertheless, proportionately, this is not sufficient to mitigate the increase in landlords evicting their benefit-dependent tenants as they can pitch their rents at higher rents. Where possible, we continue to negotiate with Housing Benefit to resolve arrears problems, and negotiate with landlords, to ensure tenants can remain in their properties and thus prevent homelessness. However, the reduction in hostel placement available as a means of preventing homelessness for single clients, will further add to the number of challenged faced by the service. Nevertheless, the targets set for 2017/18 (a percentage of the approaches for assistance) will not change.

4.14 Further analysis is provided below regarding the Strategic Activities relating to Priority 2 that are flagged as overdue

4.14.1 **Ensure that the borough is clean to the highest possible standards**
(Strategic Activity 2.1a)

Only one action is overdue for this activity, which is the adoption and implementation of the Anti-Defacement Policy. An Anti-Defacement Policy document has been drafted and will be presented to MAB during the summer.

4.14.2 Improve waste management and recycling performance (Strategic Activity 2.1b)

The Interim Recycling Contract has been procured but the procurement for the waste disposal contract was delayed as a result of more lengthy consultation with the GLA. The procurement process is due for completion in July 2017 and the new contract will commence in October 2017.

4.14.3 Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities (strategic Activity 2.1d)

The draft Local Plan will comprise of detailed policies and site allocations to manage development and deliver supporting infrastructure. The Local Plan project timetable has been revised to allow for additional consultation. The Regulation 19 document will now be reported to Cabinet in September 2017. The Infrastructure Delivery Framework (IDF) comprises of a decision-making governance structure and a supporting evidence base regarding CIL and S106 spend, which is now an active, working Framework with decisions being taken right through the new process. Work progresses on reviewing the CIL charging schedule, with consultants appointed to renew the supporting viability evidence. The Infrastructure Need evidence base is complete which will provide the basis for setting a Draft Charging Schedule. The production of a Draft Charging Schedule has been delayed due to adjusted Local Plan timescales and awaiting the outcomes of the Government appointed CIL Review, but this is now underway and will progress through 17/18.

4.14.4 Work with our partners to target resources to reduce crime (Strategic Activity 2.3a)

The Antisocial Behaviour ASB Review has been completed, and the final report was approved by Cabinet in June. Partners have been involved in the development of new partnership approach to ASB with focus groups set up for the areas of communication, community engagement, early intervention, resources, tasking and tools and powers.

The 2017-2021 Community Safety Partnership (CSP) Plan has been produced. The plan takes into account the findings of the CSP Strategic Assessment 2016, extensive public consultation in 2016 and other national and regional government strategies including the new Mayor's Office for Policing and Crime's (MOPAC) London Police and Crime Plan. The CSP's

governance has been reviewed to ensure it remains fit for purpose, and the new CSP priorities have been agreed. The CSP priorities are:

- ASB including drugs and alcohol
- Violence
- Hate Crime, Community Cohesion and Extremism
- Reducing Re-offending

The CSP Plan was approved by the CSP on 16th May and will enter the formal council approval process in July 2017.

4.14.5 Step up activity to tackle anti-social behaviour 24/7 (Strategic Activity 2.3b)

The review of ASB will support this along with a review in place of enforcement services including THEOs, ASB Service and Noise and Rapid Response in 2017-18. However a review of the tasking sub group has taken place which supports ensuring THEOS are tasked to hotspot areas as well as joint operations.

4.15 Achievements in 2016/17: Priority 3 Working smarter together as one team with our partners and community

4.15.1 Overall customer satisfaction with telephone contacts has increased significantly during 2016/17, from 86.65% satisfaction in 2015/16, to 92% satisfaction in 2016/17. This performance exceeded the Council's stretch target of 90%.

4.15.2 The Council has also been successful in its work to increase the percentage of contacts that it deals with online. The Council dealt with 81.6% of contacts online during 2016/17, and increase of 3.6 percentage points on the previous year, and exceeding the stretch target of 80% of contacts.

4.15.3 These improvements have been supported by the Council's work to "Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre" (Strategic Action EOC). Work to develop the Council's Strategic ICT partnership has seen the contract being renegotiated, with governance arrangements being strengthened and revised and improved performance arrangements implemented.

4.15.4 The council has exceeded its stretch target for collection of both Council Tax and non-Domestic Business Rates, exceeding targets by 1.46 and 2.05 percentage points respectively.

4.16 Areas for Improvement: Priority 3 Working smarter together as one team with our partners and community

4.16.1 Of the 5 Strategic Measures in the Strategic Plan relating to Priority 3; 1 measure (20%) is below the minimum expectation and has deteriorated since the corresponding quarter for the previous year.

4.16.2 Of the 6 Activities in the Strategic Plan relating to Priority 3, 1 activity (17 %) has been flagged as being overdue.

4.16.3 Further detail and analysis of the Strategic Measure is provided in this section of the report. Section 4.17 provides further detail regarding the overdue Strategic Action.

4.16.4 Number of working days/shifts lost to sickness absence per employee (Strategic Measure)

Despite action agreed by CMT in September 2016, sickness levels have continued to increase to 10.29 days per employee. Performance Improvement Board will be asking 2 Divisional Directors with high levels of absence in their services to attend each month to discuss their management of absence and review selected cases. HR are undertaking further analysis of the causes of absence and will submit further proposals to CMT and will meet with the Corporate Director Resources on a monthly basis to review progress.

In the meantime, the actions agreed by CMT will continue to be implemented. These include: Peer to Peer learning with best practice champions in each directorate to be developed facilitated, new e-learning sickness management modules for managers and staff have been introduced, ongoing training for managers in submitting effective Occupational Health (OH) referrals, ongoing stress management courses and the trial of an in-house Physiotherapy service from the 2 May.

For the 'targeted' areas, the actions also require managers to attend mandatory OH training, to attend an OH case conference on live cases and ongoing fortnightly meetings with their HR Business Partners to review cases. Monthly updates on sickness absence figures and the implementation of the CMT action plan are presented by the Senior HR Business Partners to DMT.

4.17 Further analysis is provided below regarding the Strategic Activity relating to Priority 3 that is flagged as overdue.

4.17.1 Make best use of council resources through effective procurement, exploiting the value and use of assets and maximising income from local growth (Strategic Activity EOa)

Outstanding actions which include community buildings and the property review are being progressed. A community buildings report was presented to Cabinet in November 2016 and recommendations were endorsed, which includes the creation of community hubs. However, due to staff resourcing issues and other more priority issues such as the community building review taking precedence, the high level operational property review and subsequent review of poorest performing buildings has slipped into 2017/18. A new permanent member of staff has joined the team and will be able to undertake this work after an initial period of dealing with a backlog.

5. Performance Targets for 2017/18

5.1 Cabinet has recently agreed year two of the three year Strategic Plan. As well as outlining the Council's priorities and outcomes, the Strategic Plan identifies the related corporate performance measures on which the Council's achievements can be measured. The targets that have been set for the Strategic Measures for 2017/18 can be found in Appendix 4.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 This report highlights progress in delivering strategic plan activities during 2016/17. The cost of the activities has been funded through the Councils General Fund Revenue and Capital budgets, agreed by full Council on the 24th February 2016. There are no additional financial implications arising from the recommendations within this report.

7. LEGAL COMMENTS

7.1 The report provides performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans that it has adopted in order to achieve best value.

7.2 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). The Council's targets are formulated by reference to its public sector equality duty and monitoring performance against those targets should help to ensure they are delivered.

8. ONE TOWER HAMLETS CONSIDERATIONS

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

9. BEST VALUE (BV) IMPLICATIONS

- 9.1 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information is an important way in which that obligation can be fulfilled.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

An element of the monitoring report deals with environmental milestones within Priority Outcome 2 "Creating and maintaining a vibrant, successful place". There are no direct implications for sustainable action for a greener environment arising from this report.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1 In line with the Council's risk management strategy, the information contained within the Strategic Indicator Monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 12.1 The Strategic Plan and Measures contain a number of crime and disorder items under Priority Outcome 2 "Creating and maintaining a vibrant, successful place", however there are no specific crime and disorder reduction implications.

13. SAFEGUARDING IMPLICATIONS

13.1 The Strategic Plan and Measures contain a number of items relating to safeguarding adults and children falling under Priority 1: “Creating opportunity by supporting aspiration and tackling poverty”.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1 – provides a two page summary of the Council’s performance during 2016/17
- Appendix 2 - provides the Council’s 2016/17 Strategic Plan monitoring
- Appendix 3 - provides detailed analysis of the Council’s 2016/17 Strategic Measures performance
- Appendix 4 – provides details of the Strategic Measure targets for 2017/18

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

- NONE

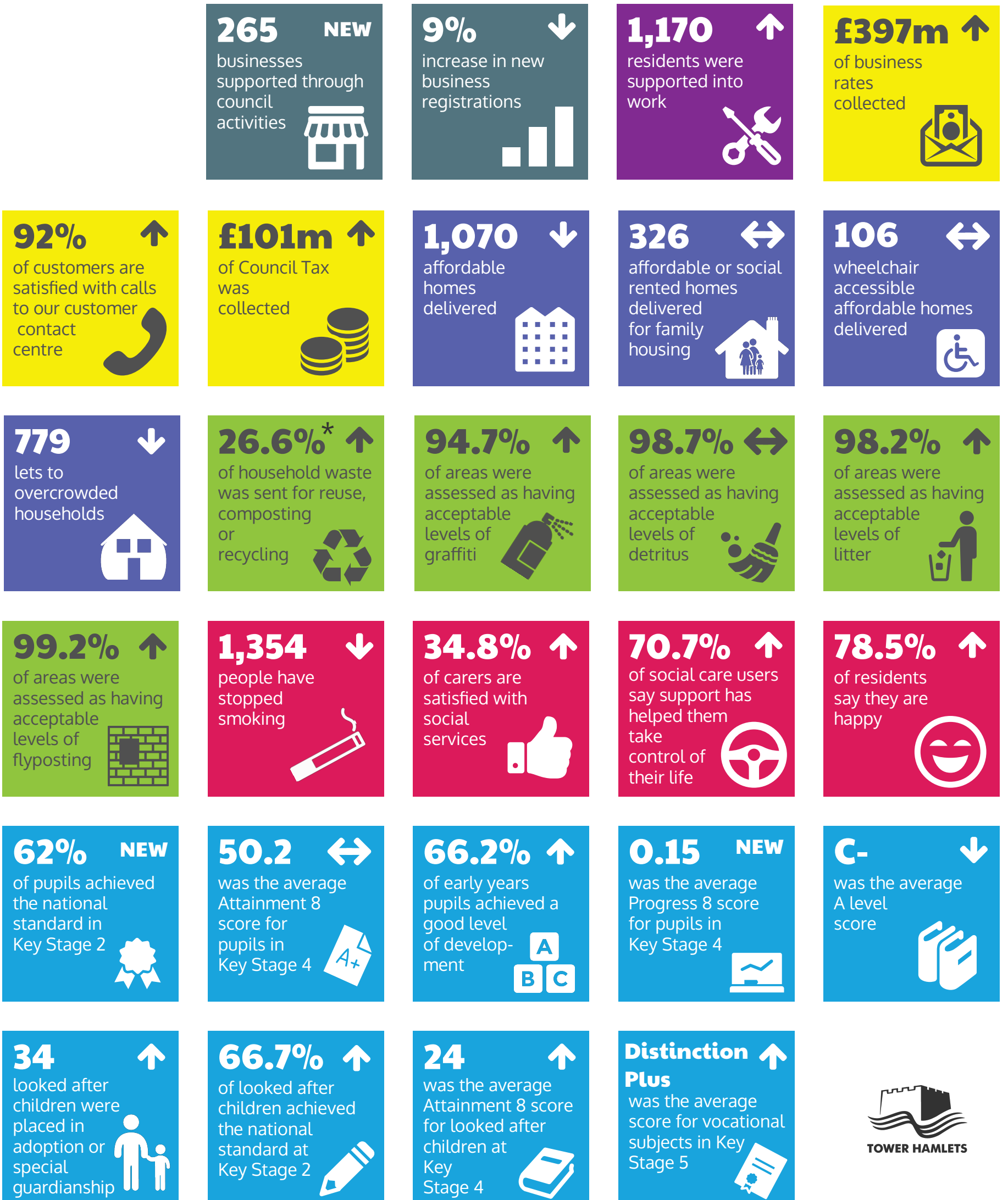
Officer contact details for documents:

Sharon Godman, Divisional Director Strategy, Policy and Partnership

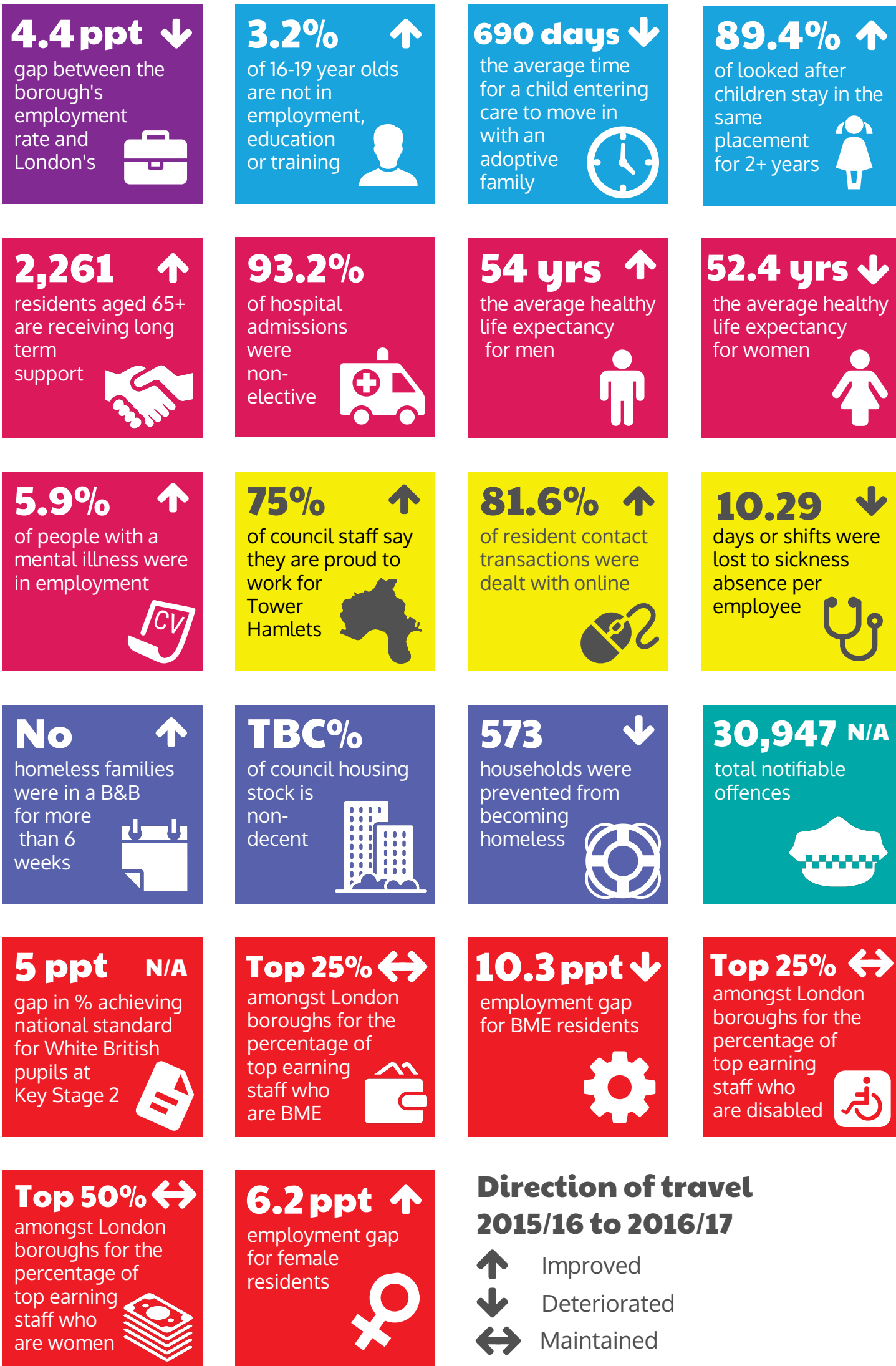
Tower Hamlets

End of Year Performance Summary

Each year, the council monitors its progress against a basket of strategic measures. This appendix provides a two page summary of the council's performance during 2016/17.



* This is the latest data available but may not reflect four year performance.



Our strategic priorities

- A dynamic local economy, with high levels of growth benefiting us
- More residents in good quality, well-paid jobs
- An enabling and efficient council
- Better quality homes for all

- An improved local environment
- More people living healthily and independently for longer
- Young people realising their potential
- Less crime and anti-social behaviour
- Reducing inequality and embracing diversity

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty						
1.1 A dynamic local economy, with high levels of growth benefiting us						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1a	Develop a Growth Strategy that creates the right environment for sustained economic growth whilst harnessing the benefits for local residents and businesses	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/17	Delayed	90%	The Growth strategy document is still in development and whilst it has moved on there is still work to be completed to ensure that milestones toward key goals are evidenced. Additional resource is being commissioned to accelerate the production of a draft document for consultation. Discussion with Mayor and Lead member has renegotiated the timeframe for delivery of the draft strategy.
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
1.1a	Update the Local Economic Assessment	Andy Scott (PLACE)	30/04/16	Completed	100%	Completed and summary prepared. Updates submitted to DMT/ CMT in June/July informing development of IES and Growth Strategy.
1.1a	Develop the vision and purpose of the Growth Strategy and its alignment with the Local Plan and other strategies	Andy Scott, Mark Baigent, Ann Sutcliffe, Owen Whalley (PLACE)	31/07/16	Completed	100%	A draft vision has been identified and links the administrations drive toward full employment. The purpose is of the document demonstrates how infrastructure, housing and growth can be managed positively to harness the benefits for local people to share in the prosperity of the developing borough.
1.1a	Complete review of employment and enterprise elements of emerging Growth Strategy	Andy Scott (PLACE)	30/09/16	Completed	100%	Review of Employment programme completed and recommendations are being embedded into the development of Integrated Employment Service Proposals. Enterprise and growth over time have been updated and analysed to identify key growth areas. The future involvement of the business base in the borough is being driven forward in two ways. Businesses in geographic concentrations are a focus of the High Streets and Town Centres Team who are delivering a range of work and projects. Larger businesses who are key stakeholders or major sector specific organisations are being introduced into an emerging new economic Growth Strategic group to better identify Business need and skills planning for the future of employment delivery services.
1.1a	Refresh identification of site allocations	Owen Whalley (PLACE)	30/09/16	Completed	100%	This work is undertaken as part of the preparation of the new Local Plan. This will be a key ingredient in helping understand the context for the emerging Growth Strategy and define the location of the main opportunities for development and accompanying infrastructure.
1.1a	Update the Council's capital strategy in conjunction with the infrastructure delivery plan	Neville Murton (RES)	30/09/16	Completed	100%	A revised Capital Strategy was approved in February 2017 by the Cabinet as part of the 2017/18 MTFS and Budget setting process. Additional work is scheduled to take place in 2017/18 to add further detail to this piece of work.
1.1a	Develop comprehensive area based mapping of housing typologies and tenures	Mark Baigent (PLACE)	31/12/16	Overdue	75%	Data on RP landlord properties and location now sourced and area based model being worked up in conjunction with mapping team. Tenure mapping not possible as most council and ex council blocks will be mixed tenure. Scoping on typology to follow subject to further discussions with management in Q1 17/18.
1.1a	Identify opportunities for estate based investment	Mark Baigent (PLACE) Ann Sutcliffe (PLACE)	31/12/16	Overdue	85%	Estate based investment is still under discussion and opportunities are in the process of being identified. A report is likely to be presented to Cabinet in Q3 17/18.
1.1a	Publish area profiles demonstrating commercial concentrations as destinations	Andy Scott (PLACE)	31/03/17	Completed	100%	Area profiles completed and seven priority areas agreed. Shop Tower Hamlets Digital maps to be published.
1.1a	Produce consultation draft version of the Growth Strategy for Mayor in Cabinet's consideration	Andy Scott, Mark Baigent, Owen Whalley (PLACE)	31/03/17	Overdue	45%	A framework document has been produced and additional sections have been added to inform on the economic aspects of the paper outlining disadvantaged areas, demographics and areas of concentration. Further work is underway to identify and evidence the growth sectors and skills requirements from business to inform the skills and training plans. A procurement is underway to bring on board additional resources to speed up the development of a final draft strategy.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1b	Implement a programme of business support for Tower Hamlets businesses and entrepreneurs	Cabinet Member for Work and Economic Growth	31/03/17	Completed	98%	Delivery of the business support programme is now well underway. All elements are being delivered by the contracted organisations - YTKO and Destination CMS for Retail Marketing Ready, YTKO for Supply Ready and London Small Business Centre for Start Up Ready.
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
1b	Ensure entitled businesses apply for reliefs and grants to manage the impact of the Government's retail rate changes	Roger Jones (RES)	30/06/16	Completed	100%	Work has been completed to identify those businesses who may be entitled to Small Business Rates Relief to minimise the impact of the ending of the Government's Retail Relief Scheme. Further work in this area will commence when the new 2017 rateable values are confirmed and the new Small Business Rate Relief provisions are introduced.
1b	Deliver new entrepreneurship training programme	Andy Scott (PLACE)	31/03/17	Completed	100%	Training sessions have now commenced and a number of Tower Hamlets residents are engaged on the courses. Business Plans are being developed as part of this process.

1b	Deliver new start up and growth grants for small business project	Andy Scott (PLACE)	31/03/17	Completed	100%	The successful contractor- London Small Business Centre - has been identified for this activity. A contract will be issued early in Q1 2017/18
1b	Deliver training to small businesses on retail and marketing	Andy Scott (PLACE)	31/03/17	Completed	100%	The training has commenced and work has also started on the website (undertaken by Destination CMS).
1b	Deliver training and skills as part of geographic focused town centre projects	Andy Scott (PLACE)	31/03/17	Delayed	90%	The social media training is being delivered shortly. Close collaboration is taking place between teams in Economic Development to ensure that there are referrals onto the business support programme from Town Centres.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1c	Create the right environment for business growth, delivering the Whitechapel Vision, securing the provision of appropriate workspace (including for scale-up businesses) and meeting the advanced IT infrastructure needs for businesses	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/17	Completed	100%	Enterprising Whitechapel' has been completed and considers demand for workspaces as well as skills development, programme delivery is underway and output monitoring is ongoing. A grant funding agreement has been approved for a new enterprise support hub in Whitechapel. A range of workspace providers were identified through two calls for sites and associated bidding processes which was followed by activities to implement workspaces with providers where these were found to be feasible. A network of workspace providers has also been established in not just Whitechapel but borough wide. Substantial work has been completed in ensuring high occupancy rates in borough shared workspace, and two meetings of the workspace providers' forum have taken place. The new business friendly initiative will now be delivered as part of the smarter together programme. A PID is been approved to provide funding for the project for the next 2 years. A Strategic Partnership is also being developed.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
1c	Update the Whitechapel Vision regeneration strategy towards delivering physical affordable workspace and supporting enterprise and skills training	Owen Whalley (PLACE)	31/05/16	Completed	100%	Enterprising Whitechapel' has been completed and considers demand for workspace as well as skills development. Delivery and monitoring of outputs remains a core part of the Whitechapel Vision Delivery Team work programme.
1c	Approve the funding schedule for a new enterprise and business support hub in Whitechapel funded by the High Street Fund	Owen Whalley (PLACE)	31/10/16	Completed	100%	Grant funding for this project has completed all Commissioner reporting processes and a full phased funding schedule has been received and approved as part of a grant funding agreement.
1c	Initiate support for new businesses through the High Street Fund by identifying at least 5 workspace providers and users	Owen Whalley (PLACE)	31/10/16	Completed	100%	A range of workspace providers (more than 5) were identified through two calls for sites and associated bidding processes, this was followed by activities to implement workspaces with providers where these were found to be feasible.
1c	Develop an approved strategy for enabling employment growth through new workspace initiatives in Whitechapel	Owen Whalley (PLACE)	31/10/16	Completed	100%	Following the successful completion of an economic strategy for Whitechapel - 'Enterprising Whitechapel' - which included identification of opportunities for interim workspace, programme delivery is underway.
1c	Develop a Tower Hamlets business charter setting the guiding principles to facilitate delivery of mutual aims and objectives	Andy Scott (PLACE)	31/12/16	Completed	100%	The focus of the project has changed from Business Charter to Business Friendly Tower Hamlets. This will now be delivered as part of the Council's Smarter Together transformation initiative. A PID is been approved to provide funding for the project for the next 2 years. A Strategic Partnership has been created with a second meeting scheduled for 6th June. The internal steering group is being set up to provide direction for the project and a business survey is being put together to establish needs and benchmark current experience
1c	Engage with Whitechapel businesses to generate partnership and opportunity as part of the Growth Strategy	Andy Scott (PLACE)	31/03/17	Completed	100%	Substantial work has been completed in ensuring high occupancy rates in borough shared workspace, and two meetings of the workspace providers' forum have taken place.
1c	Identify and secure small affordable workspace	Andy Scott (PLACE)	31/03/17	Completed	100%	Work has continued with the workspace providers in the borough to engender networking and potential referral and move-on arrangements.
1c	Generate area profiles for business areas	Andy Scott (PLACE)	31/03/17	Completed	100%	Key areas for digital tech (Aldgate, Canary Wharf and City Fringe borders), bio med (Whitechapel) have been identified. Recommendations are being considered which will impact on delivery next year.
1c	Appoint contractor for delivery of Town Centre Wifi programme	Andy Scott (PLACE)	31/03/17	Overdue	80%	Options were developed for the wi fi procurement and a report was prepared seeking approval to undertake the required procurement. Approval has been now sought for concession contractors to be appointed to take forward this work. This should be received in May. Discussions have progressed with Highways, CCTV, Asset Management and Housing to agree on the use of the Council's assets for this purpose. Discussions have taken place to develop the Free Wi Fi for all project, which encompasses the Mayoral Growth bid.
1c	Develop partnerships in town centres to promote visitor consumer activity	Andy Scott (PLACE)	31/03/17	Completed	100%	Bethnal Green Forum and Roman Road Trust continue to perform this function in their respective areas. Partnerships are also being developed in Brick Lane and Roman Road West with further partnerships in consideration.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1d	Work in partnership with skilled industries where the borough has existing or emerging clusters to understand their needs and accelerate their growth in order to boost the number of skilled jobs in the local economy	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/17	Completed	100%	Work has continued to be undertaken in growth areas to better understand the specific needs of these sectors. This has encompassed work in the Fashion sector in quarter 4.
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Comments
1.1d	Identify key sectors through the Growth Strategy and convergence work	Andy Scott (PLACE)	31/03/17	Completed	100%	The report on commercial premises conditions by Regeneris contained a full analysis on the state of growth sectors in Tower Hamlets. Work is also well underway in identifying the needs of emerging clusters. This includes Regeneris's report into growth areas and affordable work space, the delivery of a cultural and creative sector event and a digital tech event.
1.1d	Target sectors identified as part of business engagement projects	Andy Scott (PLACE)	31/03/17	Completed	100%	The Enterprise Team has organised events concerned with shared workspace provision, the cultural and creative sector and the recruitment requirements of high-tech/digital enterprises. In Q4 this included events around Fashion to better understand this long-standing sector, particularly in relation to the proposed East London Fashion Cluster.
1.1d	Develop communications strands of work for sectors	Andy Scott (PLACE)	31/03/17	Completed	100%	Development complete. The Enterprise Team have developed communications strands and regularly sends out targeted communications for identified enterprise sectors.
1.1d	Implement a programme of round table discussions to identify growth opportunities and how these can be aligned to local skills and residents	Andy Scott (PLACE)	31/03/17	Completed	100%	In Q2 and Q3, a research project was carried out concerning the recruitment requirements of high-tech digital businesses, culminating in a round-table discussion. A further Fashion roundtable event was also organised in Q4 which looked at skills gaps, distribution networks and local designers needs in the borough.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1e	Develop and deliver a High Streets and Town Centres Strategy	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/17	Delayed	90%	The Town Centre Strategy has been approved by MAB and considered by Cabinet in April 17.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
1.1e	Develop a new 5-year markets strategy (2016-2021)	Roy Ormsby (PLACE)	31/05/16	Overdue	90%	Currently on hold pending restructure of the markets service, but on-target to go to DMT for first approval in September 17.
1.1e	Develop the Whitechapel Town Centre Retail Vision	Owen Whalley (PLACE)	31/07/16	Completed	100%	The Retail Vision has been developed and is at implementation stage.
1.1e	Assess retail viability as part of the Local Plan evidence base gathering	Owen Whalley (PLACE)	31/07/16	Completed	100%	Carter Jonas have completed a Town Centre Study to provide evidence base support for policies in the Local Plan. The assessment included the vitality and viability of all town centres in the borough. This work has now been presented.
1.1e	Develop new market business improvement and investment plans	Roy Ormsby (PLACE)	31/07/16	Overdue	70%	Business improvement and investment plan forms part of the overall 5 year markets strategy.
1.1e	Develop proposals for shop front improvement model of delivery	Andy Scott (PLACE)	30/09/16	Completed	100%	Proposals developed and DMT have approved an approach to shop front improvements, which is now being piloted in Roman Road East. Architects have been appointed to undertake design work.
1.1e	Proposal for choice of pilot Town Centre(s) project	Andy Scott (PLACE)	30/09/16	Completed	100%	In December, Cabinet approved the choice of pilot areas for the Thriving High Streets project.
1.1e	Protect the vitality and viability of the Council's key office locations and town centres from the negative effects of Permitted Development Rights through the preparation of a case for Article 4 Direction	Owen Whalley (PLACE)	31/12/16	Overdue	20%	Given the change in resources and the demands of drafting the Local Plan, making the case for Article 4 Direction has been delayed. An initial draft justification has been completed, along with identification of areas for inclusion. Consultations on phases 1 and 2 are expected to commence October 17 and March 18 respectively, which are expected to last for approximately six weeks each. Assuming that no amendments are required as a result of the consultations or by the direction of the Secretary of State, the Article 4 can proceed straight to Full Council for adoption at the earliest opportunity. The Article 4 must be adopted by 1 st June 2018 to be in place for 1 st June 2019.
1.1e	Implement Town Centre toolkits to include: 1. Town Centre indicator list 2. Communications and profiles 3. Generation of Town Centre Partnerships	Andy Scott (PLACE)	31/03/17	Completed	100%	Each Town Centre has been ranked according to a set of criteria from Association of Town Centre Managers. Communication Plans for each Town Centre area and partnership developments in Brick Lane and Roman Road West are in progress.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments

1.1f	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	31/03/17	Completed	100%	Employment SPD for proposed financial and non financial obligations has been reviewed to ensure a robust evidence base against any future challenge. Economic Benefits Team working to ensure all obligations are maximised, delivery is supported through employment and supply chain support initiatives, and effectively monitored. Data being used to project skills vacancies and influence targeted training provision for local people. This work is ongoing but 2016/17 targets have been met. Social Value Act 2012 will be reviewed and the Growth and Economic Development service will be revising Procurement Imperatives to ensure all elements are captured.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.1f	Cabinet approval to consult on Revised Planning Obligations Supplementary Planning Document (SPD)	Owen Whalley (PLACE)	30/04/16	Completed	100%	Cabinet approval to consult on the Revised Planning Obligations SPD was granted at the meeting held on 5th April 2016. Subsequently, the public consultation ran from 29th April 2016 until 5th June 2016.
1.1f	Devise and deliver a training programme to Development Management officers on negotiations in relation to securing local employment benefits in s106 agreements	Owen Whalley (PLACE)	30/09/16	Completed	100%	Economic Development team is working with procurement and planning to identify areas of development when looking at economic benefits from s106 agreements and council procurement contracts. Short group training sessions are delivered to provide advice and guidance on ensuring the maximum output of employment benefits are obtained through these methods. Training sessions were held in November 2016 and will be ongoing as and when necessary.
1.1f	Adopt Planning Obligations SPD	Owen Whalley (PLACE)	30/09/16	Completed	100%	Approved by Mayor in Cabinet on 6th September 2016 and subsequently adopted.
1.1f	Review and revise as required all existing local employment clauses in s.106 agreements	Owen Whalley Andy Scott (PLACE)	30/09/16	Completed	100%	Employment SPD for proposed financial and non financial obligations has been reviewed to ensure a robust evidence base against any future challenge.
1.1f	Maximise employment and enterprise contributions through planning obligations SPD	Andy Scott (PLACE)	31/03/17	Completed	100%	This work is ongoing but 2016/17 targets have been met; work will continue. Social Value Act 2012 will be reviewed and GED will be revising Procurement Imperatives to ensure all elements are captured.
1.2 More residents in good-quality, well-paid jobs						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.2a	Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/17	Completed	100%	WorkPath launch completed. Partnership development and formal MoU agreements in place and increasing. 2016/17 targets completed, but work will continue to consolidate and expand.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.2a	Finalise contract arrangement for funding	Andy Scott (PLACE)	30/04/16	Completed	100%	ESF contract signed with lead accountable body (Hackney Council) Upscaling of Raising Aspirations delivery model and ESF programme fully implemented April 2016.
1.2a	Progress proposals for community based delivery site(s)	Andy Scott (PLACE)	31/07/16	Completed	100%	ED teams Continue to provide comprehensive internal and external data sets, as well as with employers, to provide an accurate picture of local opportunities and skills requirements. Information shared across a range of partners
1.2a	Produce labour market information briefings on future jobs and requirements	Andy Scott (PLACE)	30/09/16	Completed	100%	Economic Development teams Continue to provide comprehensive internal and external data sets, as well as with employers, to provide an accurate picture of local opportunities and skills requirements. Information shared across a range of partners.
1.2a	Utilise labour market information briefings to hold sessions for young people, their parents and teachers	Christine McInnes (CS)	30/09/16	Completed	100%	Our Localised Labour Market Information (LMI) briefing is provided to young people and their parents. This briefing is also provided to schools and information simplified through delivery of PowerPoint presentations. Sessions have been delivered at the a) Parents Conference in March 2016, and at b) Careers Network and C) 14-19 Group. Materials produced include: 1. An LMI overview for young people and their parents updated in September 2015; 2. An LMI overview for teachers updated in September 2015; 3. A PowerPoint presentation pack for use by teachers and Careers advisers produced and circulated. Work is in progress to develop occupationally specific LMI (e.g. Careers in IT) and subject specific LMI (e.g. Careers using STEM subjects). Future development will focus on an employment rights pack for young people along with support materials for teachers and parents.

1.2a	Finalise shared customer relationship and tracking system specification	Andy Scott (PLACE)	30/09/16	Delayed	90%	Final feasibility testing underway, and anticipated to complete in Q1 17/18.
1.2a	Progress proposals for community based delivery site(s)	Andy Scott (PLACE)	30/09/16	Overdue	85%	Progress against this target is dependent on the finalisation of the Integrated Employment Service work and the operational practicalities. A key site investigation is underway to ascertain costs and risks. There will also be a complex negotiation to realise the investment required which could include moving from the Canary Wharf building. This work is ongoing.
1.2a	Report on year end targets	Andy Scott (PLACE)	31/03/17	Completed	100%	1170 Employment outcomes to be reported against Strategic Performance Measure 7017 / D&R1 - Job starts for Tower Hamlets residents supported by Employment and Skills Programmes, which is 2.5% off the upper target of 1200 and 17.7% over the lower target of 994.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.2b	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	31/03/17	Completed	100%	WorkPath launch completed. Partnership development and formal MoU agreements in place and increasing. 2016/17 targets completed, but work will continue to consolidate and expand.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
1.2b	Incorporate learning from pilot project on supporting benefit capped households into training and employment	Andy Scott (PLACE)	31/05/16	Completed	100%	Residents at risk of new revised benefit cap from October '16 (1800) identified in partnership with JCP. Filters being applied to identify those already being supported and work on-going to offer IAG, training and brokerage in coming months.
1.2b	Establish a strong working relationship with Jobcentre Plus to ensure that looked after children receive support into long-term employment	Nasima Patel (CS)	31/08/16	Completed	100%	The Leaving Care Service and the Benefit Service are now holding regular JobCentre Plus surgeries at the Leaving Care Service based at Kitcat Terrace. This takes place on a weekly basis. The Mayor's Fund has recently approved a considerable amount of funding to help NEET Care Leavers into employment. Partnership working continues with troubled families (now called 'Supporting Stronger Families'), Job Centre Plus, Poplar Harca, Housing Options, Careers Service, Idea Stores - See below. Officers from the Supporting Stronger Families Team are seconded to work with Information, Advice, and Guidance clients. Joint registration and support events being held for benefit capped clients. Formal data sharing is now leading to more effective targeting of clients. Customer Relationship Management (CRM) model has been implemented. The details of a Council-wide common assessment advert referral process is dependent upon savings decisions and impending corporate restructure. The Employer Engagement Team recruitment is securing more skilled positions with key employers.
1.2b	Develop and implement an integrated employment service to align and coordinate Council employment support functions and working with partners	Andy Scott (PLACE)	31/12/16	Completed	100%	WorkPath launch completed. Partnership development and formal MoU agreements in place and increasing. 2016/17 targets completed, but work will continue to consolidate and expand.
1.2b	Develop delivery models with key employment partners	Andy Scott (PLACE)	31/12/16	Completed	100%	Relationships and agreements drafted for agreement in Dec 2016 with four key stakeholders in Employment and skills. Draft Mou's in operation to maximise cross sector and cross organisational working.
1.2b	Deliver a programme of training to support residents in moving into employment	Andy Scott (PLACE)	31/03/17	Completed	100%	Pre Employment Training programme in place. Construction training delivery currently out to tender. ESOL (sector focused) training agreed with Adult Learning and recruitment underway.
1.2b	Deliver council apprenticeships programme - 25 corporate apprenticeships	Andy Scott (PLACE)	31/03/17	Completed	100%	27 corporate apprentice starts achieved as of Dec 5th 2016.
1.2b	Develop proposals for the Councils response to the new Apprenticeships public sector target	Andy Scott (PLACE)	31/03/17	Completed	100%	Final paper for proposals, with Action plan, agreed by Place and Resources DMTs, and considered by CMT on April 12th. Steering Group will then continue with delivery of action plan.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.2c	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	31/03/17	Completed	100%	Activity complete. Numbers of individual learners within Speaking English with Confidence volunteer led groups have been doubled. Functional English has been introduced as a progression route for ESOL learners with Idea Store Learning. Employability Skills have been embedded within all Maths, English and ESOL Programmes within Idea Store Learning.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments

1.2c	Increase the number of Speaking English with Confidence volunteer lead groups to 50 percent	Shazia Hussain (RES)	31/03/17	Completed	100%	Numbers of individual learners has doubled: it would not be possible to double the groups.
1.2c	Introduce Functional English as a progression route for ESOL learners with Idea Store Learning	Shazia Hussain (RES)	31/03/17	Completed	100%	Milestone complete
1.2c	Embed Employability Skills in all Maths English and ESOL programmes within Idea Store Learning	Shazia Hussain (RES)	31/03/17	Completed	100%	Milestone complete
1.2c	Develop proposals for future commissioning third and private sector employment interventions aligned to the outcomes of the employment services review	Andy Scott (PLACE)	31/03/17	Completed	100%	The specific purpose of this task was to focus the strategic thinking of the efficiencies of Grant funding versus Commissioning. It was considered internally that the employment strand would benefit from a commissioning process rather than a grants process as it could then bring forward a number of different positive changes including output based funding, a requirement to operate jointly as part of a wider employment delivery partnership and also drive the receipt and progression of clients through a more integrated service delivery model. A proposal to shift from a grants model to a commissioning model has already been cited in the Voluntary and Community Sector Strategy 2016-2019 agreed at Cabinet and an action plan from May 2016. The strategy proposes alongside existing work to maximise economic and social benefits through procurement, it will be necessary to review council commissioning processes to achieve best value and active engagement from the voluntary sector. Therefore this task has been superseded and can be considered completed.
1.3. Young people realising their potential						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3a	Ensure adequate early help for the most vulnerable children and families, with a strong focus on safeguarding	Deputy Mayor Education and Children's Services	31/03/17	Delayed	88%	Most of the milestones for this activity have been achieved. There are delays to three of the milestones and these are explained below with new target dates for completion provided.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.3a	Establish local data sharing protocols, utilising birth registry data to improve attendance at children's centres	Christine McInnes (CS)	31/08/16	Completed.	100%	A data sharing agreement to enable live birth data to be provided to Children's Centres has been written. There has been ongoing liaison between Public Health and TH CCG regarding how to put this agreement in place. TH Health Visiting Service information exchange pilot has been agreed and begun - consent is sought from parents to share new birth notification data with Integrated Early Years Service prior to sharing of data. The impact will be evaluated in July 2017.
1.3a	Develop a coordinated programme of universal family support for families with children under the age of 5, that targets those that are identified as in priority need	Christine McInnes (CS)	31/08/16	Delayed	75%	The new structure will be effective from the 1st of May. A training and development programme will run over the Summer term, as all the posts are new. Services will continue to be delivered, in the meantime, and become fully operational by the end of September 2017.
1.3a	Ensure that the social care front door has a clear early help offer for those families below the statutory threshold	Nasima Patel, Christine McInnes (CS)	30/09/16	Completed.	100%	The Early Help Hub was established in September 2016 however limited impact could be evidenced and it was not fully embedded in practice. The applications of threshold at the "front door" was inconsistent. This means that some children who require a statutory intervention do not receive this. In some situations families are redirected to Tier 2 services or to the Early Help Hub when thresholds for statutory threshold for intervention have been met, this is particularly in relation to domestic abuse notifications. There is widespread failing across core social work teams, which include the early help hub and the impact of intervention is yet to be evidenced, Although there is a process to redirect work from the MASH to children's centres, the evidence of impact is yet to be established. The borough's Supporting Stronger Families (SSF) is being aligned to this service as is the Youth and Parental Engagement services, with a focus on domestic abuse. The progress of improvement and evidence of Impact will be managed through the Ofsted Improvement plan.

1.3a	Ensure alignment of Signs of Safety within the CAF process at tier two, with the aim of strengthened partnership practice	Christine McInnes (CS)	31/12/16	Completed.	100%	<p>Signs of Safety is a practice framework developed to guide family focussed interventions around safeguarding, addressing needs and risk. It is not intended that Signs of Safety replaces the wider assessment of CAF, which is now known as the Early Help Assessment (EHA), but rather supplements CAF/EHA where there are safeguarding concerns.</p> <p>The Early help assessments are variable and some lack the information to support families to receive effective support, focusing on singular issues. Training has been rolled out to practitioners at Tier 2 to support the work of S of S and CAF/EHA. This will be further embedded in 2017</p> <p>SoS is embedded in social work practice. Extensive training has been rolled out to practitioners at Tier 2 to support their work on safeguarding. There is a clear practitioner statement about the alignment of SoS and CAF/EHA: a revised version will be circulated by the end of March 2017.</p>
1.3a	Embed the integrated review of two year olds	Christine McInnes (CS)	31/01/17	Completed.	100%	<p>There are no 'review' findings to report as such as the review is at the individual child level, which occurs at 2 years to 2 and half years old. The Integrated part is that health visitors and relevant Early Years staff deliver the review assessment together. This is currently offered to 100% of parents of children aged 2 years to 2 and half years old. However take up of this offer by parents is low (about 60%) and so the majority of visits are being conducted at home by Health Visiting staff alone.</p> <p>Work is currently being undertaken by the service to get better insight into why there is low take up of the offer. Overall, the integrated review of children aged 2 years to 2.5 years old by Health Visiting Service and Early Years Service is embedded.</p>
1.3a	Complete the analysis of adolescents on the edge of care as part of the GLA sponsored multi-borough project, alongside an improved in house offer for this group	Nasima Patel (CS)	31/03/17	Delayed	80%	<p>A proposal was taken to Cabinet on September 6th 2016 to introduce the concept of a 'payment by result' contract, as part of the Social Impact Bond GLA multi-sponsored project. This project will provide an early help offer for adolescents on the edge of care. We have been awarded funding as a partnership of 5 boroughs to partly fund our outcome payments for the project and services will be in place by September 2017.</p> <p>Alongside this, Children's Social Care have developed a safer lives initiative which aims to identify those children who display high risk behaviour earlier on in their lives to offer a specialist partnership and specialist services. This proposal is in development and will offer the framework for the 'payment by results' contract. The delay is partly attributed to the complex nature of of working across 5 boroughs.</p>

1.3a	Work with young people in trouble utilising families and communities for support to reduce harm	Nasima Patel (CS)	31/03/17	Delayed	60%	<p>a) The re-design of the new service model is now more aligned to early intervention and up and running. The governance arrangement is managed through the Tower Hamlets & City of London Youth Offending Management Board.</p> <p>Although we think the new service model will be more effective in reducing harm as it will offer support to families as well as the young people, the level of violence has increased over the last few years but the partnership response has been slow, possibly because of a lack of a robust understanding of the level of risk and vulnerability for a small cohort of children in the borough. This was cited in the Troubled Lives, Tragic Consequences Review. This has slowed down the development of a 'reducing youth violence' strategy and prevented a range of community resources from being positioned to address the issues. This has been rectified in 16-17 but there is an inevitable time-lag hence the performance is as stated.</p> <p>There are a number of challenges due to an increase in local youth violence in recent years. The service is preparing for a national inspection led by the HMIP/Ofsted this year.</p> <p>b) The service is working with the police on establishing the most up-to-date profile of youth violence and gang activity in the borough. It is also working with the Community Safety Partnership (CSP) to secure additional resources for focussed interventions on youth violence, specifically around knife crime. The service has received confirmation of funding for a Data Analyst position to support the connection between gang activity, youth violence, child sexual exploitation, missing, and radicalisation. The new target date for completion of this milestone is July 2017.</p>
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Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3b	Develop a sustainable offer of support to children with special educational needs (SEN)	Deputy Mayor Education and Children's Services	31/07/16	Delayed	80%	This activity is delayed. The SEN Strategy which is being developed will outline the range of provision and support for children with special educational needs and respond to recommendations arising from the SEN review. This is further explained below.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.3b	Review SEN provision to ensure the offer is sustainable and high quality in a context of raising demand	Christine McInnes (CS)	30/04/16	Completed.	100%	The report of findings from the SEN Review has been shared with key service areas.
1.3b	Carry out actions and recommendations arising from the review	Christine McInnes (CS)	31/07/16	Delayed	60%	<p>Due to the decision to undertake an extensive, two stage, informal and formal consultation process in developing the subsequent SEN strategy to ensure a diverse group of stakeholders have an opportunity to influence the contents, there has been an amendment to the initial timetable.</p> <p>The new timetable will align the development of the strategy with the financial year, ensuring the necessary financial changes arising from the new strategy can be implemented.</p> <p>The new SEN strategy will address key issues identified through the review, including:</p> <ul style="list-style-type: none"> - early identification; - improved communication with children, young people and families; - update and accelerate assessment processes; and - improve joint commissioning. <p>The new target date for the strategy to be launched is February 2018.</p>
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3c	Improve educational aspiration and attainment	Deputy Mayor Education and Children's Services	31/03/17	Completed	100%	The new target date for the strategy to be launched is February 2018.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.3c	Monitor the progress of pupils at a school level to support early intervention where individual schools, or groups of pupils, are at risk of underachieving; supporting schools in ensuring all pupils reach their full potential	Christine McInnes (CS)	30/09/16	Completed	100%	The Primary Education and Partnership team support staff in schools to identify underperforming groups through central training sessions and one to one work with leaders in schools. Advice on interventions and specific training can then be given to support staff in accelerating progress for these pupils to help them to reach their full potential. Data will be made available from the Department of Education in mid-October for 2016 results.
1.3c	Avoid intervention in our schools by supporting the dissemination of good practice, producing high quality data and intervening earlier when failure is likely	Christine McInnes (CS)	30/09/16	Completed	100%	This is an ongoing piece of work which the School Improvement Team deliver through termly risk assessment of schools with the Director at Senior Management Group meetings.
1.3c	Work with schools to identify under-performing groups and identify and overcome the specific barriers to achievement	Christine McInnes (CS)	31/03/17	Completed	100%	Work has been undertaken to explore levels of achievement amongst White UK pupils. The Council held a conference to discuss Institute of Education research findings about this group last year and have had a follow up session in September 2016. This group are a key discussion topic during school autumn visits by the service. The Tower Hamlets Equalities Steering Group reviewed this work in December 2016. The Headteacher from George Green attended the meeting. Further follow up action has been identified. A Steering Group in the service will meet up in April and July to follow through these actions, as well as support Tower Hamlets Education Partnership to set up a 3rd conference for schools in Autumn 2017 to take review and continue to work together to overcome the barriers experienced by this cohort of children.

1.3c	Implement an action plan to improve white British pupil attainment in schools	Christine McInnes (CS)	31/03/17	Completed	100%	The Action Plan and projects were launched and shared with schools at the 'One Year On' Conference which took place on 22.09.16. Ten schools attended along with teams from the Council. This was hosted by George Green's Secondary School. This will be implemented during the academic year and interventions will be monitored by the Service's Steering Group.
1.3c	Work across the Council to ensure that data is captured/co-ordinated to promote understanding of how disadvantage can limit educational success	Christine McInnes (CS)	31/03/17	Completed	100%	This is an on-going piece of work. End of key stage attainment data is analysed on release by primary and secondary teams. This is to identify underperforming schools and pupil groups, which then become a priority for school improvement work.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3d	Ensure better outcomes for looked after children and young people	Deputy Mayor Education and Children's Services	31/03/17	Completed	100%	The milestones for this activity are complete.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.3d	Review processes to support children's emotional wellbeing to inform individual bespoke packages and our commissioning intentions	Nasima Patel (CS)	30/09/16	Completed	100%	The CAMHS Team are integrated into the Children's specialist services and are working alongside carers, Virtual School and social workers. There is a monthly Steering Group that keeps an overview of health indicators for children looked after. The last meeting took place on 13/03/17. 'Strength Difficulties' Questionnaires' (SDQ) are being completed by foster carers, residential workers, teachers and birth parents. This is a new indicator which informs the Management Information Report requests. So far, out of 194 children, 191 were sent the SDQ form; approximately 103 forms were received, and 81 carers did not complete the form. The Children Social Care Team is working with the CAMHS Integrated Team and CCG as to how the analysis from the SDQ will inform future service planning. A report will be presented to the Health and Well-being Board in May about the emotional well-being of care leavers.
1.3d	Increase CAMHS interventions and offer for foster carers and our children and young people	Nasima Patel (CS)	30/09/16	Completed	100%	CAMHS Integrated Team is on site with Children's Social Care. This has improved accessibility and access to consultation for both carers and social workers. There has been evidence of improved brokerage for out of borough high risk need and a dedicated project is looking at therapeutic needs of children placed out of borough (within 20 miles).
1.3d	Support children and young people to be fully involved in their care planning through LAC review process and participation work	Nasima Patel (CS)	31/12/16	Completed	100%	A review was undertaken in collaboration with Unicef. This was a council study into Looked After Children. This report was recently presented to the Corporate Parenting Group. Additional work was undertaken where a survey of views was compiled of care leavers and children looked after. This report was tabled at the Children in Care Council and the Overview & Scrutiny Committee. In terms of participation, the Children's Society have been commissioned to independently support the 'Children in Care' Councils. We envisage a participation officer working with Children Looked After and Care Leavers so as to improve accountability, and responsiveness to the concerns of children in care.
1.3d	Explore the overrepresentation of some groups of young people in the LAC cohort	Nasima Patel (CS)	31/12/16	Completed	100%	A report examining over-representation of children by ethnicity in areas including early years, GCSEs, Health, Poverty, NEETs, LAC, and substance misuse has been produced. The report has concluded that mixed race children, after White British children are experiencing disadvantage. This report was presented to Children's DMT on 27th September. Short term follow up action has been completed. The Corporate Parenting Board has recently established a dataset of performance indicators. This will be a key indicator explored through the CPB and the delivery of the Children Looked After Strategy.

1.3d	Develop a clearer offer to support children and young people at the edge of care and develop a clear rehabilitation and enhanced contact package	Nasima Patel (CS)	31/12/16	Completed	100%	Although the Government's DfE bid was not successful, we are working together to deliver Safer Lives. We are in the first phase of development, with consultancy support. Work is underway to enhance the current offer of support to children and young people on the edge of care through an improved multi-systematic /multi-disciplinary team.
1.3d	Ensure that health care plans and passports are in place for all Looked After Children	Nasima Patel (CS)	31/12/16	Completed	100%	The number of health care passport issued last year was 61. This year we have been keeping a log to ensure that all young people aged 17 years old receive a Health Care Plan even if they choose not to attend appointments or see someone.
1.3d	Review the commissioning arrangements for children and young people in residential care out of borough	Nasima Patel (CS)	31/03/17	Completed	100%	As part of commissioning for out of borough of children, we have worked to get better value. We have also worked with CAMHS and CCG to improve the therapeutic support to out of borough children. For children with Special Educational Needs, and where their Education, Health and Care Plan (EHCP) identifies the need for a residential school, any proposed provision is considered by the Joint Commissioning Panel (JCP), which comprises representatives from Social Care and Education and funds any authorised placement via a two way way split. For children placed in Welfare Secure residential care all placements are now currently commissioned via Hampshire Council which is a 'pilot' project set up by the government. We continue to be challenged by a small group of hard to place adolescents with high risk behaviour. The numbers of this cohort have increased as a result of the CSC improvement work. We are working with other London boroughs to explore smarter commissioning solutions; (e.g innovative bids to DfE). We have also been working on a Social Impact Bond and developing the safer lives initiatives, both which will come on stream in 2017.
1.3d	Improve educational attainment of Looked After Children in partnership with the Virtual School and Careers Service	Nasima Patel (CS)	31/03/17	Completed	100%	All children have highlighted on their Personal Education Plan (PEP) forms and at their PEP meetings their entitlement to a careers interview and advice session from the service. This section is called 'Post-16 transition planning'. Virtual Schools staff record that this support has taken place for the young person noting its outcomes on future pathways. The Virtual School now links with the Careers service regarding Year 12 choices in Year 11, post-16 transition and future pathways. This work supports post-16 students and negates against any child becoming NEET by failing to enrol on to an appropriate provision. The Virtual School has appointed a KS5 officer to take this work further linking to apprenticeships, Further Education choices, enterprise skills and careers. This will form part of a rich enterprise and enrichment programme drawing on our combined community links for older children. Small starts have been made here linking with Tower Hamlets Education Business Partnership (THEBP), West Ham and Sports England on mentoring. This needs to be consolidated into tangible programmes.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3e	Improve educational and vocational provision at post-16	Deputy Mayor Education and Children's Services	31/03/17	Delayed	83%	The milestones for this activity are mostly complete. The Secondary School Improvement Team will no longer continue to exist due to changes with funding arrangements with schools. In future, school improvement priorities will be developed and managed through the Tower Hamlets Education Partnership (THEP).
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments

1.3e	Provide parents with information about aspirational progression routes for young people leaving school, college or university including vocational routes	Christine McInnes (CS)	30/09/16	Completed	100%	Information is provided to parents through a range of mechanisms. These include: a) school websites (where curriculum details are included), b) the Parent and Family Support Service annual conference, and c) partnership work with schools. Members of the Secondary Education and Partnership Team attend school parents evenings when requested. The team and the careers team organise higher education and careers events that parents are invited to attend.
1.3e	Work with schools to support the development of academic literacy, by providing one to one tuition for students and support teachers which schools can access	Christine McInnes (CS)	31/12/16	Completed	100%	The 1:1 academic English tuition programme has been established in schools but funding for the programme has now finished. Seven of our schools have funded the tutors to continue the programme. In addition London Schools Excellence Fund (LSEF) funding has been used for coaching teachers who then work with the academic English tuition structure in their classrooms. It is being continually delivered but varies from school to school – depending on funding available in the school.
1.3e	Disseminate floor targets for 18 year olds widely, supporting schools in ensuring our most able students have an appropriate range of options when leaving school or college	Christine McInnes (CS)	31/12/16	Completed	100%	The data for the floor targets are accessible to all schools from the DfE website. The DfE has brought in new floor standards for the 2016 results. These will be based on a value added progress measure - the exact measure will be published once the results are checked and validated. For academic subjects it is likely to be -0.5 - meaning on average half a grade below national.
1.3e	Work with schools to provide support to vulnerable young people to move into education, training and work so that they can reach their full potential and become active and responsible citizens	Christine McInnes (CS)	31/03/17	Completed	100%	A post -16 alternative provision programme is being established and links with Tower Hamlets college are being strengthened. There are strong existing links with schools that have post- 16 SEN provision and programmes that include progression to the College which have been established. There has also been work with Tower Project developing supported work experience placements for SEN students. Routes to adulthood has been a key theme in the SEN review and schools have been involved in developing work around this theme.
1.3e	In response to the Government's 'Post-16 education and training institutions Area review', produce a local map of post-16 provision and agree an approach to address unevenness of post-16 provision by setting out the strategic approach and priorities for all local post-16 providers	Christine McInnes (CS)	31/03/17	Delayed	50%	This is off-track due to Government delay. The government's post-16 review is not due to report until early next year but a local map of post -16 provision had been completed and this has been taken to the 14-19 partnership, the Head of Sixths forum and to all Headteachers. A balanced and inclusive post- 16 offer will be one of the first tasks for the Tower Hamlets Education Partnership but this will have to be informed by the outcome of the reviews.
1.3e	Develop clear alternatives, in line with Level 2 & Level 3 vocational courses that are being introduced as part of the post -Wolf review of vocational education, to help address unevenness of post-16 provision	Christine McInnes (CS)	31/03/17	Delayed	50%	This will be part of the post -16 mapping exercise and therefore will link to the outcomes of the Government's post- 16 area review. The vocational reforms at KS2 and KS3 are being introduced over the next 2 years and will result in significant changes. Tower Hamlets College could also be a significant partner in this, and work is being undertaken to strengthen relationships.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3f	Support all young people to access enrichment and social activities	Deputy Mayor Education and Children's Services	31/03/17	Delayed	87%	Most of the milestones for this activity have been achieved except for implementing the changes for the Youth Service, as the restructure was only agreed by Cabinet in January 2017.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.3f	Undertaking a strategic review of the youth service, consulting with stakeholders and young people.	Debbie Jones (CS)	30/09/16	Completed	100%	The Youth Service Review commenced in January 2016. The review has undertaken consultation to establish views of stakeholders to help the Youth Service to establish its priorities in advance of implementing its budget saving proposals. Two consultation exercises have now taken place with key stakeholders including young people, parents, carers and youth activity providers. The consultations took place in March and April 2016 and again in October and November 2016. In total, more than 600 individuals participated in both consultations.
1.3f	Review options for the delivery of youth services for decision by LBTH Executive	Debbie Jones (CS)	31/12/16	Completed	100%	A report was presented to Cabinet in January 2017 setting out options for service delivery for the Youth Service. On 10th January 2017, Cabinet agreed for the Youth Service to be restructured using the Hub Youth Centre as a delivery option.

1.3f	Implement changes to youth services to support the desired outcomes	Debbie Jones (CS)	31/03/17	Delayed	60%	The deadline to achieve implementation of changes was ambitious. The restructure of the youth service commenced on 23rd January 2017. It is expected to be concluded in summer 2017.
1.4 More people living healthy and independently for longer						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4a	Promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the council to actively promote the health and wellbeing of all our communities	Cabinet Member for Health and Adult Services	31/12/16	Completed	100%	Although the milestones for this Activity has been completed, this is on-going work.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.4a	Strengthen the systems leadership and role of the board	Somen Banerjee (AS)	31/05/16	Completed	100%	An LGA Peer Review was undertaken and completed this year. Recommendations are now being implemented. The partnership arrangements have been strengthened between the Council and the CCG. The Health and Wellbeing Strategy refresh development process has led to an increase in the ownership of Board members and its priorities.
1.4a	Develop and deliver a revised Health and Wellbeing Strategy, fully endorsed and produced by all partners	Somen Banerjee (AS)	30/06/16	Completed	100%	A new Health and Wellbeing Strategy 2017-2020 was agreed by the Health and Well-being Board in February 2017, and then presented to, and agreed by Cabinet on 7th March 2017. It sets out five strategic priorities for the borough: 1. Communities Driving Change; 2. Creating a Healthier Place; 3. Employment and Health; 4.Children's Weight and Nutrition; and 5. Developing an Integrated system.
1.4a	Develop and deliver an engagement strategy for all formal partners and the wider public	Somen Banerjee (AS)	30/09/16	Completed	100%	Engagement sessions aim to make the Health and Wellbeing Board meetings more accessible and visible to the local community, by holding them out of the town hall and more at community venues. An engagement session was held at an IDEA store and which sets the direction for future engagement. In the new Health and Well-being Strategy, engagement is embedded through 'Communities Driving Change' priority.
1.4a	Ensure the delivery of a robust communications plan for the wider council, partner organisations and the public	Somen Banerjee (AS)	31/10/16	Completed	100%	This is work in progress and plans are set out in the draft Health and Wellbeing Strategy. A Communications Plan is built into the new Strategy - through its main priority of 'Communities Driving Change'. This is an ongoing piece of work.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4b	Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse	Cabinet Member for Health and Adult Services	31/03/17	Completed	100%	Although the milestones for this Activity has been completed, this is on-going work.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.4b	Develop a 2016-19 Carer Strategy with carers and carry out actions for 2016-17, including actions to support carers with employment and wellbeing	Karen Sugars (AS)	30/06/16	Completed	100%	A series of events have taken place with a range of carers. Analysis has been completed with national and local data being applied. Tower Hamlets Carers Strategy 2016 - 2019 has been developed through a co-production process of extensive engagement and involvement with a range of carers groups in the borough. The Strategy was presented and agreed by Cabinet in March.
1.4b	Develop a Prevention strategy for adult social care, acting as a sub-strategy of the Health and Wellbeing Strategy	Somen Banerjee (AS)	30/06/16	Completed	100%	One of the five priority areas of the Health and Wellbeing Strategy refresh is to develop an integrated system with joined up health and social care for all - a vision which is based on community engagement and ownership. A 'Promoting Independence' Strategy is in place. It has been agreed that the Health and Wellbeing Board develops a broader approach to prevention so that it fits in with the integration agenda. THT has a preventative element built into the THT Plan under population health.

1.4b	Strengthen and promote practice which enables greater independence and choice for service users	Cath Scholefield (AS)	30/09/16	Completed	100%	<p>Practice has been strengthened and promoted as part of embedding the Practice Framework in all parts of adult social care. This has been applied since 2015 with the implementation of the Care Act 2014. By applying the right tools and providing staff with training, this has enabled more person centred and strength based assessments.</p> <p>The Practice Framework for Adults Social Care was published in January 2017, with the aim of strengthening social work practice across all aspects of adult social care. Although the Practice framework was introduced in 2015 - to work alongside the implementation of the Care Act 2014 - the new published framework provides staff with the right tools to enable more person centred and strengths based assessments.</p> <p>However, there is room for more improvement and the Director of HAC has set up an Improvement Board as a lens to focus on areas where social work practice can be strengthened. This is an ongoing piece of work.</p>
1.4b	Evaluate the Practice Framework and deliver improvements (how social care assessments are carried out) in adult social care	Cath Scholefield (AS)	31/12/16	Completed	100%	<p>The Practice Framework was launched in 2017 and published on the Staff Intranet. This is about providing a person centred and strengths based assessment to determine which elements the Council is able to resource and which area is the service user's responsibility. This is an ongoing piece of work. The Practice Framework is likely to be refreshed next year once learning has been reviewed.</p>
1.4b	Carry out the adult social care Information Plan, improving early information to support service users to access universal services	Karen Sugars (AS)	31/12/16	Completed	100%	<p>The ASC Information Plan seeks to improve communications about early support and prevention by:</p> <ul style="list-style-type: none"> a) reviewing the nature of queries to the Assessment & Intervention Team to differentiate between info/advice and Assessment/intervention; b) reviewing ASC leaflets and update information; c) Annual review of the Local Link contract and outcomes; d) Co-producing an Information Strategy with key stakeholders by Summer 2017; e) Promote the Community Catalogue online with Local Link through workshops. <p>A paper was presented to the Integrated Commissioning (HAC) SMT, where the scope for the Information Strategy was approved, allowing for next steps.</p>
1.4b	Implement the Ethical Care Charter through our homecare contracts	Karen Sugars (AS)	31/12/16	Completed	100%	<p>Full implementation of the Ethical Care Charter has been incorporated into the contractual requirements for the new home care contracts. Home care contracts have been let and are being mobilised.</p>
1.4b	Transform older peoples day opportunities and implement the Day Service Review	Karen Sugars (AS)	31/12/16	Delayed	75%	<p>There has been a delay due to the issue around rents and Community Buildings. This is now close to resolution and a paper setting out a proposed commissioning strategy and procurement model has been considered and approved in principle by the HAC DMT. The timeline set out in this paper will see new contracts awarded by the end of 2017, with a transformed model of delivery at the core of the service specification.</p>
1.4b	Implement the new recovery model for mental health community services	Karen Sugars (AS)	31/12/16	Completed	100%	<p>A Cabinet report in 2015 proposed bringing together seventeen services on temporary annual contracts provided by the voluntary sector within one longer term contract with a coherent and co-ordinated service offer, and move away from a fragmented approach within the mental health day opportunities service area.</p> <p>Contracts have now been mobilised with one lead provider managing sub-contracted organisations working in partnership around core principles of recovery to enable better service user outcomes.</p> <p>These contracts sit within a new model known as the 'Mental Health Recovery & Well-being Service' which is made up with the following components listed in the draft Mental Health Recovery & Wellbeing Commissioning Prospectus: a) Local Organisation and Infrastructure; b) Peer Support & Service User Involvement; c) Access, Advice & Short Term Support; d) Community Engagement & BME Inclusion; e) Longer term Planning and Support; f) Group Support Programme; g) Work & Wellbeing Hub/ Vocatinal Traing; h) Support into Paid Employment; i) Recovery College, and J) Mental Wellbeing and Loneliness.</p>

1.4b	Implement the Learning Disability Accommodation Plan, supporting more adults with a learning disability in out-of-borough residential care to return to the borough	Karen Sugars (AS)	31/12/16	Delayed	90%	The actions of the Learning Disabilities Accommodation Plan 2016-2019 are now being incorporated into a global 'Learning Disability Strategy 2017-2020'. This workstream is being led by the CCG with the public facing document due to be published in Q3 of 2017 following robust consultation. The workstream to support people out of Residential Care and into in-borough supported accommodation has been picked up as part of the Smarter Together Programme (MTFS) and is being led by the CCG. A Housing Sub-Group of the Learning Disability Partnership Board has been established and will be responsible for the operational delivery of the project.
1.4b	Agree and implement an integrated service model with partners to join up Health and Social Care, including 7 day working and expansion of joint teams	Luke Addams (AS)	31/03/17	Completed	100%	Extended hours in hospital has been implemented to include 7 day working. Four locality community health teams continue to be supported by adult social care and will form the basis of the new integrated model going forward. Proposed model for restructure of adult social care is on course for completion by the end of March. To then be fully implemented during 2017-2018.
1.4b	Develop initiatives to tackle loneliness and isolation among older people and vulnerable adults	Karen Sugars, Cath Scholefield (AS)	31/03/17	Completed	100%	This work is now being taken forward via the Ageing Well Strategy and the Public Health Community Development programme. Further pilots will be run during 2017/18, and the wider approach to tackling loneliness and isolation will be embedded in the new approach to day provision.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4c	Keep vulnerable adults safer, minimising harm and neglect	Cabinet Member for Health and Adult Services	31/03/17	Completed	100%	DAAT and DIP service area integration complete; new substance misuse strategy adopted; overarching safeguarding action plan has been developed linked to lessons learnt from the LGA Peer review and SAR action plans.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.4c	Adopt new partnership Substance Misuse Strategy 2016-19	(HAC)	31/07/16	Completed	100%	Strategy adopted at Council on 21st September 2016
1.4c	Integrate DAAT and DIP service areas	(HAC)	31/07/16	Completed	100%	Restructure completed and operational from 1 April 2017
1.4c	Procure and implement new drug / alcohol treatment system	(HAC)	30/09/16	Completed	100%	Completed. Full suite of treatment services operational from 31 October 2016
1.4c	Undertake research into safeguarding areas of concern including underrepresentation from some ethnic groups and low care home referrals	(HAC)	31/03/17	Completed	100%	Research was undertaken by Policy, Programmes and Community Insight Team. The findings were presented to Adult Services Directorate DMT in September 2016, with a follow up DMT action for additional data. Further data analysis has demonstrated that more work needs to be done and these are currently being addressed proactively.
1.4c	Deliver actions in 2016-19 Adult Safeguarding Strategy including awareness campaign on safeguarding	Layla Richards (AS)	31/03/17	Completed	100%	This is an on going piece of work. The business plan is reviewed monthly by the Interim Strategic Manager for Adults' Safeguarding along with bi-monthly input from the Safeguarding Adults Board Executive Group. The latest version is published on the LBTH website.
1.4c	Implement the recommendations across all agencies arising from the LGA Peer Review and SAR Action Plans	Luke Addams (AS)	31/03/17	Completed	100%	1) An overarching safeguarding action plan has been developed linked to lessons learnt. 2) A recommendations tracking tool has been developed to ensure effective monitoring and oversight by service management and the principle social worker. This post has just been appointed to. This is a dynamic action plan and remaining actions will be carried forward.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4d	Deliver the council commitment to the Mental Health Challenge and work with local employers to tackle mental health stigma	Cabinet Member for Health and Adult Services	31/03/17	Delayed	80%	Most of the milestone deliverables have been completed, except for a delay with how the process Mental Health Impact Assessments should be undertaken, with Corporate's involvement.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments

1.4d	Reduce mental health stigma by carrying out the "Time to Change" pledge and delivering a local awareness campaign on mental health	Somen Banerjee (AS)	30/06/16	Completed	100%	LBTH signed the 'Time to Change' pledge in April 2012 to demonstrate their commitment to tackle mental health discrimination and address stigma. We continue to tackle stigma by promoting positive perceptions of mental health across the Borough. This is to demonstrate to staff, service users, customers and the community that the council is leading the way to reduce the stigma surrounding Mental Health. This work is led by Human Resources and is on-going. Public health commissioned three mental health wellbeing projects (Loneliness Research, Action on Loneliness in Care Homes [befriending] and Flourishing Minds project (to address stigma). These have come to an end and a final project evaluation report will be produced. Findings from the research have informed the development of the Ageing Well Strategy and other findings will be taken forward in the new Health & Wellbeing Strategy priority - 'Communities Driving Change'
1.4d	Work with local employers, from large corporates and small and medium-sized enterprises to statutory and voluntary sector services, to promote mental wellbeing at work, actively tackle stigma and ensure people with mental health problems can find employment	Somen Banerjee (AS)	30/09/16	Completed	100%	A Time to Change Employers Forum has been established to support local employers who have signed or would like to sign the Time to Change Pledge to reduce stigma. The Forum, chaired by the Cabinet Member for Health and Adults Services, meets regularly and holds public facing events to promote awareness and encourage any employers who would like to join the Forum. Going forward, we will link the Forum up with wider work to promote the London Healthy Workplace Charter, which promotes all aspects of health and wellbeing at work, including mental health and wellbeing.
1.4d	Strengthen local initiatives to develop emotional resilience and provide advocacy for people with mental health problems	Somen Banerjee (AS)	31/12/16	Completed	100%	Public Health commissioned three mental health projects to strengthen local emotional resilience, for adults vulnerable to or having mental health difficulties. These were: a) Conducting Loneliness Research; b) Action on Loneliness in Care Homes by providing befriending; and c) addressing mental health stigma through 'Flourishing Minds' project. These projects have come to an end and an evaluation is being prepared. Findings from the research have already shaped the new Aging Well Strategy, and learning from the other projects will inform the new TH Healthy Communities Programme that is being commissioned in response to the 'Communities Driving Change' priority of the new Health & Well-being Strategy. We have been working to share the support we offer to staff with partner agencies, with externally funded Mental Health training being made available to staff from a wide range of organisations, including the community and voluntary sector partners. More funding has been secured to further develop the skills of our existing Mental Health First Aid Instructors, as well as to pilot suicide prevention training with frontline staff. Extensive work has been delivered and is ongoing.
1.4d	Improve support to adults with mental health problems through the delivery of the Mental Health Strategy for 2016-17	Somen Banerjee (AS)	31/03/17	Completed	100%	Prior to signing up to the Mental Health Challenge, the Council already had a 5 year Mental Health Strategy in place, with a 2 year action plan that came to an end in 2016. At the end of 2016, almost all of the 84 activities in the Mental Health Strategy Action Plan have been completed. The Mental Health Partnership Board is currently developing a new action plan, through a development workshop scheduled for Spring 2017. The new action plan (2017-2020) will focus on delivering the aspirations of the NHS Five Year Forward View for Mental Health.
1.4d	Deliver the Mental Health Challenge and associated action plan, including activities across the full range of the council's services and "mental health impact assessments" for key policies	Somen Banerjee (AS)	31/03/17	Delayed	25%	Mental Health Impact Assessments are not yet developed, however a wide range of activity has taken place, as can be seen by the above updates relating to this Activity. It is planned the the MHIA's will be developed as part of a wider Health Impact Assessment which is proposed within the Health and Wellbeing Strategy. This is under consideration by THESG.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4e	Improve participation in sport, and other health promoting activities, at a community level	Cabinet Member for Culture	31/03/17	Overdue	90%	Open Space Strategy consultation completed and Open Space Strategy due to go to Cabinet in September 2017. Physical Activity & Sport Strategy outline agreed with lead member. Revised timetable seeks adoption in autumn 2017.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments

1.4e	Develop a programme of sports participation for the most inactive residents to further integrate sports development and the public health agenda	Judith St. John (CS)	30/09/16	Completed	100%	I Am Tower Hamlets', a community engagement programme designed to target the borough's inactive community has been developed and is in the early implementation phase. A co-ordinator for the overall project has been appointed. Taster sessions and community consultation have taken place to inform programme delivery. A programme of sports participation has also been included within the borough and Poplar Baths Community Engagement Plans, with each centre having specific targeted programmes to deliver. SPA is currently in consultation with Public Health regarding greater integration of the health programmes being delivered at Poplar Baths and those delivered by Public Health Commissioning.
1.4e	Develop a Sport & Physical Activity Strategy and consult on the draft Open Space Strategy	Judith St. John (CS)	30/09/16	Overdue	75%	Open Space Strategy consultation completed and Open Space Strategy due to go to Cabinet in September 2017. Physical Activity & Sport Strategy outline agreed with lead member. Revised timetable seeks adoption in autumn 2017.
1.4e	Support the delivery of a feasibility study for a Lido in Victoria Park	Judith St. John (CS)	31/12/16	Completed	100%	Outline feasibility to deliver a lido at Victoria Park was provided by GLL for the Mayors consideration.
1.4e	Complete the leisure related schemes including those in the 2016/17 capital programme or funded by S106/budget	Judith St. John (CS)	31/03/17	Completed	100%	Victoria Park Changing Pavilion Completed. Mile End Stadium astro-turf replacement was rescheduled to take place in the Summer 2017 following consultation with the pitch users in 2016 to minimise impact on league fixtures.

1.5 Reducing inequality and embracing diversity						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5a	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	31/03/17	Completed	100%	2016/17 targets met, but work continues as the scope of these outputs has expanded. Benefit Cap clients are being allocated to case officers; outreach work continues to expand and research papers are nearing completion. Final feasibility testing re CRM implementation underway."
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.5a	Develop options for a new Council Tax Reduction Scheme	Steve Hill (RES)	30/06/16	Completed	100%	Options for a new Council Tax reduction scheme have been produced and are being consulted on for consideration by the Mayor in Cabinet with a recommendation to Full Council before 31st January 2017.
1.5a	Develop a financial model to evaluate the costs and potential savings of various employment interventions to mitigate spend on welfare support and the wider impacts of welfare reform	Andy Scott (PLACE)	31/08/16	Delayed	90%	DMT/CMT report on affordable childcare and cost benefit modelling is being prepared for June 2017 CMT deadlines. The scope of these outputs has expanded and delayed delivery or of original target dates.
1.5a	Deliver communications and engagement programme to inform residents about forthcoming changes including the lowering of the Benefit Cap to £23k	Steve Hill (RES), Sharon Godman (GOV)	30/09/16	Completed	100%	The new lower benefit cap is due to come into effect on 7 November. A communications and engagement plan has been produced. All households affected will be contacted on an individual basis. The council is already engaged with households affected by the existing cap.
1.5a	Develop options for welfare support schemes including Discretionary Housing Payments and Crisis Loans	Steve Hill (RES)	31/10/16	Delayed	60%	Initial options have been developed - proposed schemes will be presented for consideration by July 2018.
1.5a	Implement approved CTRS scheme	Steve Hill (RES)	31/03/17	Completed	100%	CTRS scheme implemented
1.5a	Implement approved welfare support schemes	Steve Hill (RES)	31/03/17	Delayed	50%	The proposed scheme will be considered and approved by July 2018 for implementation.
1.5a	Develop and deliver a renewed multi-agency approach through the Welfare Reform Task Group	Sharon Godman (GOV)	31/03/17	Completed	100%	Welfare reform executive Officer Group created, bringing together key decision makers from across the council and statutory partners. Terms of reference and membership agreed for a wider Welfare Reform Reference Group, incorporating voluntary and community sector representatives from relevant local organisations and is due to meet in June/July 2017.
1.5a	Explore the impact of Welfare Reform on foster carers and care leavers	Nasima Patel (CS)	30/09/16	Completed	100%	There has been minimal impact on foster carers and young people who remain living with their foster carers as care leavers under 'staying put' arrangements as a result of the 'welfare reforms'. We have not seen a major change in applications to become foster carers or resignations as foster carers because of the 'bedroom tax'. For 'care leavers' who 'stay put' this is a 'familial' arrangement as opposed to a 'commercial' arrangement and they are therefore not affected at the moment. Universal Credit is likely to have minimal impact for this group under the current staying put guidance.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5b	Support more women and black and minority ethnic and disabled residents into employment	Cabinet Member for Work and Economic Growth	31/03/17	Completed	100%	The Council's employment service has seen noticeable increases in the numbers of women and BME residents both registering with the service and achieving a job outcome compared to previous financial year. Women both registering and achieving evidenced employment outcomes yielded the largest net increases; 70 more women registered (52.3% of all registrations) with 54 more gaining employment (46.0% overall employment outputs) compared to last year. Registrations of BME residents has seen a small net increase but still remains higher than previous years, overall percentage total 84%. Employment Outcomes has seen a net increase of 40 meaning 84.5% of all recorded employment outcomes were BME residents compared to 77.9% last financial year. Figures for disabled residents have not seen such improvement mainly due to changes in the definition and self declaration questioning of disability due to ESF contract delivery.
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Q4 Comments
1.5b	Deliver the 'Women into Health and Childcare' programme	Andy Scott (PLACE)	31/03/17	Completed	100%	Programme delivered
1.5b	Implement new placement projects under 'Working Start' for disadvantaged groups	Andy Scott (PLACE)	31/03/17	Completed	100%	Placement projects implemented

1.5b	Deliver priorities on children leaving care - 10 leaving care internships	Andy Scott (PLACE)	31/03/17	Completed	100%	Young people from the leaving care programme are provided with a mix of internship and traineeship placements. Internship placements are aimed at graduates and last for 10 weeks whilst traineeship placements are aimed at those not in Education, employment or Training (NEET) and last for 16 weeks. Updates by placement type are listed below. May 2016 – October 2016 8 traineeship placements (ongoing) July 2016 – September 2016 13 internship placements Planned: Jan 2017 – June 2017 10 traineeship placements July 2017 – September 2017 10 internship placements
1.5b	Deliver opportunity for people with disabilities - 20 pre-apprenticeship placements	Andy Scott (PLACE)	31/03/17	Completed	100%	Target met. This target is to deliver 20 pre-apprenticeship placements for residents with learning disabilities, providing opportunities for them to develop knowledge and skills up to level 1 (Numeracy/Literacy/Employability), whilst gaining work experience. The programmes are delivered over a longer period of time to allow participants to successfully complete the training and embed the learning.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5c	Tackle obesity amongst primary school aged children with a particular focus on black and Asian children in order to reduce inequalities	Cabinet Member for Health and Adult Services	31/03/17	Delayed	68%	This will continue to be a priority for the new Health & Wellbeing Strategy 2017-2020, and will be reviewed accordingly.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.5c	Review of trends in overweight and obesity by ethnicity and gender, and use the findings to better target services to improve uptake and outcomes for black and Asian children	Esther Trenchard-Mabere (AS)	31/07/16	Completed	100%	The analysis has been done and is being incorporated into a JSNA factsheet on 'Healthy Weight in Children' and an equity analysis was presented to Tower Hamlets Equalities Steering Group in December. This work is ongoing.
1.5c	Complete review of the Phase 1 primary school neighbourhood pathfinder projects on making local services more accessible and responsive in relation to maintaining a healthy weight; with recommendations to inform Phase 2	Esther Trenchard-Mabere (AS)	31/07/16	Completed	100%	Phase 1 has been completed with Marner & Cubitt Town primary schools. This involved community asset mapping with local parents and other local stakeholders working together to identify how to support children in becoming more physically active as well as accessing healthier food. Some of the findings from Phase 1 include: 1. Identifying unused land to develop into a play area; 2. setting up a food co-op; 3. raising awareness around air quality and its impacts on health including walking or cycling to school, as well as 4. looking at walking routes. A review meeting in was held on 13 th September with key partners across the local authority which identified positive benefits of the approach.
1.5c	Identify, in partnership with parents, carers and other key stakeholders, local assets and barriers relevant to maintaining a healthy weight which will form the basis of an action plan to improve opportunities, accessibility and uptake for children and families in the Phase 2 primary school neighbourhoods projects	Esther Trenchard-Mabere (AS)	31/12/16	Delayed	50%	Phase 2 work next steps is under consideration for 2017/18. This milestone has been partially delivered and is under review as of part of the new Health Well-being Strategy roll-out.
1.5c	Produce progress report on Phase 2 primary school neighbourhood pathfinders	Esther Trenchard-Mabere (AS)	31/03/17	Delayed	20%	This milestone has been partially delivered and is under review as of part of the new Health Well-being Strategy roll-out.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5d	Respect, value and celebrate our cultural history and diversity	Cabinet Member for Culture, Statutory Deputy Mayor (Lead for Faith Communities)	31/03/17	Completed	100%	An event celebrating Inter Faith Week was held on Wednesday 16th November, on the theme of faith and health. Three events were held for International Day for People with Disabilities attracting over 500 people with disabilities and their carers. The theme of the main event (on 2nd December) was celebrating disability awards ceremony which celebrated and recognised local disabled people overcoming barrier to achieve. 108 people attended events celebrating LGBT history month including a health and wellbeing event organised with Positive East, T Party organised with Stonewall Housing and Galop (Trans Network) and a Speak Out Event open to all Year 10 students in the Borough
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.5d	Complete a sustainability review of the Council's arrangements for the events in parks programme	Judith St. John (CS)	30/09/16	Completed	100%	Review completed
1.5d	Deliver a series of community festivals and 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)	31/03/17	Completed	100%	Community festivals and events delivered
1.5d	Interfaith Week	Sharon Godman (GOV)	30/11/16	Completed	100%	An event celebrating Inter Faith Week was held on Wednesday 16th November, on the theme of faith and health. The event was advertised through the council, the Inter-faith Forum, THCVS's networks of voluntary organisations and was publicised through other forums such as the No Pace for Hate, Tension Monitoring Group, Healthwatch and the Cohesion Working Group to disseminate to their respective networks. The agenda saw speakers from a range of faith and VCS organisations and the lead Deputy Mayors were invited to speak. The event was attended by 73 people and overall went well and was helpful for connecting the VCS and faith sectors.
1.5d	International Day for Disabled People		31/12/16	Completed	100%	International Day for People with Disabilities (IDPD) celebrates people with disabilities. Three events were held attracting over 500 people with disabilities and their carers. The theme of the main event (on 2nd December) was celebrating disability awards ceremony which celebrated and recognised local disabled people overcoming barrier to achieve.
1.5d	LGBT History Month		28/02/17	Completed	100%	108 people attended events which included a Health and well being event: organised with Positive East. involving a wide range of TH organisations including After Party, TH fostering, TH Hate Crime, TH Met Police, Providence Row, Real, TH Carers Centre, Tower Hamlets Community Intervention Service to offer advice and support to the LGBT community. T Party – event organised with Stonewall Housing and Galop (Trans Network). Speak Out Event – in collaboration with Education was open to all Tower Hamlets year 10 students, and provided the opportunity for young people to explore the issues facing young LGBT people in our community and produce a manifesto to help tackle homophobia, biphobia and transphobia.
1.5d	International Women's Week		31/03/17	Completed	100%	Over 1900 people attended 16 events over the whole week. The theme for this year was Women in Public Life and the events promoted this theme. Notable examples of the events held are the Muslim Women in Public Life which was held by the Muslim Women's Collective which focussed on the achievement of Muslim women from the local community and beyond. The conference heard from professionals, politicians, public servants and volunteers who have achieved through hard work and dedication. Another event called Breaking the Barriers was held by Mohila Ongon Associations in which talks were delivered by women who have striven to become working professionals, by women in Public Life who are heavily involved in the community, and by womens groups involved in creating community cohesion. Speakers included Councillors Ayesha Chowdhury & Shiria Khatun, Ms Ogden Head Teacher at Mulberry School and Sabena Khan Parents Liason Officer. Entertainment was provided in the form of live music and games and a drama depicting the importance of getting involved in Public Life and promoting more opportunities for women.
1.5d	Priority Outcome 2: Creating and maintaining a vibrant, successful place					
	2.1 An improved local environment					
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments

2.1a	Ensure that the borough is clean to the highest possible standards	Cabinet Member for Environment	30/09/16	Overdue	90%	Only one action is overdue: an Anti-Defacement Policy document has been drafted and will be presented to MAB during the summer
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
2.1a	Provide a statement of operational requirements of depot based services to inform the council's Asset Strategy	Roy Ormsby (PLACE)	30/04/16	Completed	100%	Statement provided
2.1a	Adopt and implement the Anti-Defacement Policy	Roy Ormsby (PLACE)	30/09/16	Overdue	90%	A policy document has been drafted and will be presented to MAB over the summer
2.1a	Develop and implement a targeted litter campaign promoting Your Place, Your Space	Roy Ormsby (PLACE)	30/09/16	Completed	100%	The litter campaign is currently running.
2.1a	Re-zone levels of cleansing in the borough to reflect population growth and increases in footfall areas	Roy Ormsby (PLACE)	30/09/16	Completed	100%	Re-zoning was completed in June 2016 in line with the introduction of the additional resources.
2.1a	Introduce 19 additional street sweepers and two waste vehicles to assist in the sweeping and fly-tipping issues across the borough	Roy Ormsby (PLACE)	30/09/16	Completed	100%	All resources operational since June 2016.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments	
2.1b	Improve waste management and recycling performance	Cabinet Member for Environment	31/03/17	Overdue	88%	The Interim Recycling Contract has been procured but the procurement for the waste disposal contract was delayed as a result of more lengthy consultation with the GLA. The procurement process is due for completion in July 2017 and the new contract will commence in October 2017.	
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments	
2.1b	Review residual waste and recycling provision by reviewing the Council's current policies and service standards	Roy Ormsby (PLACE)	31/05/16	Overdue	80%	The current policies and service standards have been subject to a review by officers and are scheduled to be presented to Members in a series of workshops between May and July 2017.	
2.1b	Procure the Waste Disposal contract and interim recycling contract	Roy Ormsby (PLACE)	31/08/16	Overdue	80%	The Interim Recycling Contract has been procured but the procurement for the waste disposal contract was delayed as a result of more lengthy consultation with the GLA. The procurement process is due for completion in July 2017 and the new contract will commence in October 2017.	
2.1b	Engage residents, community leaders and RPs to raise awareness of waste management and recycling issues on estates through a targeted communications campaign, education and outreach	Roy Ormsby (PLACE)	31/03/17	Completed	100%	This is an ongoing process and will need to continue to be undertaken	
2.1b	Work with Registered Providers to establish a set of principles that RPs would support and promote with an aim to improving recycling performance, reducing waste and reducing the associated costs	Roy Ormsby (PLACE)	31/03/17	Overdue	90%	A workshop has been held with Registered Providers and further engagement has taken place through meetings. Officers have also been undertaking a review of case studies and best practice from other local authorities and have developed a "landlords duty of care policy" to be presented to Members as part of the workshop sessions mentioned above .	
	Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1c	Reduce the impacts of traffic on our residents, making our borough one of the best in London to walk or cycle in and building a sustainable approach to road use and parking policy	Cabinet Member for Environment	31/03/17	Completed	100%	The borough has delivered a programme of approx. £4.5m of highways and traffic improvements throughout the borough, including measures to make cycling safer and more convenient, and improvements to footways, pedestrian crossings and pedestrian routes.	
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments	
2.1c	Review the impact of the experimental 20 mph limit and further traffic calming to promote safer driving	Roy Ormsby (PLACE)	30/11/16	Completed	100%	Report has been approved	
2.1c	Complete the development of parking policy based upon the findings of the review of current parking policies	Roy Ormsby (PLACE)	31/03/17	Completed	100%	Report has been approved	
2.1c	Implement the Borough Cycling Strategy including new and improved cycle routes and parking facilities	Roy Ormsby (PLACE)	31/03/17	Completed	100%	Works completed so far as budget available permitted. £1.362m spent including 187 cycle parking spaces, 4 one-way streets opened to two-way cycling, elements of Quiet way 6 introduced; route improvements through Ion Square to Virginia St; 472 adults trained; 300 children trained;	
	Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1d	Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities	Executive Mayor	31/03/17	Overdue	68%	A new Local Plan is being prepared which will comprise of detailed policies and site allocations to manage development and deliver supporting infrastructure. The Local Plan project timetable has been revised to allow for additional consultation. The Regulation 19 document will now be reported to Cabinet in September 2017. The Infrastructure Delivery Framework (IDF) comprises of a decision-making governance structure and a supporting evidence base regarding CIL and S106 spend, which is now an active, working Framework with decisions being taken right through the new process. Work progresses on reviewing the CIL charging schedule, with consultants appointed to renew the supporting viability evidence. Infrastructure Need evidence base is complete which will provide the basis for setting a Draft Charging Schedule. The production of a Draft Charging Schedule has been delayed due to adjusted Local Plan timescales and awaiting the outcomes of the Government appointed CIL Review, but this is now underway and will progress through 17/18.	
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Q4 Comments	

2.1d	Comment on the initial draft of the Greater London Authority (GLA) Isle of Dogs and South Poplar Opportunity Area Planning Framework (OAPF)	Owen Whalley (PLACE)	31/05/16	Overdue	50%	The initial draft of the OAPF is anticipated June 2017. The GLA have pushed back the initial draft by a year to facilitate the preparation of the Development Infrastructure Funding (DIF) Study. Pre-engagement on the scope of the OAPF has been undertaken with LBTH officers, Members and the Mayor.
2.1d	Implement the Infrastructure Delivery Framework to ensure the effective delivery of local infrastructure	Owen Whalley (PLACE)	31/07/16	Completed	100%	The Infrastructure Delivery Framework (IDF) comprises of a decision-making governance structure and supporting evidence base regarding CIL and S106 spend. This is now an active, working Framework with decisions being taken right through the new process.
2.1d	Provide representations on behalf of the Council to OAPF consultation	Owen Whalley (PLACE)	31/07/16	Overdue	0%	The initial draft of the OAPF is anticipated June 2017. The GLA have pushed back the initial draft by a year to facilitate the preparation of the Development Infrastructure Funding (DIF) Study. Pre-engagement on the scope of the OAPF has been undertaken with LBTH officers, Members and the Mayor.
2.1d	Complete review of existing planning policies to ensure development delivers local priorities	Owen Whalley (PLACE)	31/08/16	Completed	100%	New Local Plan drafting process now accommodating up to date evidence basing including performance of existing planning policies.
2.1d	Approve Flood Plan and commence implementation	Roy Ormsby (PLACE)	30/09/16	Completed	100%	
2.1d	Develop and implement a process for engaging local people on the CIL Neighbourhood Portion	Owen Whalley (PLACE)	30/09/16	Completed	100%	The CIL Neighbourhood Portion process was adopted by the Mayor in Cabinet on 6th December 2016 and has subsequently been implemented.
2.1d	Complete investigation into requiring developers to publish Planning Viability Assessments in accordance with Mayoral Transparency Agenda	Owen Whalley (PLACE)	30/09/16	Completed	100%	Investigation complete. The solution will be implemented through a new Development Viability Strategic Planning Document to be publicly consulted on and then adopted in 2017.
2.1d	Consult on the draft Local Plan under Regulation 18	Owen Whalley (PLACE)	30/11/16	Completed	100%	Consultation completed January 2017.
2.1d	Publish the Proposed Submission Draft Local Plan under Regulation 19	Owen Whalley (PLACE)	31/03/17	Overdue	45%	The Local Plan project timetable has been revised in March 2017 after discussion with both the Mayor and the Lead Member to allow for additional consultation. The Regulation 19 document will now be reported to Cabinet in sept 2017, instead of June 2017.
2.1d	Commence review of LBTH Community Infrastructure Levy to ensure maximum benefit from development on local infrastructure delivery is secured, producing a Draft Charging Schedule	Owen Whalley (PLACE)	31/03/17	Overdue	50%	Consultants have been appointed to renew the supporting viability evidence base. The first stage of this, producing the viability evidence for the Local Plan consultation is complete, with further work needed to create a CIL evidence base. Infrastructure Need evidence base is complete. This will provide the basis for setting a Draft Charging Schedule. The production of a Draft Charging Schedule has been delayed due to adjusted Local Plan timescales and waiting the outcomes of the Government appointed CIL Review, but this is now underway and will progress through 17/18.
2.1d	Prepare Council's final input to OAPF SPG before it is finalised	Owen Whalley (PLACE)	31/03/17	Overdue	0%	The initial draft of the OAPF is anticipated June 2017. The GLA have pushed back the initial draft by a year to facilitate the preparation of the Development Infrastructure Funding (DIF) Study. Pre-engagement on the scope of the OAPF has been undertaken with LBTH officers, Members and the Mayor.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1e	Improve and enhance the environmental sustainability of the borough; reduce carbon emissions, enhance biodiversity and alleviate fuel poverty	Cabinet Member for Strategic Development, Cabinet Member for Environment	31/03/17	Completed	100%	An interim Climate Change Strategy is in place and will be finalised as a joint document with the Air Quality action plan. There is now a stronger focus and better joint up working across the council to embed sustainability across all streams of the councils work. A Food and Fuel Poverty strategy is currently being developed. We have approx. £8m in agreements in the carbon fund and £1.5m in the councils accounts which is now being used to deliver various carbon reduction projects benefiting those that live, work and visit the borough.
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Q4 Comments
2.1e	Review and refresh all current environmental strategies and action plans and develop the boroughs Climate Change Mitigation and Adaptation Strategy	Mark Baigent (PLACE)	30/09/16	Completed	99%	Report considered by MAB in November 2016. MAB recommended the Climate Change Strategy should be combined with the Air Quality Action Plan. The Climate Change and Air Quality strategy is due to go to Cabinet in the summer of 2017. [We marked up as 100% complete last time - this has been updated]
2.1e	Progress the Carbon Reduction Plan for Council buildings and implement projects to reduce costs	Mark Baigent (PLACE)	31/12/16	Completed	100%	The revised Carbon Management Plan 2016 identifies the project to be delivered to reduce carbon emissions from council buildings and assets. £250k allocated to deliver the projects in council buildings and are being delivered on an adhoc basis as part of the maintenance and renewal programme in conjunction with the Asset Management Team. A schools carbon reduction programme has also been agreed with a value of £180,000 saving 62 tonnes of CO2 per annum.
2.1e	Develop a grant funded scheme through the Carbon Fund to deliver community based energy and carbon reduction projects	Mark Baigent (PLACE)	31/12/16	Completed	100%	Carbon reduction programme approved by the Infrastructure Delivery Board in December 2016. Projects will be delivered across two phases commencing delivery in Q2 of 17/18. Idea Stores have been identified in the first phase of the programme and community centres are now being surveyed to deliver projects in phase 2.

2.1e	Continue with the fuel switching scheme and deliver home energy efficiency projects	Mark Baigent (PLACE)	31/03/17	Completed	100%	3 fuel switching auctions have been held throughout 2016/2017 with a total of 755 registrants signed up with average savings of approximately £188 per switcher. The WARMTH green doctor project phase 1 has successfully been delivered with 232 residents receiving a home visit including the installation of energy saving measures to reduce resident energy bills.
2.1e	Implement the council's biodiversity strategy and deliver year 2 of the action plan	Mark Baigent (PLACE)	31/03/17	Completed	100%	Year 2 action plan complete and an annual report has been produced and approved by the biodiversity steering group. The annual report is available on the councils website

2.2 Better quality homes for all						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2a	Increase the availability of good quality housing, including family sized homes across all tenures	Cabinet Member for Strategic Development	31/03/17	Completed	100%	The end of year total for affordable homes, both rented and intermediate was 1070, of which 326 were family sized affordable units (3 bed plus). 87% of affordable family units delivered were for social / affordable rents. Family rented units at the end of Q4, represents 44% of all rented units delivered which is only slightly below our policy target of 45%.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
2.2a	Produce overarching Housing Strategy and action plan for all tenures	Mark Baigent (PLACE)	31/10/16	Completed	100%	Housing Strategy adopted by Full Council on 5/12/2016
2.2a	Improve the accommodation options available to care leavers. Commissioning an enhanced offer of support and reduce the dependency on private landlords.	Nasima Patel (CS)	31/12/16	Completed	100%	<p>The Commissioning Manager has reviewed all the processes as well as audited and tracked cases. This has resulted in a new protocol where young people can attend the Housing Panel and have a say as to who they share their accommodation with, in both supported and semi-independent living.</p> <p>This has led to a gradual improvement of practice through better preparation and planning through strengthened collaboration between the Housing and Social Care services. There is a dedicated commissioner and a part time housing commissioner co-ordinator to champion this piece of work. This will include consultation with young people needing accommodation.</p> <p>The service has established a Housing Providers Forum to improve collaboration and partnership working. Best practice learning is being achieved with the help of the Housing Options Support Team (HOST) by drawing on their experiences.</p>
2.2a	Deliver commitment to build new Council homes	Mark Baigent (PLACE)	31/03/17	Completed	100%	<p>Watts Grove - site 148 units on schedule for PC June 17; Planning applications now agreed for 106 homes at Baroness, Jubilee & Arnold Rd.</p> <p>Planning applications being prepared for circa 151 units at Locksley, Tent St and Hereford</p> <p>We are on track to meet the Mayor's commitment of 1,000 new Council homes.</p>
2.2a	Increase the availability of affordable housing including family sized housing	Mark Baigent (PLACE)	31/03/17	Completed	100%	The end of year total for affordable homes, both rented and intermediate was 1070, of which 326 were family sized affordable units (3 bed plus). 87% of affordable family units delivered were for social / affordable rents. Family rented units at the end of Q4, represents 44% of all rented units delivered which is only slightly below our policy target of 45%.
2.2a	Work with Registered Providers and Planning to deliver 'affordable' housing that is affordable to local people	Mark Baigent (PLACE)	31/03/17	Completed	100%	38.4% of rented units the year were for Social Rents, RPs and developers continued to cooperate in using the borough's recommended levels of Affordable Rents. These rent levels will be phased out and replaced with London Affordable Rents and TH Living Rents, going to MAB in April and Cabinet in May for approval.
2.2a	Reduce numbers on the accessible housing register matching clients with new bespoke adapted affordable homes for disabled people on P120	Mark Baigent (PLACE)	31/03/17	Completed	100%	54 wheelchair units were delivered in Q4 bringing our cumulative figure up to 106 representing 9.9% of total affordable delivery. We aim to do an end of year reconciliation of the percentage of these homes that are allocated to P120 clients. Tenancies lag behind completions, so end of quarter monitoring by the Lettings team is not possible.
2.2a	Progress recommendations of the Affordability Commission	Mark Baigent (PLACE)	31/03/17	Delayed	90%	The Housing Strategy was adopted in December 2016 and values for the London Affordable Rents and the Tower Hamlets Living Rent have been agreed, these will be going to MAB in April and Cabinet in May for approval.
2.2a	Lobby for stronger powers against overseas buyers leaving their properties empty	Mark Baigent (PLACE)	31/03/17	Overdue	0%	In September 2016 the Mayor of London announced that he was commissioning thorough research into the impact of foreign investment on London's housing market. The Council will contribute to this study as well as producing a local action plan for 2017/18
2.2a	Support delivery of partner RSLs regeneration programmes, where appropriate, through deployment of CPO powers to assist their land assembly	Mark Baigent (PLACE)	31/03/17	Completed	100%	(Targets completed for 16/17. Activities ongoing for 2017+) Public Inquiry for Aberfeldy Estate CPO cancelled following successful negotiations with former objectors. CPO Confirmed. Confirmation too for Burdett Estate CPO. CPO made for Bow Bridge, ongoing for 17/18. Ongoing day to day liaison with Poplar HARCA to review and monitor negotiations with all land interests. 2017+ Consideration for use of CPO powers for the regeneration of Chrisp Street Market - report to be prepared for Mayor in Cabinet.
2.2a	Manage and deliver transformational regeneration of the council's own housing estates (Ocean Estate and Blackwall Reach)	Mark Baigent (PLACE)	31/03/17	Completed	100%	(Targets completed for 16/17. Activities ongoing for 2017+) Ocean - Work progressing on the construction of Site H within programme for homes to be completed in 2018. Fit out works to Ben Jonson shops are in preparation. With Blackwall Reach, Phase 1b work continues and Lease in place together with license to transfer Phase 2 to Swan Housing for demolition. Post CPO vesting to enable land disposal continues.

2.2a	Review the HRA Medium Term Financial strategy and 30 year business plan following Government legislative changes	Mark Baigent (PLACE)	31/03/17	Completed	100%	Report to Cabinet 26th July 2016. This is an ongoing process, and the next review is planned as part of the budget process for 17/18.
2.2a	Assess alternative housing delivery vehicles to maximise the number of affordable homes, part funded through right-to-buy receipts going forward	Mark Baigent (PLACE)	31/03/17	Completed	100%	Proposals were agreed by Cabinet 7 February 17.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2b	Maintain and improve the quality of council housing stock and housing management services	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/17	Delayed	90%	Procurement of capital delivery framework delayed, due to a reprofiled 16/17 capital programme continuing into 17/18. The 2017-18 capital programme (new starts) is expected to commence in Oct 2017 using the London Capital Procurement (LCP) framework. Targets agreed as part of the business plan and service improvement plans are on track, all due for completion by June 17. A new deal for leaseholders will be launched in April 2017 which takes into account major works; rights and responsibilities; Mears offer; and improved communications.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
2.2b	Procure Capital Delivery Framework	Mark Baigent (PLACE)	31/12/16	Overdue	80%	The 2016-17 capital programme continuing into 2017-18 will be delivered via the existing THH framework agreement. The 2017-18 capital programme (new starts) is expected to commence in Oct 2017 using the London Capital Procurement framework. As contracts are awarded via the new framework, agreements will not commence until June 2018 at the earliest. The new THH framework (long term bespoke THH LTQA framework agreement) will pick up from the LCP 2018-19 carryover works. The mini competition will commence in April or May 2018.
2.2b	Deliver the agreed 16/17 Major Works programme	Mark Baigent (PLACE)	31/03/17	Overdue	70%	Programme reprofiled, due to a higher than expected decent homes works carried over from 15/16 into 16/17. All schemes have agreed maximum prices and there is a target date for the end of Section 20s. Most of the spend will occur in 2017-18, estimated at £43m.
2.2b	Support THH to deliver its Business Plan and Service Improvement plan	Mark Baigent (PLACE)	31/03/17	Delayed	90%	Both the Business Plan and Service Improvement Plan (SIP) are being implemented by THH. A further round of the SP position was presented at the Bi-monthly meeting in February 2017. In summary, the majority of milestones are on target to be delivered at the end of Q4. There are overdue milestones, with some to be concluded by June.
2.2b	Develop effective responses to the Government's new housing agenda	Mark Baigent (PLACE)	31/03/17	Completed	100%	All briefings, analysis and responses to Government consultations and new housing agenda have been produced, considered and approved within the 2016/17 deadlines.
2.2b	Develop and establish a new leasehold engagement model	Mark Baigent (PLACE)	31/03/17	Completed	100%	THH are preparing to launch the new deal for leaseholders in April 2017 which takes into account major works; rights and responsibilities; Mears offer; and improved communications
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2c	Improve the quality of privately rented stock in the borough	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/17	Completed	100%	LBTH Private rented tenants charter project plan has been produced and is now going through Cabinet with the expectation that it will be approved by Cabinet and launched by the Mayor in June 2017. This is just one of a number of initiatives within the Housing Strategy aimed at improving private sector housing in the Borough alongside the licensing scheme and reviewing the empty homes and home repair grants programme.
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Q4 Comments
2.2c	Develop options to establish a not for profit lettings agency to improve standards for private renters	Mark Baigent (PLACE)	30/09/16	Completed	100%	Report is now complete and Members have been briefed on the recommendations of the report.
2.2c	Introduce the landlord licensing scheme in key wards and investigate the need for additional HMO licensing pending Central Government's review	Roy Ormsby (PLACE)	31/10/16	Completed	100%	The scheme launched on 13 September
2.2c	Deliver an efficient Disabled Facilities Grants and Adaptation programme in line with established service standards	Mark Baigent (PLACE)	31/03/17	Completed	100%	The Disabled Facilities Grants and Adaptation programme has been delivered in line with established service standards
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2d	Improve the quality and management of RP stock in the borough	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/17	Completed	100%	This is an ongoing piece of work but completed for this financial year. The PMF continues to work well and benchmarking data is produced which is assessed by the THHF benchmarking club. Quarterly performance review meetings are held with the Lead Member (Cllr Islam) where RP performance is assessed. RP performance is also assessed on occasion at the Housing Scrutiny Sub-Committee. Where best practice is found this is presented and shared among the various THHF sub-groups and with the Lead Member.
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Q4 Comments

2.2d	Review performance and challenge underperforming Registered Providers	Mark Baigent (PLACE)	31/03/17	Completed	100%	This is an ongoing piece of work but completed for this financial year. The PMF continues to work well and benchmarking data is produced which is assessed by the THHF benchmarking club. Quarterly performance review meetings are held with the Lead Member (Cllr Islam) where RP performance is assessed. RP performance is also assessed on occasion at the Housing Scrutiny Sub-Committee. Where best practice is found this is presented and shared among the various THHF sub-groups and with the Lead Member.
2.2d	Oversee the work of Tower Hamlets Housing Forum Executive and its subgroups, ensuring Council priorities are captured	Mark Baigent (PLACE)	31/03/17	Completed	100%	This is ongoing every financial year. The vast majority of this year THHF priorities were completed.
2.2d	Agree a charter with RPs to capture priority standards	Mark Baigent (PLACE)	31/03/17	Completed	100%	The Housing Covenant was signed and launched at the Housing Strategy conference on 7th December 2016.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2e	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	31/03/17	Completed	100%	In July 16, the Housing Advice service received the Advice Quality Service (AQS) accreditation for its services to private sector landlords and tenants, advising on homeless prevention measures and disrepair. The total numbers in Temporary Accommodation (TA) however has increased to 2210, 2096 where a duty has been accepted and 114 accommodated on a discretionary basis. This increase in TA numbers is primarily due to a 40% (provisional figure) reduction in the number of permanent offers to homeless households. A key achievement to note nevertheless is the Council's improvements in achieving legal compliance with the numbers of families in B&B accommodation for more than 6 weeks, with zero families in B&B accommodation for >6 weeks, maintaining its 100% reduction since September 16.
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Q4 Comments
2.2e	Ensure good quality housing advice and services are provided to tenants, leaseholders, residents and homeless households	Mark Baigent (PLACE)	31/12/16	Completed	100%	The Housing Advice service received the Advice Quality Service (AQS) accreditation in July this year. This service is provided to all callers to the office as well as email and telephone correspondents and includes advice to both private sector landlords and tenants on homeless prevention measures and disrepair. Advice to homeless households is incorporated into the No Wrong Door model and includes all housing options including the private rented sector and referrals for child care and employment advice.
2.2e	Reduce the numbers of homeless families in temporary accommodation and limit the numbers of homeless families in B&B accommodation	Mark Baigent (PLACE)	31/03/17	Completed	100%	The service did not meet its target of achieving a reduction in numbers in TA - showing an overall increase of 6% - 2096 duty accepted up from 1980 in March 2016; 2210 in total up from 2082 in the same period, including 114 accommodated on a discretionary basis (102 March 2016). This is primarily due to a 40% reduction in the number of permanent offers to homeless households (although final figures for March 2017 are not yet available, and this is therefore likely to improve). The service has, however sustained legal compliance in the use of B&B for families, with none being placed for longer than six weeks since September 2016, with no families in B&B at all for two weeks in March 2017, and has sustained its position of being the most improved borough in London on the use of B&B, such that we have been highlighted in a Local Government Association report for good practice.
2.3 Less crime and anti-social behaviour						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.3a	Work with our partners to target resources to reduce crime	Deputy Mayor and Cabinet Member for Community Safety	31/03/17	Overdue	95%	Overall 95% complete due to delays in the production and sign off of both the new CSP Plan 2017-21 and the ASB Review. The Antisocial Behaviour Review has been completed, and the final report was approved by Cabinet in June. The CSP Plan was approved by the CSP on 16th May and will enter the formal council approval process in July 2017.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments

2.3a	Develop a Council ASB Strategy	(HAC)	31/08/16	Delayed	90%	ASB Review Complete, including a new ASB 'blueprint' written. The final report was approved by Cabinet in June 2017 Partners have been involved in the development of new partnership approach to ASB with focus groups set up for the following areas *Communication *Community Engagement *Early Intervention *Resources *Tasking *Tools and Powers Once Report has been approved by MAB, partners will begin to implement relevant recommendations as its 'ASB Strategy'
2.3a	Commence work to assess unreported Domestic Violence within the Somali community [Somali Task Force]	(HAC)	31/12/16	Completed	100%	Extensive consultation took place in development of VAWG strategy across all communities including OCSA and WHFS. FGM Conference took place which engaged with many Somali communities raising awareness.
2.3a	Complete a review of the Council policies relating to CCTV	Roy Ormsby (PLACE)	31/03/17	Completed	100%	Audit was carried out in January. Review and external audit of RIPA took place in March and enforcement Policy updated.
2.3a	Deliver the Partnership Community Safety Plan with our partners	(HAC)	31/03/17	Delayed	90%	New CSP Plan has been drafted and takes into account the findings of the CSP Strategic Assessment 2016, the extensive public consultation in 2016 as well as other national and regional government strategies including the new Mayor's Office for Policing and Crime's (MOPAC) London Police and Crime Plan. New CSP Priorities have been agreed and the CSP Governance has been reviewed and implemented to ensure it remains fit for purpose. New Plan Priorities are: *ASB including drugs and alcohol *Violence *Hate Crime, Community Cohesion and Extremism *Reducing Re-offending CSP Plan approved at CSP on 16th May and entering formal Council Approval Process in July, following CSP Executive approval.
2.3a	Support the Hate Crime Panel to meet Monthly and the No Place for Hate Forum quarterly with data from Police updating on Hate Crime incidences and actions	(HAC)	31/03/17	Completed	100%	Panel has been meeting monthly reviewing high risk cases and the Forum has met each quarter as scheduled. Development and implementation of action plan on target.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.3b	Step up activity to tackle anti-social behaviour 24/7	Deputy Mayor and Cabinet Member for Community Safety	31/03/17	Overdue	50%	The review of ASB will support this along with a review in place of enforcement services including THEOs, ASB Service and Noise and Rapid Response in 2017-18. However a review of the tasking sub group has taken place which supports ensuring THEOS are tasked to hotspot areas as well as joint operations.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
2.3b	Increase the number of THEOs and response rates to ASB	(HAC)	30/06/16	Overdue	0%	To be determined post the review which is in progress
2.3b	Target resources to reduce crime and tackle ASB through partnership tasking meetings	(HAC)	31/10/16	Completed	100%	These take place each fortnight and also include tasking of the PTF's and new ASB Police pilot team.
2.3b	Develop further integrated working between Safer Communities ASB Team and Housing	(HAC)	30/11/16	Completed	100%	There is joint patrolling with THH and working with Housing groups in targeted areas as well as the general support provided to housing estates and areas. As a targeted approach, a 10 week pilot with THH, SNT and THEOs will begin in late October to tackle 10 priority estates.
2.3b	Improve the responsiveness and visibility of local ASB services through improved response noise services	Roy Ormsby (PLACE)	31/03/17	Overdue	66%	The ASB structure and processes are subject to review. The Noise Service forms part of this and we have our feedback processes for day time complaints, we are currently working through changes on the night time complaints.
2.3b	Consult on the introduction of a late night levy and report back to the Executive	Roy Ormsby (PLACE)	31/03/17	Completed	100%	Following consultation, the Late Night Levy proposal were approved by Cabinet and ratified by Council on 18th January 2017; the adoption of the Late Night Levy will commence on 1st October 2017.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments

2.3c	Reduce the prevalence of illegal activity in relation to the sex industry	Deputy Mayor and Cabinet Member for Community Safety	31/07/16	Completed	100%	A Police Task Force has been set up and is now targeting key areas in the borough blighted by street prostitution. Regular intelligence updates feed into the work of the borough's multi-agency Prostitution Panel which includes safeguarding issues and supporting vulnerable adults. The Council, in partnership with the Police has commissioned work through the Drugs Intervention Programme service which focusses on referring women to health services and other support services. This work is undertaken alongside enforcement and notices to perpetrators. A 'Multiple Disadvantages Violence against Women and Girls' (VAWG) Pilot project has been developed to support victims of VAWG including sex workers in providing holistic wrap around support and bed spaces for those with no recourse to public funds. Pilot runs for 6 months and is due to finish in April 2017. Finally, training around prostitution is delivered as part of a Multi-Agency Professional training programme by VAWG Training and Awareness Officer. Monitoring is returned to VAWG Steering Group on a quarterly basis.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
2.3c	Use the Police Task Force to target areas blighted by street prostitution	(HAC)	31/05/16	Completed	100%	Police Task Force has been targeting key areas 4 shifts per quarter.
2.3c	Deliver the partnership 'Violence Against Women and Girls' (VAWG) programme	(HAC)	31/07/16	Completed	100%	VAWG strategy signed off with a three year plan in place with an annual monitored action plan that is taken to the VAWG steering Group and CSP board.
2.3c	Complete and sign off the VAWG Strategy and action plan for 2016-19	(HAC)	31/10/16	Completed	100%	Completed and approved by Cabinet in October 2016.
2.4 Engaged, resilient and cohesive communities						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4a	Engage and communicate effectively with local people	Executive Mayor	31/03/17	Completed	100%	This activity is complete although it is an on-going piece of work
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
2.4a	Develop new communication model to respond to the communications review and changes to East End Life	Andreas Christophorou (GOV)	18/05/16	Completed	100%	Campaigns model of communication agreed by CMT. Comms service currently undergoing restructure to support implementation of this new approach.
2.4a	Deliver the actions within the Best Value Communications Plan	Andreas Christophorou (GOV)	31/05/16	Completed	100%	All actions have been completed and the final action (to develop a costed business plan) was reported to Commissioners in September.
2.4a	Develop a Community Engagement Strategy and Delivery Plan	Sharon Godman (GOV)	30/06/16	Delayed	70%	A draft strategy and framework endorsed by the Plain English Campaign has been developed and scheduled for public consultation due to take place from May - June 2017. Progress was delayed due to the need to determine the future of the Strategic Partnership and Local Engagement structures. The final strategy and delivery is planned to be approved at Cabinet in September 2017.
2.4a	Map and review the mechanisms for the community to engage in decision making and policy development	Sharon Godman (GOV)	30/09/16	Delayed	90%	The draft Community Engagement Strategy identifies a number of ways in which the community currently engage with decision making and policy development. The draft Delivery Plan will propose a more extensive review of these. This will be finalised in Q2 - 2017-18 following the consultation for the draft strategy.
2.4a	Develop the local ward forum arrangements in line with the Partnership review	Sharon Godman (GOV)	31/10/16	Delayed	60%	Delivery of this action has been delayed due to changes in ownership of this action and the delays in agreeing a structure of the Strategic Partnership and the Local Engagement model which sit beneath them. The draft Community Engagement Strategy presents a preferred model for wider partnership working and local engagement. This will be subject to a public consultation from May-June 2017.

2.4a	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)	31/12/16	Completed	100%	<p>All Looked After Children and Care Leavers have access to the newly commissioned Children's Rights Service provided by the Children's Society.</p> <p>Key messages from complaints is now being fed-back through team meetings to further develop a client centred culture.</p> <p>This service provides advocacy and an independent visiting service, which is run by the Children's Society Advocacy Service. It provides return interviews for children who are missing and collates findings from interviews from service management planning. The service head for Independent Reviewing Officers is leading the contract for return interviews to provide more accountability and impartiality. Key messages are fed back through team meetings to develop a young person's centred approach.</p> <p>A Child Rights Officer is actively involved with young people and maintains high visibility. All looked after children are informed about their rights including how to go about making complaints. We are reviewing leaflets and notice boards in relation to Children's Rights material. This is to ensure that these vulnerable children know their rights and entitlements.</p>
2.4a	Deliver the Communications Strategy	Andreas Christophorou (GOV)	31/03/17	Completed	100%	Production and agreement of the Communications Strategy is complete. An internal communications programme is planned to communicate the contents Strategy and its related protocols to staff.
2.4a	Implement programme of Mayoral engagement and assemblies	Andreas Christophorou (GOV)	31/03/17	Completed	100%	The programme of Mayor's Assemblies is well established, with events taking place on a bi-monthly basis. These are well attended by residents. Ongoing support for wider Mayoral engagement with residents, via events, photo opportunities and media briefings, as well as wider communications channels, continues to be delivered as part of our communications strategy.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4b	Establish a new collaborative relationship with the voluntary and community sector to deliver priority outcomes and build strong communities	Executive Mayor, Deputy Mayor Education and Children's Services	31/03/17	Delayed		All actions within the Grants Best Value Action Plan have been completed. An outcomes based commissioning framework based on Community Plan and Strategic Plan priorities will be developed during 2017/18.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
2.4b	Deliver all activities within the Grants Best Value Action Plan	Steve Hill (RES)	30/09/16	Completed	100%	All actions within the Grants Best Value Action Plan have been completed.
2.4b	Work with procurement and services to develop an outcomes based commissioning framework based on Community Plan and Strategic Plan priorities	Steve Hill (RES)	30/09/16	Delayed	30%	This action has been incorporated in the co-production work with services to be delivered during 2017/18.
2.4b	Map need and provide a needs assessment which helps businesses to focus their investment and CSR activity	Steve Hill (RES)	30/09/16	Delayed	30%	This priority has moved to Year 2 as agreed by the VCS delivery group
2.4b	Complete year 1 actions from the Voluntary and Community Sector Strategy Delivery Plan	Steve Hill (RES)	31/03/17	Completed	100%	Year 1 priorities agreed with the VCS delivery group

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments	
2.4c	Co-produce services with local residents	Executive Mayor	31/03/17	Delayed		A proposed model for increasing co-production of local services has been produced and the transition plan will be developed during 2017/18 working with each service area. A pilot for co-production has been implemented and a model for commissioning had been set out. Youth services and Early Years are developing co-produced commissioning into 2017/18.	
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments	
2.4c	Produce a detailed model and guidance for increasing co-production of local services including a transition plan	Zena Cooke (RES)	31/10/16	Delayed		A proposed model has been produced and the transition plan will be developed during 2017/18 working with each service area.	
2.4c	Work with services to review key strategies and policies to reflect greater co-production	Sharon Godman (GOV)	31/03/17	Delayed	40%	A pilot project to develop a specification to procure Community Cohesion Services has been completed. The project ran 2 training sessions on co-production followed by 2 all day seminars to develop the specification. 108 people registered to attend the training and seminars and helped develop the outcomes based specification. The specification has now been used in the tender for Community Cohesion Services which is ongoing. Learning from this area of work is being shared with the Youth Services to develop their plan to co-produce the Youth Services Framework and will be broadened further in line with the commitments set out in the <u>draft Community Engagement Strategy</u> .	
2.4c	Work with commissioners in services to ensure a co-production model of commissioning is piloted in each council department	Zena Cooke (RES)	31/03/17	Completed	100%	Pilot for co-production implemented and model set out. Youth services and Early Years developing co-produced commissioning into 2017/18.	
2.4c	Develop 5 pocket parks with the local community and public health services	Judith St. John (CS)	31/03/17	Overdue	25%	Areas have been identified and initial community consultation has taken place. However, delays were caused due to late approval of funding from the IDS Board.	
	Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4d	Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships	Deputy Mayor and Cabinet Member for Community Safety	31/03/17	Delayed		80% of all actions identified by the boroughs 3 equality forums have been delivered with the remaining areas being rolled forward as part of the Y2 work programme for the forums. Delivery of a cohesion plan for the borough has been delayed due to the Casey Review and the need to wait for a formal response from the Government to ensure local and national priorities are aligned. This is expected to be completed in Q3/4 2017/18	
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments	
2.4d	Develop a project plan for s106 related pilot community cohesion projects	Sharon Godman (GOV)	30/06/16	Completed	100%	Due to delays in recruiting a project manager a programme plan was completed in September 2016. An evaluation contract has been developed and will soon be commissioned which to bring in dedicated support. This will help to develop rigorous KPIs for measuring the success of the projects and the outcomes delivered. Commissioning of projects themselves will begin in August 2017 following two co-production events in July in both Mile End and Aldgate East with local residents and stakeholder to shape the projects.	
2.4d	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)	30/09/16	Completed	100%	The Primary team encourage schools to apply for a 'Rights Respecting School Award' (UN Convention on the Rights of a Child). Many schools within the LA are using this to promote community cohesion both locally and nationally. Prevent Training and lessons with children and young people are also delivered by the Support for Learning Service and Social Inclusion to schools. The HEC Global Learning Centre, part of the Schools Library Service based at the PDC, work with Tower Hamlets schools and a range of agencies on community cohesion. One of their most recent successes has been to establish better links between Muslim and Jewish schools. Tower Hamlets Arts & Music Education Service also make a valuable contribution through all its work across the local community.	


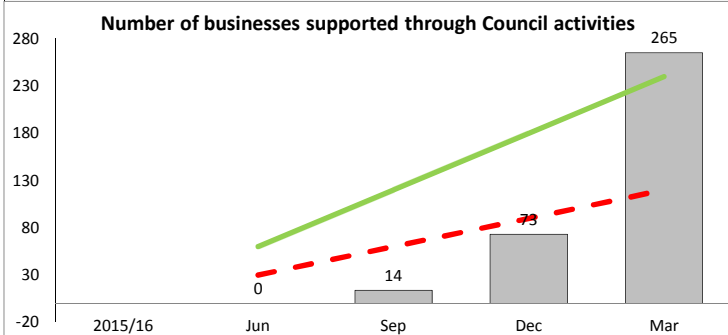
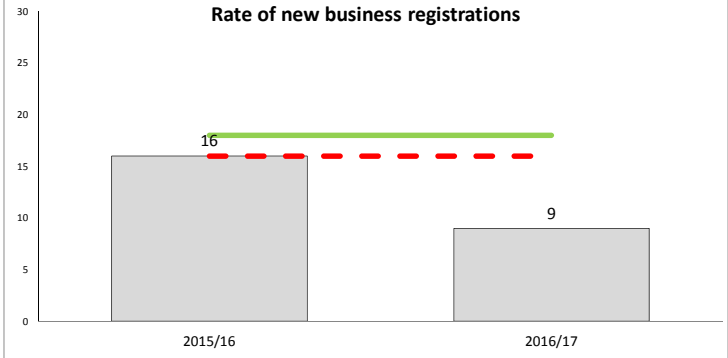
2.4d	Community Equalities Forums develop action plans to address issues raised and work with partners to deliver them	Sharon Godman (GOV)	30/09/16	Delayed	80%	The council commissions three equalities forums aimed at empowering new residents and refugees and members of our LGBT and Disabled communities. All three forums have identified a range of actions during Y1 of delivery through themed events involving service users and stakeholders. Actions identified have also been fed in to the Tower Hamlets Equalities Steering Group (THESG) where appropriate. At present 80% of all actions identified have been delivered with the remaining areas being rolled forward as part of the Y2 work programme for the forums. Delays have largely been due to the challenges of influencing external stakeholders to take forward actions within a timely period. Despite this, all actions are expected to be completed by the end of the contract period for each forum.
2.4d	Bring together key stakeholders to develop and deliver a cohesion action plan to strengthen community cohesion in the borough	Sharon Godman (GOV)	31/03/17	Delayed	70%	A Cohesion Working Group, chaired by Cllr Khatun and comprised of stakeholders from statutory and voluntary sectors, was set up and launched in April 2016 with a view to coordinate and strengthen cohesion activities across the borough. The group has met three times and maintains a virtual discussion network in between meetings. The group has agreed on a single definition of community cohesion which will be used to define cohesion activity and outcomes within the council and across partners and has fed cohesion interests into the delivery of local services and programmes such as the issue of loneliness in the borough, development of an ASB strategy, Youth Services review and the shaping of Section 106-funded and Co-production Pilot Cohesion programmes. Delivery of a cohesion plan for the borough has been delayed due to the Casey Review and the need to wait for a formal response from the Government to ensure local and national priorities are aligned. This is expected to be completed in Q3/4 2017/18 assuming the suggested timeframe for a the Government's response (spring 2017) is not substantially delayed by the general election. We are currently undertaking a mapping exercise of all Cohesion service providers in the borough to help with the development of a plan. This is expected to be completed by Q3 2017/18.


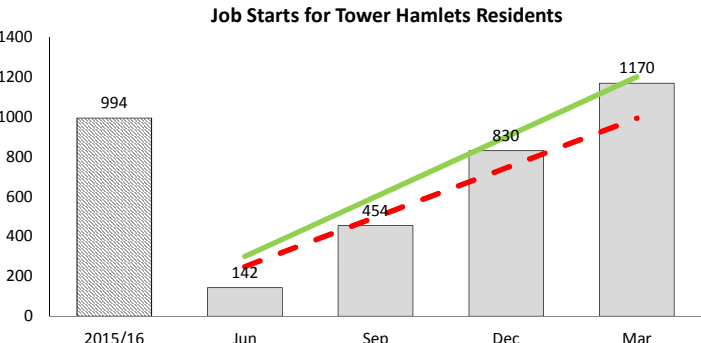
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4e	Deliver our Prevent programme to tackle radicalisation	Deputy Mayor and Cabinet Member for Community Safety	31/03/17	Completed	100%	Bidding to Home Office completed and 5 projects funded for 2016-17; Prevent Delivery Action Plan completed and signed off; Round table national forum established with Home Office to share good practice and peer support involving both Members and officers
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
2.4e	Bid for funded projects via the Home Office	(HAC)	31/07/16	Completed	100%	Bidding complete and 5 projects funded for 2016-17
2.4e	Complete a local Prevent Delivery Action Plan based on funded projects and signed off by the Prevent Board	(HAC)	31/08/16	Completed	100%	Completed and signed off by the Prevent Board
2.4e	Complete an annual review of activity and the action plan with outcomes achieved	(HAC)	31/03/17	Completed	100%	To be presented and fed back to May 2017 Prevent Board for sign off of activity for 2016/17.
2.4e	Establish a cross borough forum to address radicalism	(HAC)	31/03/17	Completed	100%	Have established with the Home office a round table national forum including London boroughs and national LA and this has met three time in 2016. This continues to meet to discuss national and local good practice and offer peer on peer support. This involves members as well as officers
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4f	Increase participation in our core cultural offer specific to Idea Stores and Leisure Centres	Cabinet Member for Culture	31/03/17	Completed	100%	Community Engagement Plans for the both the Leisure Management Contract and Poplar Baths have been produced. GLL are currently implementing the action plans associated with each of these plans across the borough, targeting under-represented inactive groups such as older people, women and girls, disabled people and young people. Website (Idea Store, Local History and Digital Gallery) updated with over 4000 digital images transferred from Island History Trust community archive, thanks to Tower Project pre-apprenticeship; CALM online catalogue updated with new records weekly
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
2.4f	Implement the renewed Idea Stores Strategy	Shazia Hussain (RES)	31/10/16	Completed	100%	Idea stores Strategy delivered
2.4f	Further develop Idea Stores engagement, including delivery of employment and job brokerage services	Shazia Hussain (RES)	31/03/17	Completed	100%	Job clubs in Idea Stores but offer under review in the light of launch of Work path in April 2017
2.4f	Consult on the draft Leisure Facilities Strategy	Shazia Hussain (RES)	31/10/16	Completed	100%	Consultation, including market research, took place between summer and autumn 2016.
2.4f	Deliver an annual Community Engagement Plan with the leisure provider GLL	Shazia Hussain (RES)	31/03/17	Completed	100%	Community Engagement Plans for the both the Leisure Management Contract and Poplar Baths have been produced. GLL are currently implementing the action plans associated with each of these plans across the borough, targeting under-represented inactive groups such as older people, women and girls, disabled people and young people.
2.4f	Further develop the digital access offer and enhanced archiving proposals for the borough's history archives	Shazia Hussain (RES)	31/03/17	Completed	100%	Website (Idea Store, Local History and Digital Gallery) updated with over 4000 digital images transferred from Island History Trust community archive, thanks to Tower Project pre-apprenticeship; CALM online catalogue updated with new records weekly
2.4f	Develop and deliver a communications programme on the council's core cultural offer	Shazia Hussain (RES) Andreas Christophorou (GOV)	31/03/17	Completed	100%	Delivered through a series of articles through my East End and public events on the cultural portfolio.


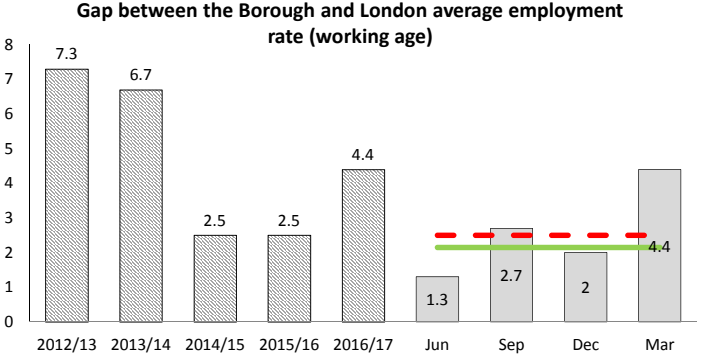
Priority 3: Working smarter together as one team with our partners and community						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
EOa	Make best use of council resources through effective procurement, exploiting the value and use of assets and maximising income from local growth	Cabinet Member for Resources	31/03/17	Overdue	25%	Delivery of activity led by Resources and Place. All PLACE activities within the Best Value Action plan are complete with the Community Buildings Report considered by Cabinet in December 16. The high level operational property review has been deferred to 2017/18. This piece of work is also awaiting key service plans and strategies to assess utilisation rates and other property related matters. A new permanent member of staff has joined the team and will be able to undertake this work after an initial period of dealing with a backlog.
Milestone		Lead Officer	Deadline	Status	Status	Q2 Comments
EOa	Deliver all activities within the Property Best Value Action Plan	Ann Sutcliffe (PLACE)	31/05/16	Overdue	75%	Outstanding actions which include community buildings and the property review are being progressed. A community buildings report was presented to Cabinet in November 2016 and recommendations were endorsed, which includes the creation of community hubs. However, due to staff resourcing issues and other more priority issues such as the community building review taking precedence, the high level operational property review and subsequent review of poorest performing buildings has slipped into 2017/18 (see below).
EOa	Undertake a high level operational property review	Ann Sutcliffe (PLACE)	30/09/16	Overdue	0%	Deferred to 2017/18. This has been delayed due to staffing levels and a number of other high-level priority issues (such as the community buildings review). In addition, the service is awaiting key strategies and service delivery plans which allow an assessment to be made of utilisation rates and other property-related matters. A new permanent member of staff has joined the team and will be able to undertake this work after an initial period of dealing with a backlog.
EOa	Undertake a detailed review of the top 20% of the poorest performing buildings (arising from the high level operational property review)	Ann Sutcliffe (PLACE)	31/03/17	Overdue	0%	As above
EOa	Deliver all activities within the Procurement Best Value Action Plan	Neville Murton (RES)	30/04/16	Completed	100%	All actions within the Procurement Best Value Action Plan have been completed.
EOa	Ensure a new central Procurement Service structure is in place, delivering compliance and efficient planned activity	Neville Murton (RES)	31/10/16	Delayed	30%	A Procurement restructure was agreed as part of the Council's 2017/18 savings and is now incorporated into the Business Support Programme.
EOa	Maximise income from local growth	Roger Jones (RES)	31/03/17	Completed	100%	The Council Tax and Ratebase has grown considerably again this year achieving surpluses over anticipated budgeted income in both areas. This will continue in 17/18 as we look to develop the role of Income Maximisation across all directorates and increase in year collection and reduce uncollected debt.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
EOb	Ensure an organisational culture based on transparency, trust and effective relationships	Executive Mayor	31/03/17	Completed	100%	Action Plan to support improved working relationships informed by the SOLACE review has been developed; revised whistleblowing policy published; revised scrutiny arrangements in place from the start of the municipal year; all activities within the Organisational Culture Best Value Action Plan have either been or are in the process of being completed.
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
EOb	Develop the corporate parenting model to support all partners to play a greater role	Nasima Patel (CS)	30/04/16	Completed	100%	Terms of reference were reviewed in June 2016 and aligned to the new Children and Social Work Bill. This was approved by the Corporate Parenting Board. The action plan involves commitment from all areas of the Council. Delivery is monitored through the Corporate Parenting Board.
EOb	Develop an Action Plan to support improved working relationships informed by the SOLACE review	Graham White (GOV)	31/05/16	Completed	100%	Working with SOLACE, an action plan has been developed. It is based around four work streams (2 primary and 2 contributory). Progress updates are provided to the Corporate Management Team Transformation Board on a quarterly basis. Each stream is being led by a member of CMT to ensure interaction between the streams, maintaining a clear and collaborative vision.
EOb	Communicate revised approach to Whistleblowing (tbc)	Minesh Jani, Stuart Young (RES)	30/06/16	Completed	100%	Updated Whistleblowing Policy has been approved at Audit Committee and published on the Council's website.


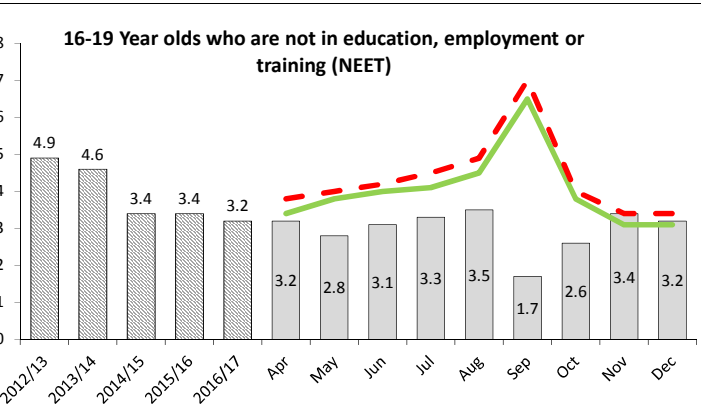
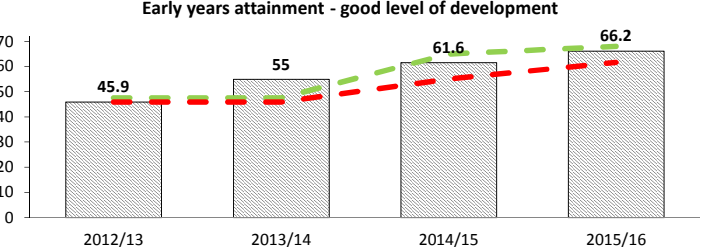
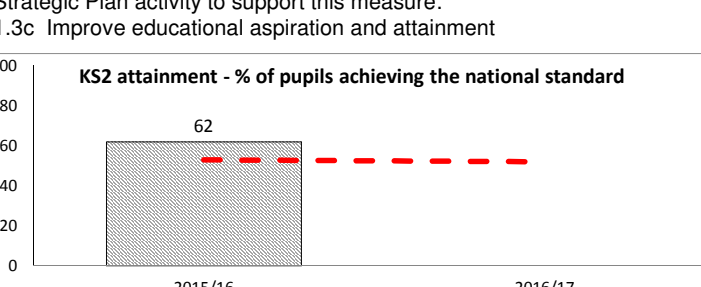
EOb	Implement revised scrutiny arrangements to support improved transparency	Sharon Godman (GOV)	30/09/16	Completed	100%	Revised scrutiny arrangements have been in place since the beginning of the municipal year including the establishment of a housing and grants scrutiny sub committee. All committees have developed a work programme which includes items to be considered at meetings and in depth reviews. OSC meetings have been moved week before Cabinet to enable greater pre-decision scrutiny and opportunity for executive to respond to scrutiny comments.
EOb	Undertake a review of Health and Safety governance	Roy Ormsby (PLACE)	31/10/16	Completed	100%	Review concluded and reported to CMT in November 2016.
EOb	Deliver all activities within the Organisational Culture Best Value Action Plan	Graham White (GOV)	31/12/16	Completed	100%	All activities within the Organisational Culture Best Value Action Plan have either been or are in the process of being completed. An update to the SoS was submitted in March 2017 detailing progress and outstanding work will be completed through the Best Value Improvement Plan 2017-18.
EOb	Report progress on implementing the findings of the Overview and Scrutiny Transparency Commission and the Mayor's Transparency Protocol	Graham White (GOV)	31/03/17	Completed	100%	Cabinet received an update on the progress of implementation of the Mayor's Transparency Protocol and actions to implement the recommendations of the OSC Transparency Commission at their meeting on 4th Oct 2016. A further update will be provided around October 2017.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
EOc	Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre	Cabinet Member for Resources	31/03/17	Delayed	N/A	Delivery of activity led by Resources and D&R. Initial discussions have taken place with the landlord of Mulberry Place to secure a short-term extension of the current lease. A report will be submitted to Cabinet in June/July 2017, setting out the procurement route for a contractor partner (Civic Centre) and seeking the adoption of a capital estimate. Soft market testing will take place in the interim in order to generate market interest.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
EOc	Appoint an architect-led design team for the civic centre project	Ann Sutcliffe (PLACE)	30/04/16	Completed	100%	Allford Hall Monaghan Morris were appointed in early April as the lead consultant and designer, as part of a wider multi-disciplinary design team.
EOc	Develop a Resource Plan to fund transformation and the new Civic Centre	Neville Murton (RES)	30/06/16	Delayed	50%	As part of the 2017/18 budget setting process a £25m Transformation Reserve was established. Reserves also exist for the Civic Centre project and finance input into the Civic Centre programme board is focussed at validating the costs and establishing a funding strategy.
EOc	Agree the business continuity plan for Mulberry Place	Ann Sutcliffe (PLACE)	30/06/16	Completed	100%	Discussions have taken place with the landlord of Mulberry Place to secure a short-term extension of the current lease.
EOc	Complete priority surveys for the old Royal London Hospital site	Ann Sutcliffe (PLACE)	31/07/16	Completed	100%	All priority surveys have now been completed. A number of additional surveys are currently being carried out.
EOc	Commence a corporate service Transformation Programme	Zena Cooke (RES)	31/08/16	Completed	100%	The corporate service transformation programme has commenced.
EOc	Agree the procurement route for contractor partner (Civic Centre)	Ann Sutcliffe (PLACE)	30/09/16	Overdue	50%	This report has been delayed pending the sign-off of the stage 2 report (which has now taken place). Further discussions are currently taking place and a report is to be submitted to Cabinet in June/July 2017, setting out the procurement route and seeking the adoption of a capital estimate. Soft market testing will take place in the interim in order to generate market interest.
EOc	Produce the council's MTFS including the budget for 2017/18	Neville Murton (RES)	10/01/17	Completed	100%	The Council's MTFS was agreed by the Council in February 2017.
EOc	Develop the strategic ICT partnership	Sean Green (RES)	31/03/17	Completed	100%	Contract renegotiated and governance arrangements strengthened, revised and improved performance arrangements implemented.
EOc	Develop and implement the council's Digital Transformation Programme	Sean Green (RES)	31/03/17	Delayed	20%	Initial Strategy completed, further work being undertaken to ensure alignment with the wider transformation programme.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
E0d	Develop an effective workforce strategy, with appropriate skills and representative of the community	Cabinet Member for Resources	31/08/16	Completed	100%	The Council has produced a five year Workforce Strategy and Action Plan and regular update on performance is reported to the Council's Senior Management Team. A programme of learning and development which takes account of organisational needs has been developed and will be delivered through the Council's Transformation Programme. The Council is the second highest employer with senior earners who are from an ethnic minority and the third highest employer of senior earners who have a disability in London.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
E0d	Develop the Workforce Strategy	Stuart Young (RES)	30/04/16	Completed	100%	The Council's workforce strategy has been developed and agreed by the Corporate Management Team in March 2016.
E0d	Identify and agree workforce performance indicators and targets for 2016/17 and future years	Stuart Young (RES)	30/06/16	Completed	100%	The workforce performance indicators and targets were agreed as part of the strategy.
E0d	Develop a 5 year workforce plan detailing actions, timescales and resource requirements to achieve the workforce strategy	Stuart Young (RES)	30/06/16	Completed	100%	Actions, timescales and resource requirements are set out in the workforce strategy with regular updates to the Corporate Management Team.
E0d	Commission a staff engagement programme and a learning and development programme, taking account of organisational need and aligned to workforce principles	Stuart Young (RES)	31/08/16	Completed	100%	These actions are included in the HR Transformation Programme. A learning and development report was presented to CMT in October to agree the future training offer.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
Eoe	Nurture an outward looking culture, by asserting our place and relationships in London	Executive Mayor	31/03/17	Completed	100%	Tower Hamlets is now an associate member of Central London Forward (CLF), and is progressing the joint commissioning of the Department for Work and Pensions Work and Health Programme with the other nine CLF Boroughs. In addition Tower Hamlets continues with its Borough-level health devolution project which has now become the Tower Hamlets Together service. Moving forwards, Tower Hamlets will be part of the NHS's North East London Sustainability and Transformation Plan footprint through which further health devolution is likely to occur.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Eoe	Work alongside other Central London authorities as part of the Area Based Skills Review	Shazia Hussain (RES), Chris Holme (PLACE)	30/06/16	Completed	100%	Milestone complete
Eoe	Collaborate with other London Boroughs and the GLA to develop new Programmes that addresses local needs	Chris Holme (PLACE)	31/10/16	Completed	100%	Milestone complete
Eoe	Report progress on the multi-borough Integrated Care Pioneer programme involving Newham and Waltham Forest	Luke Addams (HAC)	31/03/17	Completed	100%	Milestone complete
Eoe	Review the Council's approach to sub-regional devolution and joint working with other London Boroughs	Sharon Godman (GOV)	31/03/17	Completed	100%	Tower Hamlets is now an associate member of Central London Forward (CLF), and is progressing the joint commissioning of the Department for Work and Pensions Work and Health Programme with the other nine CLF Boroughs. In addition Tower Hamlets continues with its Borough-level health devolution project which has now become the Tower Hamlets Together service. Moving forwards, Tower Hamlets will be part of the NHS's North East London Sustainability and Transformation Plan footprint through which further health devolution is likely to occur.


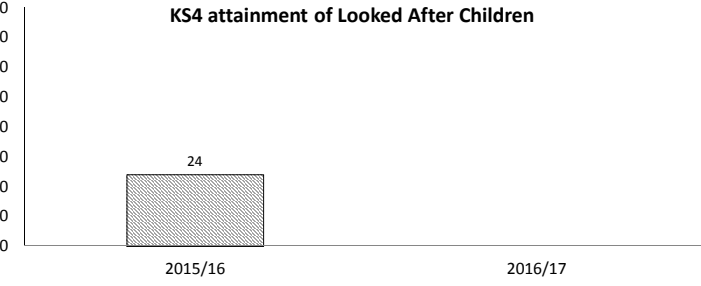
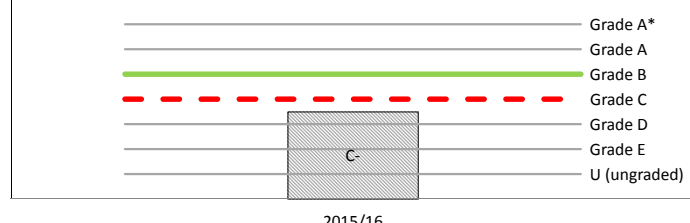
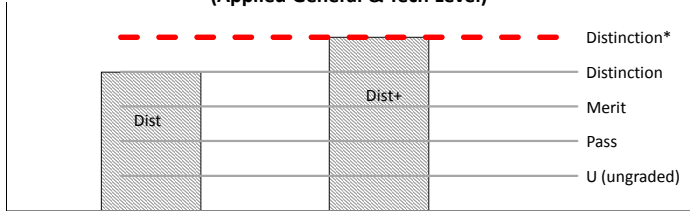
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Creating opportunity by supporting aspiration and tackling poverty							
A dynamic local economy with high levels of growth benefiting us							
<p>Number of businesses supported through Council activities</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.1b: Implement a programme of business support for Tower Hamlets businesses and entrepreneurs</p> 	N/A	120	240	265	GREEN	N/A
<p>Commentary for March 2017: Due to the delayed start of relevant projects outputs were not achieved as projected, but momentum increased from Q3. East London Business Place had been contracted to deliver the 'Action for New Enterprise Programme', delivering entrepreneurship training through referrals. YKTO group and Destination CMS were also contracted to provide small business with training and support on retail marketing and supply (Strategic Activity 1.1b). Due to concerted efforts, Q4 produced an additional 192 businesses supported giving us a cumulative total of 265 for 2016/17, this gives a good foundation for delivery in 2017/18 where 2 more projects supporting Tower Hamlets' businesses will begin delivery.</p>							
<p>Rate of new business registrations</p> <p>Measured in: Number Good Performance: Higher</p>		16	16	18	9	RED	↓
<p>Commentary for March 2017: Target not met. 16% increase in the registration of Tower Hamlets based businesses would have equated to 2,311, 18% equates to 2522. Over the last 3 years, registrations have increased an average of 9.9%. The reported 9.1% increase since last year equates to 1,320 new TH business registrations where London has seen a 7.2% increase in the same period, 7.13% without those registering in Tower Hamlets. The 15,765 total registered TH businesses equates to 4.12% of London's total business registrations.</p>							


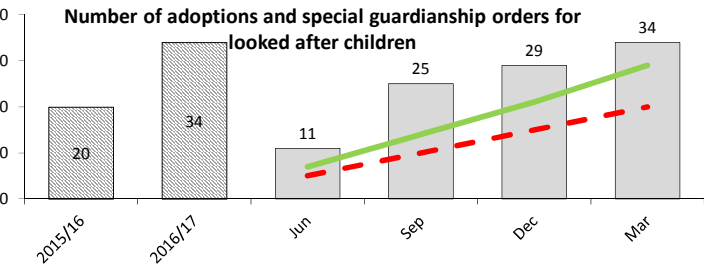
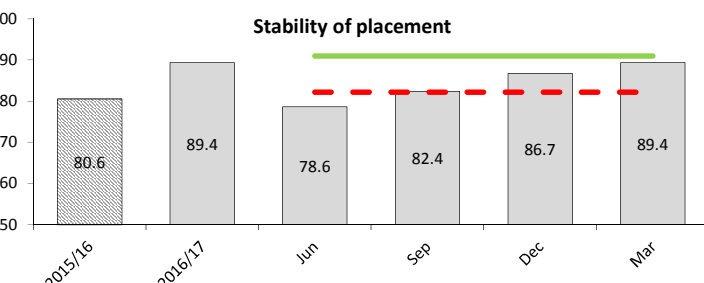
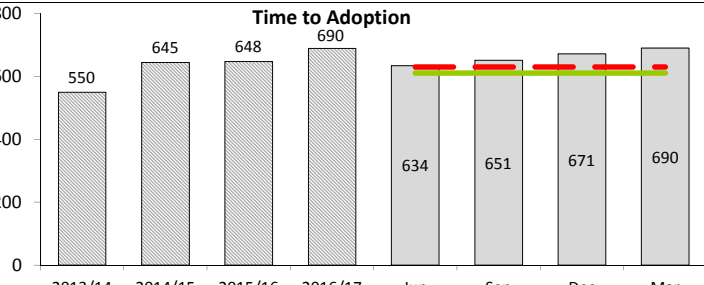
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																								
More residents in good-quality, well-paid jobs																															
Number of residents supported into sustainable jobs through the employment & skills programme	Strategic Plan activity to support this measure: 1.2a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work 1.2b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs																														
Measured in: Number Good Performance: Higher	 <table border="1" data-bbox="465 438 1164 782"> <caption>Job Starts for Tower Hamlets Residents</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Minimum</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>994</td> <td>994</td> <td>1200</td> </tr> <tr> <td>Jun</td> <td>142</td> <td>142</td> <td>~300</td> </tr> <tr> <td>Sep</td> <td>454</td> <td>454</td> <td>~500</td> </tr> <tr> <td>Dec</td> <td>830</td> <td>830</td> <td>~900</td> </tr> <tr> <td>Mar</td> <td>1170</td> <td>1170</td> <td>1200</td> </tr> </tbody> </table>	Period	Actual	Minimum	Target	2015/16	994	994	1200	Jun	142	142	~300	Sep	454	454	~500	Dec	830	830	~900	Mar	1170	1170	1200	994	994	1200	1170	AMBER	↑
Period	Actual	Minimum	Target																												
2015/16	994	994	1200																												
Jun	142	142	~300																												
Sep	454	454	~500																												
Dec	830	830	~900																												
Mar	1170	1170	1200																												
Commentary for March 2017: The Raising Aspirations delivery model and ESF programme was implemented January 2016 and 1170 job starts have been achieved by year-end 16/17 through the employment and skills programmes, which is 2.5% below the upper target of 1200 and 17.7% over the lower target of 994. This success has been supported by the Council's work to develop an Integrated Employment Service (Strategic Activity 1.2b), strengthening partnership working and cross referrals with services and departments across the Council and key providers, delivering and profiling a series of targeted programmes. Key partners include the Troubled Families team, Job Centre Plus, Poplar Harca, Housing Options, the Careers Service, Drug and Alcohol Team, Intergrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents. The Employment Service focus since the last financial year has shifted to economically inactive and long-term unemployed groups of residents (Residents furthest from the Labour Market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment.																															


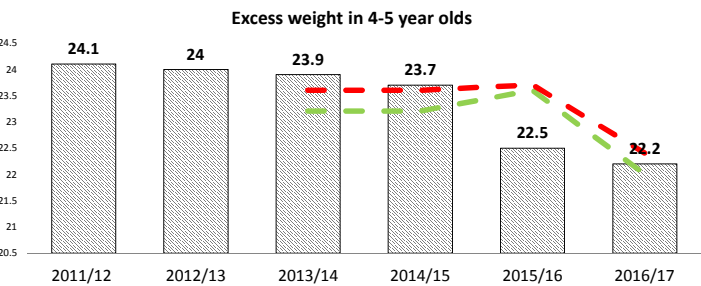
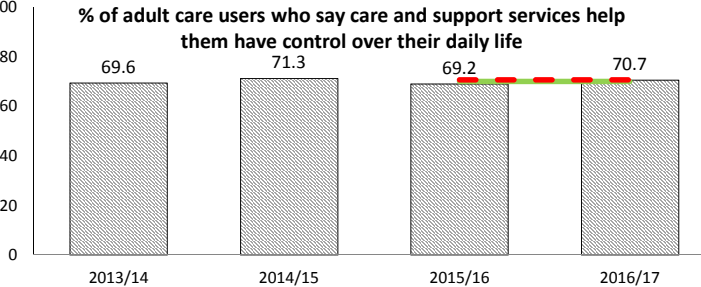
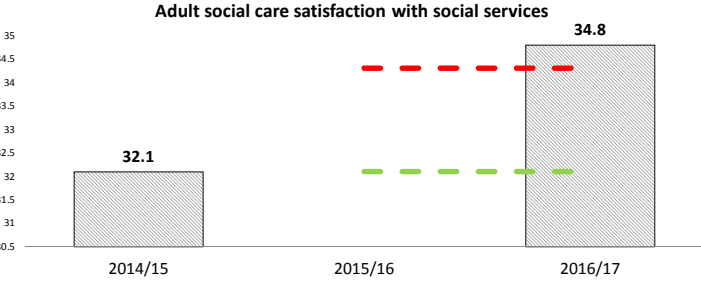
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																				
<p>Overall employment rate - gap between the Borough and London average rate (working age) (ppts)</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support this measure: 2.1 a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work 2.1 b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs</p>	2.50	2.50	2.15	4.40	RED	↓																				
	<p>Gap between the Borough and London average employment rate (working age)</p>  <table border="1"> <caption>Gap between the Borough and London average employment rate (working age)</caption> <thead> <tr> <th>Year</th> <th>Gap (ppts)</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>7.3</td></tr> <tr><td>2013/14</td><td>6.7</td></tr> <tr><td>2014/15</td><td>2.5</td></tr> <tr><td>2015/16</td><td>2.5</td></tr> <tr><td>2016/17</td><td>4.4</td></tr> <tr><td>Jun</td><td>1.3</td></tr> <tr><td>Sep</td><td>2.7</td></tr> <tr><td>Dec</td><td>2</td></tr> <tr><td>Mar</td><td>4.4</td></tr> </tbody> </table>	Year	Gap (ppts)	2012/13	7.3	2013/14	6.7	2014/15	2.5	2015/16	2.5	2016/17	4.4	Jun	1.3	Sep	2.7	Dec	2	Mar	4.4	<p>The Tower Hamlets employment rate has decreased 2.2ppts since last quarters reporting, whilst the London average has increased 0.2ppts. Whilst London has seen a 1.09% increase in the working age population, Tower Hamlets has seen a 3.33% increase. The data for the employment rate is taken from the Annual Population Survey. This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the Tower Hamlets employment rate is 4.2% compared to 0.7% for London which means that the actual rate for Tower Hamlets could in fact be much higher.</p> <p>When comparing Tower Hamlets performance against the East London Growth boroughs' employment rates (Hackney, Greenwich, Barking and Dagenham, Waltham Forest, Newham), Tower Hamlets currently has the 4th highest employment rate, the 3rd highest net increase since this time last year, the second highest numbers of residents of working age in employment and the largest net increase of working age residents over the last year.</p> <p>It is worth noting however the Council has facilitated 1170 residents into employment in 16/17 through the employment and skills programmes, 17.7% above the lower target for the year of 994. This success has been supported by the Council's work to develop an Integrated Employment Service (Strategic Activity 1.2b), strengthening partnership working and cross referrals with services and departments across the Council and key providers, delivering and profiling a series of targeted programmes. This is being</p> <p>supported by Partnership development activities and formal Memorandum of Understanding agreements which are in place and increasing. The Council has also recently launched its 'WorkPath' employment service for residents.</p>					
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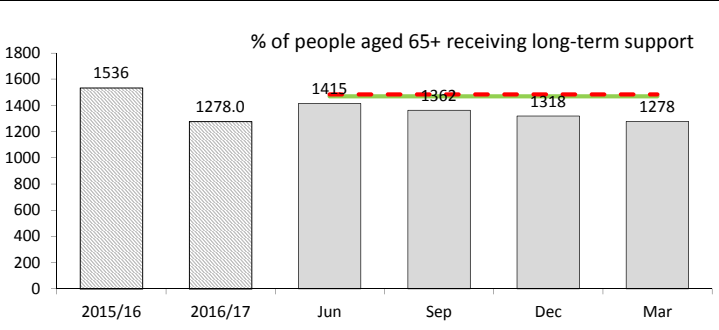
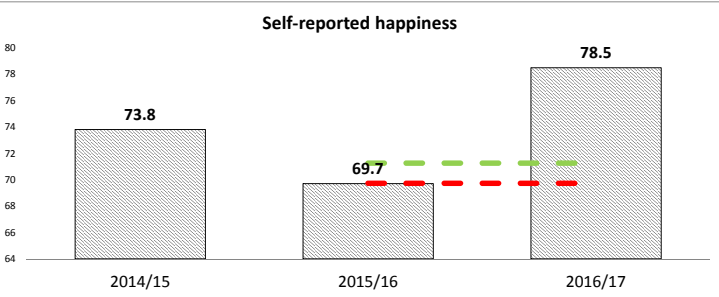
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																														
Young people realising their potential																																					
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.3e Improve educational and vocational provision at post-16</p>  <table border="1"> <caption>16-19 Year olds who are not in education, employment or training (NEET)</caption> <thead> <tr> <th>Year/Period</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>4.9</td></tr> <tr><td>2013/14</td><td>4.6</td></tr> <tr><td>2014/15</td><td>3.4</td></tr> <tr><td>2015/16</td><td>3.4</td></tr> <tr><td>2016/17</td><td>3.2</td></tr> <tr><td>Apr</td><td>3.2</td></tr> <tr><td>May</td><td>2.8</td></tr> <tr><td>Jun</td><td>3.1</td></tr> <tr><td>Jul</td><td>3.3</td></tr> <tr><td>Aug</td><td>3.5</td></tr> <tr><td>Sep</td><td>1.7</td></tr> <tr><td>Oct</td><td>2.6</td></tr> <tr><td>Nov</td><td>3.4</td></tr> <tr><td>Dec</td><td>3.2</td></tr> </tbody> </table>	Year/Period	Value (%)	2012/13	4.9	2013/14	4.6	2014/15	3.4	2015/16	3.4	2016/17	3.2	Apr	3.2	May	2.8	Jun	3.1	Jul	3.3	Aug	3.5	Sep	1.7	Oct	2.6	Nov	3.4	Dec	3.2	3.40	3.40	3.10	3.20	AMBER	↑
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<p>FINAL OUTTURN</p> <p>Monthly result for December 2016 is 3.2 percent of 16-19 year olds were not in education, employment or training (NEET).</p> <p>The annual outturn for this measure is also 3.2 percent, this figure is an average of the November (3.4%), December (3.2%), and January (2.9%) NEETs.</p> <p>Please note that the DfE have changed the cohort rules for collating NEET figures from 1st September 2016, which now means that the NEET figures are combined with our Not Known figures. For this combined measure, the annual outturn was 7.5% where 3.2% (519 young people) are NEET and 3.6% (589 young people) are Not Known.</p>																																					
<p>Early Years Foundation Profile - achievement of a good level of development</p> <p>Measured in % Good performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p>  <table border="1"> <caption>Early years attainment - good level of development</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>45.9</td></tr> <tr><td>2013/14</td><td>55</td></tr> <tr><td>2014/15</td><td>61.6</td></tr> <tr><td>2015/16</td><td>66.2</td></tr> </tbody> </table>	Year	Value (%)	2012/13	45.9	2013/14	55	2014/15	61.6	2015/16	66.2	61.60	61.6	68.0	66.2	AMBER	↑																				
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<p>FINAL</p> <p>We have exceeded the minimum target for 2016, and 66.2% represents another significant year on year improvement (4.6% points) for this measure of early years educational attainment. This is lower than the London and national average for 2016, but is a reduction of the gap between TH performance and these comparators since last year, by 1.5 and 1.6 % points respectively.</p>																																					
<p>Key Stage 2 Achievement: Percentage of children achieving the national standard (all children)</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p>  <table border="1"> <caption>KS2 attainment - % of pupils achieving the national standard</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2015/16</td><td>62</td></tr> <tr><td>2016/17</td><td>N/A</td></tr> </tbody> </table>	Year	Value (%)	2015/16	62	2016/17	N/A	N/A	Above national & London Ave	N/A	62.00	GREEN	N/A																								
Year	Value (%)																																				
2015/16	62																																				
2016/17	N/A																																				
<p>FINAL - Summer 2016 exams</p> <p>Final outturn for Tower Hamlets is 62 percent. Final national average for this new measure is 54%, meaning that Tower Hamlets' performance has exceeded this by 8% points.</p>																																					


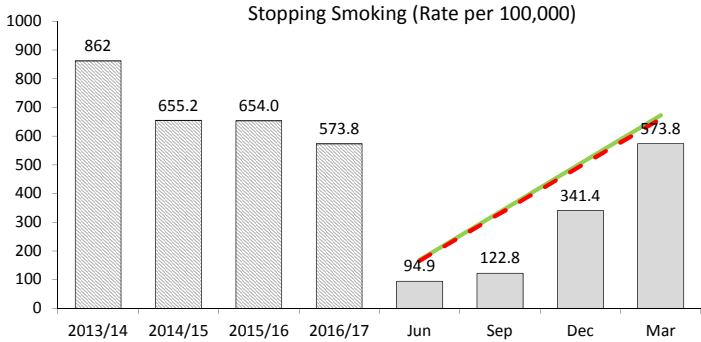
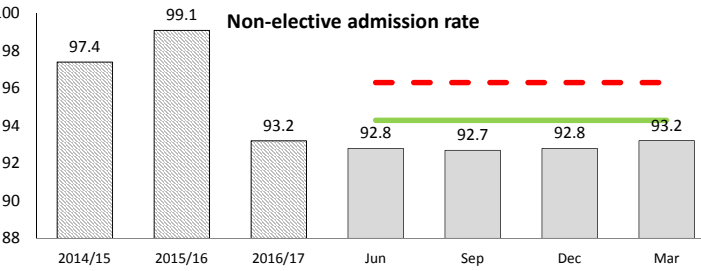
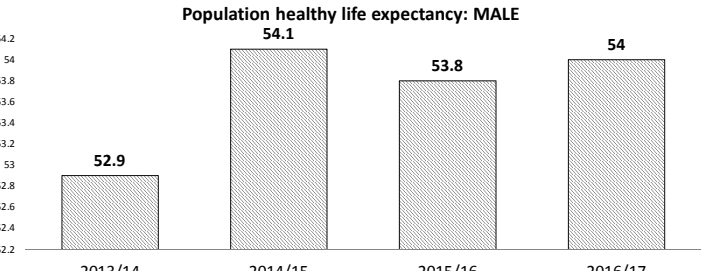
Description	Minimum ----- Target —————		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	<p>Key Stage 2 Achievement: Percentage of children achieving the national standard Looked After Children</p> <p>Measured in: Percentage Good Performance: Higher</p>			20.00	N/A	Above national & London Ave	N/A	GREEN
<p>Most recent data is for the school year 2015/16 - Summer 2016 Exams. A cohort of 9 LAC this year. 6 met the new expected standard, 3 did not. The average performance is therefore better than the overall borough performance at KS2, and performance is almost double the national and London average.</p>								
<p>Key Stage 4 (GCSE) Attainment 8</p> <p>(average point score against a basket of 8 GCSE subjects)</p> <p>Measured in: average point score Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p>		50.60	48.40	48.40	50.20	GREEN	↔
<p><u>Final - Summer 2016 exams</u> An average point score derived from performance against a basket of 8 core GCSE subjects, including English and Maths. The maximum potential score is 80.</p> <p>The minimum expectation of 48.8 for Attainment 8 represents the national average for the (state funded) early adopter schools in the 2014/15 academic year.</p> <p>The final result for Tower Hamlets was 50.2 points in this measure, above the minimum target and just above the 2015/16 national average for state-funded schools of 50.1</p>								
<p>Key Stage 4 (GCSE) Progress 8 Measures</p> <p>(comparing actual performance in Attainment 8 with expected performance from KS2)</p> <p>Measured in: Points Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p>		0.15	-0.30	N/A	0.15	GREEN	↑
<p><u>Final - Summer 2016 exams</u> Progress is based on the comparing actual performance in Attainment 8 measures with expected performance based on pupils with similar KS2 prior attainment, and expressed as the proportion of a grade e.g. +1 would indicate on average a whole grade better progress per subject than expected based on prior attainment.</p> <p>The minimum expectation of -0.3 for Progress 8 represents the national average for the (state funded) early adopter schools in 2014/15.</p> <p>The final published data indicates that we have met the minimum target with an average progress score of +0.15. This is approximately in line with performance in London, of +0.16.</p>								

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)		
<p>Key Stage 4 (GCSE) Attainment 8 (average point score against a basket of 8 GCSE subjects) Looked After Children</p> <p>Measured in: average point score Good Performance: Higher</p>	<p>KS4 attainment of Looked After Children</p> 	19.40	Above national & London Ave	N/A	24.00	N/A	↑		
<p>Most recent data is for the school year 2015/16 - Summer 2016 Exams. Final performance data indicates an average score of 27.2 against the new Attainment 8 measure. Data relates to 21 LAC at Key Stage 4. This is above the national and London average for 2016. Virtual School reports that scores for new measure fit with how LAC children attain nationally and the make-up of our cohort: the figure is depressed by children not taking 8 qualifications that count towards the measure, and some taking none at all e.g. through taking Level 1 qualifications which do not count but are appropriate for the individual child.</p>									
<p>Key Stage 5 (A Level) Average Grade: Academic Qualifications</p> <p>Measured in: Grade Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment 1.3e Improve educational and vocational provision at post-16</p>	N/A	C	B	C-	RED	N/A		
<p>KS5 (A Level) average grade: academic qualification</p> 								<p><u>Final - Summer 2016 exams</u> The final results of Summer 16 exams missed the target of an average grade B. The overall result for Summer 2016 exams was C-, just missing the minimum expectation of grade C. The Local Authority will continue to work with and support the newly established Tower Hamlets Education Partnership in driving up standards across all Key Stages. School-led improvement has proven track record in raising standards and will help unlock the capacity within the school community to support improvement</p>	
<p>Key Stage 5 (A Level) Average Grade: Vocational Qualifications</p> <p>Measured in: Grade Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment 1.3e Improve educational and vocational provision at post-16</p>	N/A	Distinction+	Distinction+	Distinction+ & Distinction	GREEN	N/A		
<p>KS5 (A Level) average grade: Vocational (Applied General & Tech Level)</p> 								<p><u>FINAL - Summer 2016 exams</u> Achieving Distinction + for Applied General qualification and Distinction for Tech Level qualification.</p>	


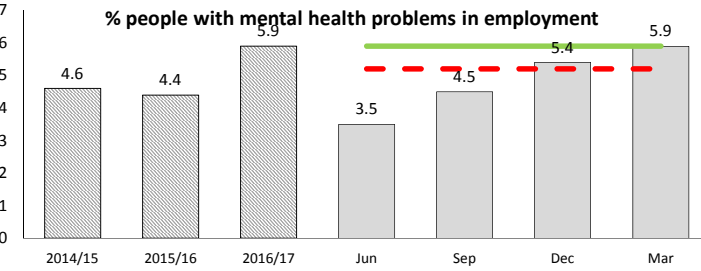
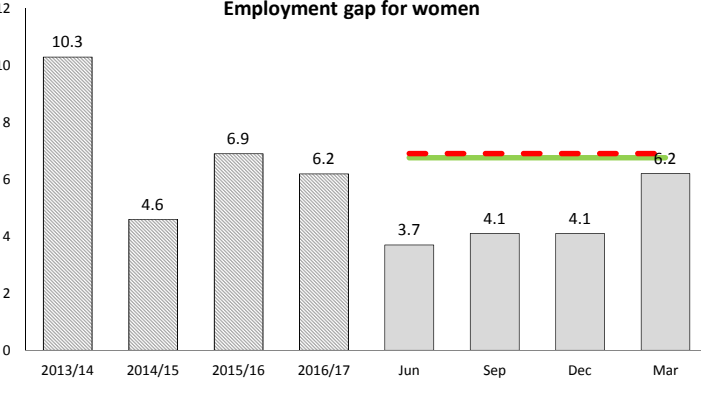
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Number of adoptions and special guardianship orders granted for looked after children</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	20.00	20.00	29.00	34.00	GREEN	↑
<p>We have exceeded the full year target, with 10 adoptions and 24 SGOs completed between April 2016-March 2017</p>							
<p>Percentage of looked after children in the same placement for two years or more</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	80.6 (P)	82.20	91.00	89.40	AMBER	↑
<p>Performance for 2016/17 is above the minimum target and close to the stretch target. There have been a number of challenges in maintaining some placements this year, often because of a carer's inability to manage fairly extreme behaviour (fire setting, physical altercation, allegations against the carers). We have a better track record of stability with local in-house provision and have increased our support to these placements by using the new onsite CAMHs team and investing in the Mockingbird initiative. This initiative supports foster carers to work as a community to support each other including giving respite and peer support. In order to better track placement stability this year, a quality assurance tracking meeting (template to be completed quarterly) will be established for children who have moved twice to prevent them triggering the third placement. We remain well above the London and national averages for this measure.</p>							
<p>Average time between a child entering care and moving in with adoptive family (Time to adoption)</p> <p>Measured in: Days Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	630	630	610	690	RED	↓
<p>There have been 45 adoptions since April 2014, 10 since April 2016 (YTD). It has taken 690 days on average to complete adoption for the three year rolling between April 2014 and March 2017. During 2016-17 10 adoptions were made, taking an average of 496 days. So annual performance has been on target, though performance in previous two years has kept our three year average above the target. Currently the PAST (Permanency & Adoption Support Team) managers are looking to place children with adopters as quickly as possible from the date of the placement order. We are also working with adopters to consider the fostering to adopt option now available. Continued performance at 2016/17 levels will bring our three year average in line with target over coming year.</p>							

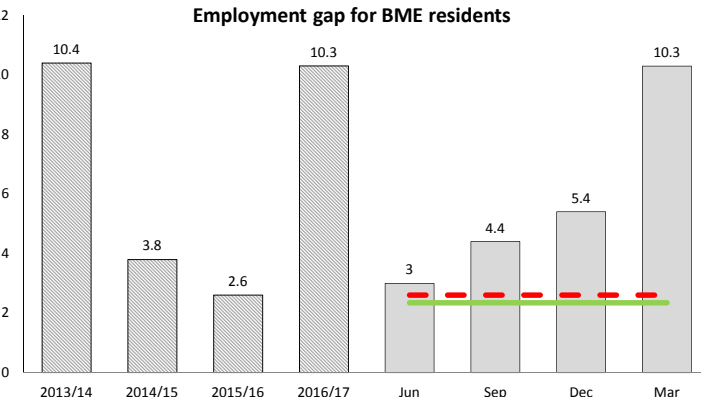
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Excess weight in 4-5 year olds</p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure:</p> 	22.5	22.4	22.0	22.2	AMBER	↔
<p>Reported annually in arrears. 2015/16 performance shows a slight improvement in the headline measure exceeding our minimum target.</p>							
<p>More people living healthily and independently for longer</p>							
<p>Percentage of adult care users who say care and support services help them have control over their daily lives</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	69.2	70.0	70.7	70.7	GREEN	↑
<p>Stretch target achieved</p>							
<p>Adult social care carer satisfaction with social services</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	32.1 (2014/15)	32.1	34.3	34.8	GREEN	↑
<p>Biannual measure. Results from the latest survey, conducted December 2016-January 2017 show an improvement in carer satisfaction, above the target set.</p>							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Proportion of people over 65 receiving long term support, per 10,000 population</p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	1536	1485	1470	1278	GREEN	N/A
<p>Self-reported happiness (sense of wellbeing)</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	69.7	71.3	69.7	78.5	GREEN	↑
<p>2,261 actual service users aged 65+ received a long term service during 2016/17, which is a reduction from the 2015/16 period from 2,626. Many of these older people will now be categorised as receiving shorter term care, of which some may require longer term support in future.</p>							
<p>Reported annually in arrears. There was a large increase in the proportion of people answering the question "Overall, how happy did you feel yesterday?" with 7-10 points on a 10 point scale, categorised as high/very high. Data relates to survey work done for 2015/16 period.</p>							


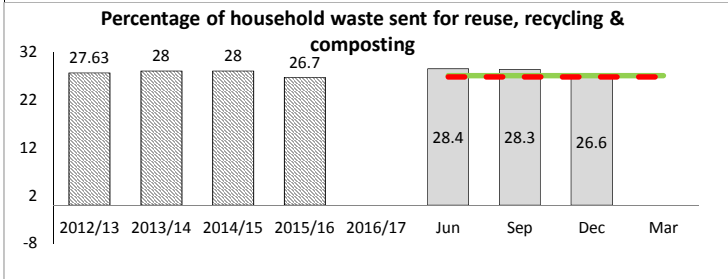
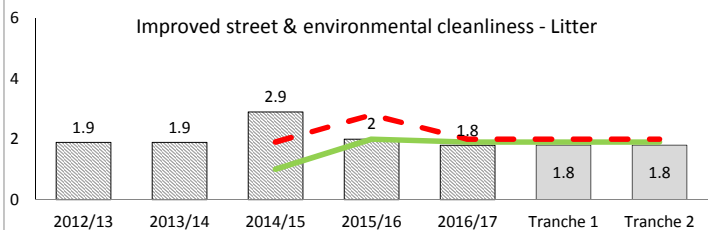
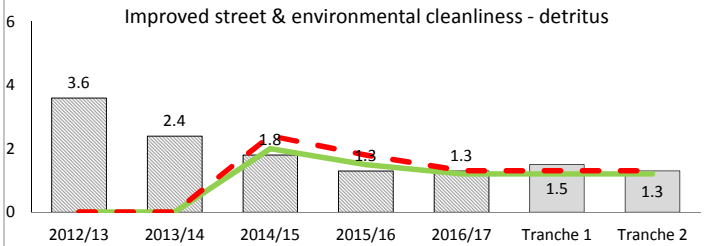
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Smoking Quitters</p> <p>Measured in: rate per 100,000 of population (aged 16+) of four-week smoking quitters who have attended NHS Stop Smoking Services . Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.4a Promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the council to actively promote the health and wellbeing of all our communities</p> 	654 per 100,000	661 per 100,000 / 1500(actual)	673 per 100,000 / 1528(actual)	573.8 per 100,000 / 1354 (actual)	RED	↓
<p>Non-Elective Admissions (Better Care Fund)</p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	99.10	96.30	94.30	93.2	GREEN	↑
<p>Population healthy life expectancy MALE</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	53.8	Not Set	Not Set	54	N/A	↑


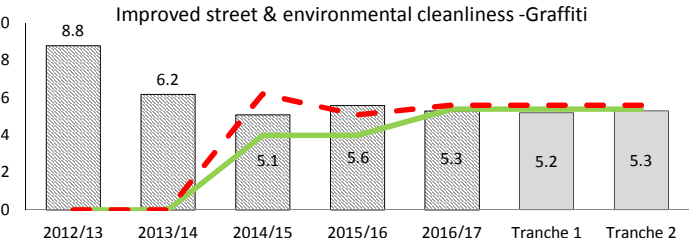
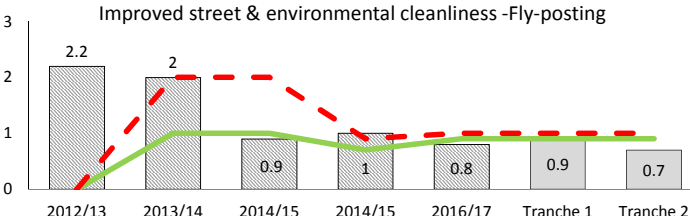
Description	Legend		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	Minimum	Target						
<p>Population healthy life expectancy FEMALE</p> <p>Measured in: Percentage Good Performance: Higher</p>			56.6	Not Set	Not Set	52	N/A	↓
<p>Reported annually in arrears. This data refers to 2013-15. This is a global indicator that reflects the cumulative impact of deprivation on the period of time a person is healthy. In Tower Hamlets, for both men and women, people develop poor health ten years earlier than the UK average. This is the headline outcome indicator of the Health and Wellbeing Strategy and is strategically addressed through improvements in wider determinants of health driven by the council (income, education, housing, environment), health improvement (promoting health eg through interventions promoting increased physical activity, healthy eating, stopping smoking and early identification and treatment of health conditions) and access to high quality integrated health and care services. These are issues addressed in both the Community Plan and the new Health and Wellbeing Strategy that is going out to consultation. Although this figure is a fallen compared to 12-14 (56.6) this is not statistically significant.</p>								
<p>Reducing inequality and embracing diversity</p>								
<p>Key Stage 2 Achievement: Percentage of children achieving the national standard (attainment gap for White British children)</p> <p>Measured in: Points Good Performance: Higher</p>	<p>Strategic Plan activity to support these attainment gap measures: 1.3c Improve educational aspiration and attainment</p>		N/A	Not Set	Not Set	-5.00	N/A	N/A
<p><u>Final - Summer 2016 exams</u></p> <p>The KS2 attainment gap for White British pupils has reduced from -9.3ppts to -5.0ppts in 2016 which exceeded the stretch target of -6.2ppts. While this has occurred during a period when the headline KS2 measure has changed, the relative performance gap between White British pupils and their peers who attained the expected standard has reduced by over a third. If performance had remained the same and only the measure itself changed then we would expect the attainment gap to have remained the same.</p>								
<p>Key Stage 4 (GCSE) Attainment & Progress 8 Achievement: (attainment gap for White British children compared to non-White British children)</p> <p>Measured in: Points Good Performance: Lower</p>			N/A	Not Set	Not Set	-6.5 -0.7	N/A	N/A
<p><u>Final - Summer 2016 exams</u></p> <p><u>Attainment 8:</u> There is a -9.1 point gap between White British and non-White British pupils for Attainment 8 measure.</p> <p><u>Progress 8:</u> The gap is -0.9, which indicates that White British pupils get on average 0.9 of a grade less than their peers even when controlling for prior attainment.</p> <p>Both of these figures constitute a new baseline for monitoring improvement in this attainment gap going forward. The cohort of White British pupils is 255, out of a total cohort of 2,573.</p>								


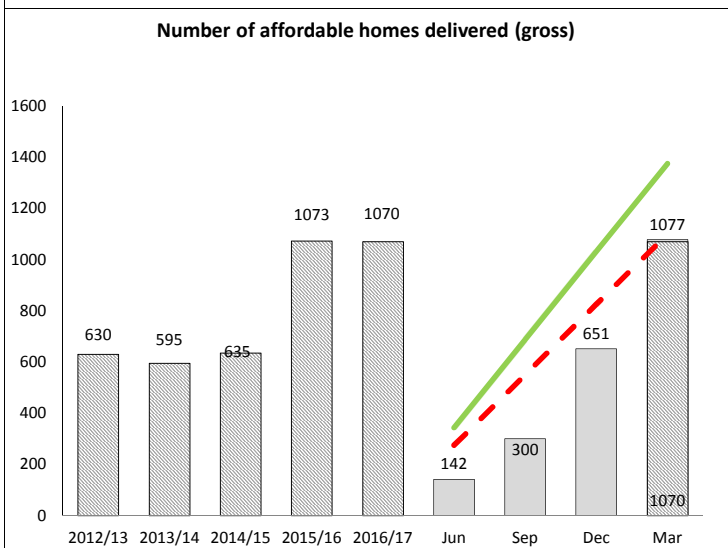
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Proportion of people with mental health problems in employment</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support milestone: 1.4d Deliver the council commitment to the Mental Health Challenge and work with local employers to tackle mental health stigma</p> 	4.4	5.2	5.9	5.9	GREEN	↑
<p>Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support these employment gap measures: 1.5b Support more women and black and minority ethnic and disabled residents into employment</p> 	6.9	6.9	6.8	6.2	GREEN	↑

Description	 --- Minimum — Target	Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Employment gap for BME residents reducing the gap between the Borough employment rate and employment rate for BME residents</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Employment gap for BME residents</p> 	2.60	2.60	2.35	10.30	RED	↓
<p>The Tower Hamlets employment rate for BME residents has decreased for the 3rd consecutive quarter to 56.1%, widening the gap with London to 10.3ppts. However, the figures from NOMIS for Tower Hamlets has a confidence level of 9.7% compared to 1.8% for London. The revised Local Economic Assessment suggests that BAME rates (particularly amongst Women) are still over represented in both unemployment and benefit claims statistics. There are a range of different barriers to work associated with BAME clients including English, basic skills and access to networks. Long term and economically inactive BAME residents will continue to be a focus for the Employment & Skills delivery service and will form part of the focus of the new integrated service development. The Council's employment and skills service reports an increase of 1.2% and 8.7% in the numbers of BME residents registering with the service and achieving a job outcome respectively, from year 2015/16 to 2016/17.</p>							
<p>Position of LBTH in London Boroughs for top 5% of earners that are female</p> <p>Measured in: quartile position Good Performance: Higher</p>	<p>Strategic Plan activities to support these workforce diversity measures: 1.5b Support more women and black and minority ethnic and disabled residents into employment EOe Develop an effective workforce strategy, with appropriate skills and representative of the community</p> <p>Workforce Diversity of senior managers - Female</p> 	2nd	2nd	1st	2nd	AMBER	↔
<p><u>Latest data relates to 2015/16 financial year.</u> Tower Hamlets Council's percentage of top 5 percent earners who are female is 52.9 percent and falls in the second quartile of all the London boroughs, and the first quartile for inner London. The percentage has risen since the last survey in 31st March 2015, when it was 49.6 percent, a rise of 6.7 percent. This compares with a median average change of +4.6percent for all London boroughs and a median average change of +1.0 percent for inner London since 31st March 2015.</p> <p>In 2014/15 LBTH were in the median range for this measure. There have been a number of recent female appointments at senior levels and this will already have had an impact on the current position. Progression to the top quartile was an ambitious target. Quartile position has been maintained.</p>							
<p>Position of LBTH in London Boroughs for top 5% of earners that are BAME</p> <p>Measured in: quartile position Good Performance: Higher</p>	<p>Workforce Diversity of senior managers - BAME</p> 	1st	1st	1st	1st	GREEN	↔
<p><u>Latest data relates to 2015/16 financial year.</u> Tower Hamlets Council's percentage of top 5 percent earners who are from black and minority ethnic groups is 27 percent and places us in the first quartile of all the London boroughs, and the first quartile for inner London. This is a rise since the last survey in 31st March 2015, when it was 25.6 percent, a rise of 5.5 percent. This compares with a median average change of -4.6 percent for all London boroughs and a median average change of +2.5 percent for inner London since 31st March 2015.</p> <p>In 2014/15 LBTH was the fourth highest employer of senior BAME staff; in 2015/16, this had risen to the second highest.</p>							


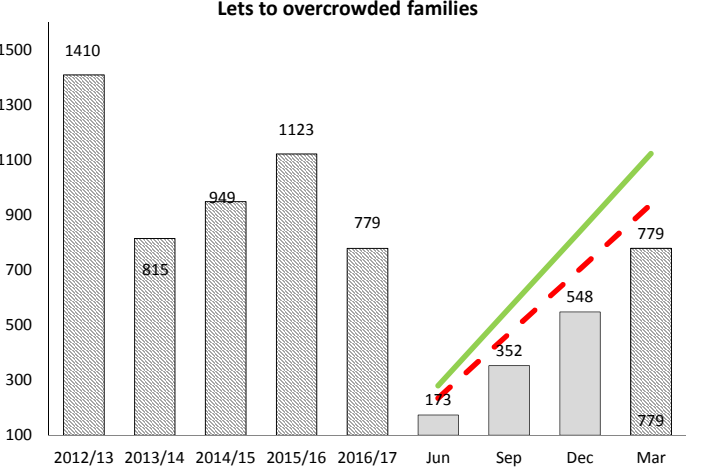
Description	Minimum ----- Target —————		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	<p>Position of LBTH in London Boroughs for top 5% of earners with a disability</p> <p>Measured in: quartile position Good Performance: Higher</p>	<p>Workforce Diversity of senior managers - Disability</p>		1st	1st	1st	1st	GREEN
<p><u>Latest data relates to 2015/16 financial year.</u></p> <p>Tower Hamlets Council's percentage of top 5 percent earners who are disabled is 8.7 percent and places the borough in the top quartile of all the London boroughs, and the top quartile for inner London. There has been a reduction since the last survey in 31st March 2015, when it was 8.8 percent, a fall of 1.1 percent. This compares with a median average change of -24.0 percent for all London boroughs and a median average change of -19.7 percent for inner London since 31st March 2015.</p> <p>In 2014/15 LBTH was fourth highest employer of senior staff with a declared disability; in 2015/16, the position has moved to third highest.</p>								

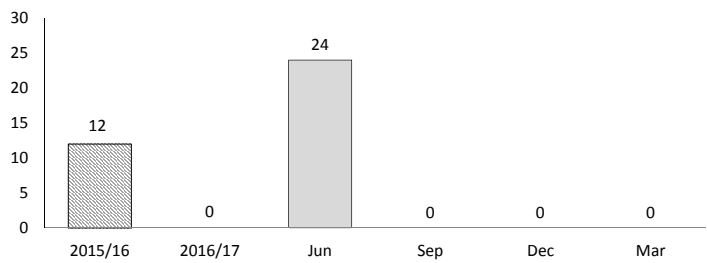
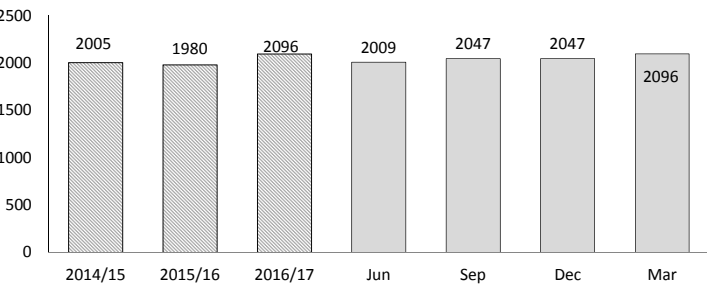
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Creating and maintaining a vibrant successful place							
An improved local environment							
Percentage of household waste sent for reuse, recycling and composting Measured in % Good performance: Higher	Strategic Plan activity to support measure: 2.1b Improve waste management and recycling performance 	26.70	26.70	27.00	27.6 (projection)	GREEN	↑
Commentary for March 2017: Data is reported a quarter in arrears. End of year performance is projected to be 27.6%, exceeding the stretch target. The recycling rate in quarter 3 was 26.6%. We have observed there is a seasonal drop in the amount of recycling waste sent for treatment every year and this affects the overall recycling rate. We are currently working together with the corporate communications team on a borough-wide waste minimization campaign. The main purpose of this campaign is to reduce waste generated in households by encouraging residents to reuse their items and making compost schemes more accessible to them among other activities. This in effect will also have a further effect on our recycling rates as waste will be diverted.							
Level of street and environmental cleanliness - litter (%) Measured in % Good performance: Lower	Strategic Plan activity to support these cleanliness measures: 2.1a Ensure that the borough is clean to the highest possible standards 	2.00	2.0	1.9	1.8	GREEN	↑
Commentary for March 2017: This target was achieved as a result of an active anti-littering campaign as well as the increase in street sweepers in the worst affected areas.							
Level of street and environmental cleanliness - detritus (%) Measured in % Good performance: Lower		1.30	1.3	1.2	1.3	AMBER	↔
Commentary for March 2017: Detritus is often an area that is affected by season and footfall hence the time the tranche was undertaken the results were not a big surprise. All of the tranche survey results have been passed to Veolia to ensure the same areas do not arise in the next survey. The detritus failure has especially been forwarded to contractors and requested that they specifically target failure areas. We are confident this will see an upturn of the results for the next survey.							


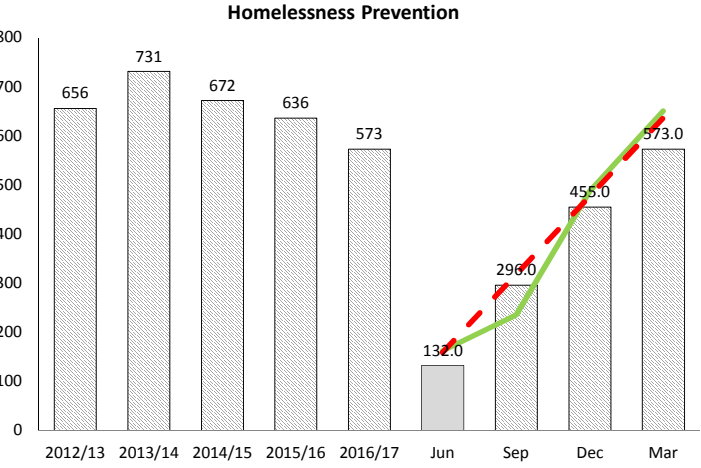
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Improved street and environmental cleanliness - graffiti (%)</p> <p>Measured in % Good performance: Lower</p>		5.60	5.6	5.4	5.3	GREEN	↑
<p>Commentary for March 2017: This target was achieved with assistance to the rezoning levels which also looked at worst areas for graffiti. Veolia also started a proactive clean up of graffiti that resulted in a quick clean up before it was reported.</p>							
<p>Improved street and environmental cleanliness - fly-posting (%)</p> <p>Measured in % Good performance: Lower</p>		1.00	1.0	0.9	0.8	GREEN	↑
<p>Commentary for March 2017: This target was achieved by the help of our enforcement officers who ran a specific project targeting serial flyposters which saw a good reduction in the total amount of flyposting in the borough.</p>							


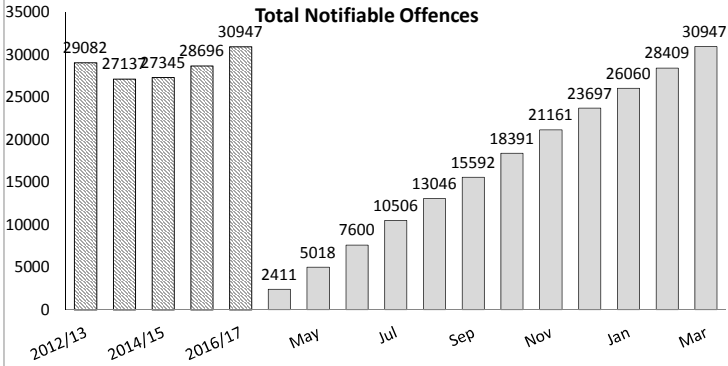
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Better quality homes for all							
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent)</p> <p>Good Performance: Higher</p>	<p>Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures</p> 	1073	1100	1375	1070	RED	↔
<p>Commentary for March 2017: 1070 affordable homes have been delivered at the end of Q4, which represents approximately 97% of the lower target for yearend (1100). 4 schemes, totalling over 100 affordable units failed to complete in March and will now deliver in 17/18. As usual, completions are weighted towards the second half of the year, with only 28% completing in the first half. Affordable delivery for 16/17 is however only 0.3% lower than the 15/16 outturn of 1073 affordable units delivered.</p> <p>As has been stated previously, there is no action plan which can remedy these failures to meet annual targets. The distribution of completions will never fall into an equal four quarter split and there is nothing that the council can do to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities. Delivery of completed units also depends on action taken several years earlier, and the council is not able to influence the number of developments that either submit satisfactory planning permissions, or then start on site. These targets do not operate in the normal way, increasing every year.</p> <p>Nevertheless it is important to note that Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. The outlook for NI 155 for 2017-18 has also improved due to the fact that some of the 16-17 schemes are now expected to complete in April 2017.</p> <p>The Council is on track to meet the Mayor's target of 1,000 new Council Homes by 2018 all of which will be at social / affordable rent. In addition, Cabinet has also agreed alternative housing delivery vehicles to maximise the numbers of affordable homes delivered. In 2016 the Council also assessed funding applications from RPs to the council's own resources, known as the Right To Buy (RTB) Receipts Programme. This process determined the best schemes to enable additional new build affordable housing to be built within the available timetable for expenditure of this funding. Two RPs have signed their grant agreements and spend will be achieved in 2017/18. The Council has re-launched the scheme and is encouraging RPs to apply for grants under Continuous Market Engagement. Delivery of housing and in particular affordable homes, will be progressed through a number of regen programme which includes the Poplar Riverside Housing Zone</p>							


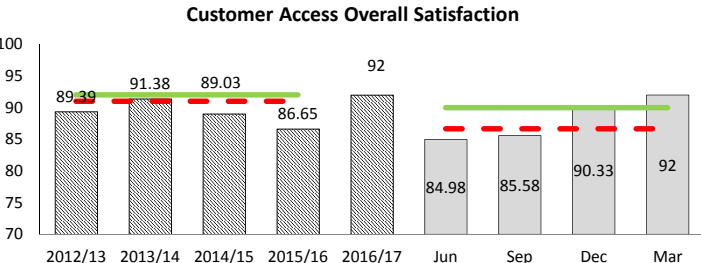
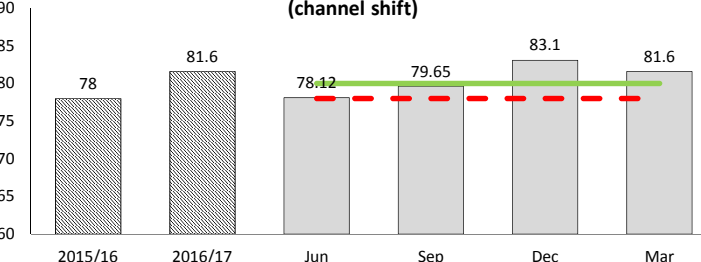
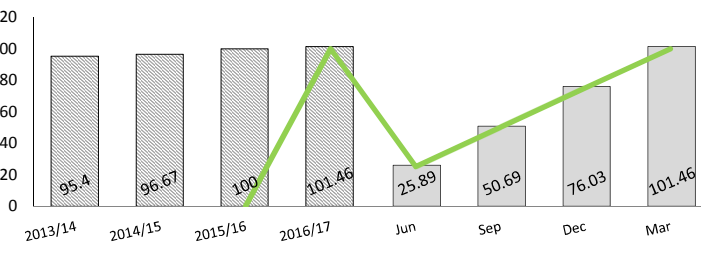
Description	Legend		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	--- Minimum	— Target						
<p>Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Number of affordable homes provided as wheelchair accessible / adaptable</p>		104	N/A	107	106	AMBER	↔
<p>Commentary for March 2017: 106 wheelchair units have been delivered at the end of Q4, which represent 9.9% of the total number of affordable delivered for the year, close to our policy target of 10%. Underperformance can be part partly attributed to by one large scheme with a permission granted by London Thames Gateway Development Corporation (LTGDC), where the permission failed to require 10% of wheelchair units. However, the mix of wheelchair units delivered this year has been good, with a larger proportion of family sized units than usual (41%). The Council aims to carry out a year end reconciliation on the percentage of wheelchair units delivered allocated to P120 clients, this will assess progress made in meeting demands and reducing the numbers on the accessible housing register.</p>								
<p>Number of affordable social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p>Social rented housing completions for family housing (gross figures only)</p>		328	349	490	326	RED	↔
<p>Commentary for March 2017: New social / affordable rented homes ending Q4 is 93% (326) of the total expected for 2016-17 (349), missing targets as total affordable delivery is below expectations. The figure of 326 family units however equates to 44.4% of all rented units, which is broadly in line with the 45% policy target. Schemes never complete evenly over the year and there is nothing that the council can do to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities. RPs and developers continued to cooperate in using the borough's recommended levels of Affordable Rents. These rent levels will be phased out and replaced with London Affordable Rents and TH Living Rents, which were agreed by Cabinet in May 17.</p>								


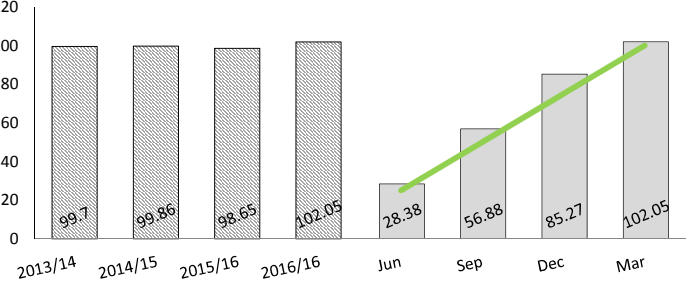
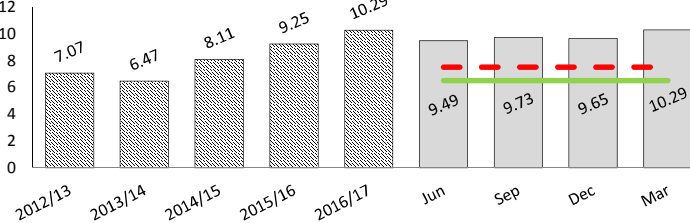
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	<p>Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures</p> 	1123	939	1123	779	RED	<p style="text-align: center;">↓</p>
<p>Commentary for March 2017: 779 overcrowded families have been rehoused up to Q4. This is below the Q4 expectation of 939. Despite facilitating Lettings Open Day events for residents and officers' best attempts to encourage applicants to exercise different housing options and to be more flexible in their bidding, the primary reason why the target has not been achieved is because of the significant reduction in the number of overall lets this financial year. Overall lets are down approximately 27% compared to last year (603 lets) which has adversely affected performance targets. Further affecting the number of overcrowded lets are other targets and priorities of the council and its partners, including the target set to rehouse applicants not in housing need – band 3 applicants. However, Cabinets decision in January 2017 to reduce lets to band 3 applicants from 10% down to 5%, slightly improved performance for year end.</p> <p>The Council has little influence over applicants' bidding strategy because of the choice based lettings scheme which allows applicants to choose what they consider suitable for them. Analysis of housing offers that were refused in 2016/17 shows that 8.27% of Registered Provider home offers were refused because of affordability issues (rents, decorating and moving costs), whilst 1.29% of council accommodation offers were refused for this reason over the same period (a difference of 6.98ppts). Other reasons given for refusing properties included instances when the properties had not been viewed and the size of properties, where the number of bedrooms was deemed insufficient or rooms were considered to be too small in size.</p> <p>The number of overcrowded applicants on the housing list has however reduced by 10% from 1 April 2014 to 1 April 2016 which is a significant achievement but also had an impact on the number of overcrowded applicants rehoused in 2016/17.</p> <p>The overall lets figure is just over 1600 for the year compared to 2207 for 15/16. This includes approximately 14 cases which are yet to be resulted on the Councils IT system. Given the competing priorities of the council and CHR partners to decant tenants, rehouse Priority Target Group applicants, under occupiers to release family size accommodation for other applicants in housing need, permanently rehousing homeless families to reduce the number of households in temporary accommodation, inevitably had an impact on the various targets set including the rehousing of overcrowded families.</p>							

Description	Legend: - - - - - Minimum ———— Target		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	Number of homeless families in B&B >6 weeks Measured in: Number Good Performance: Lower	Number of families households in B&B >6 weeks 		12	N/A	N/A	0.00	GREEN
Commentary for March 2017: The Council has sustained legal compliance in the use of B&B accommodation to house homeless families, with none being placed in B&B accommodation for longer than six weeks since September 2016, and no families in B&B at all for two weeks in March 2017. The Council has sustained its position of being the most improved borough in London on the use of B&B, such that we have been highlighted in a LGA report for good practice.								
Number of households living in temporary accommodation Measured in: Number owed a statutory duty Good Performance: Lower	Households in temporary accommodation 		1980	Not Set	Not Set	2096	N/A	↑
Commentary for March 2017: The Council did not achieve a reduction in numbers in TA. Numbers show an overall increase of 6% since this time last year. 2096 were housed under a duty accepted, up from 1980 in March 2016. Total numbers accommodated is 2210, which includes those housed under the Councils discretionary powers; this is up from 2082 in March 2016. 114 accommodated on a discretionary basis compared to 102 in March 2016. The increase in TA numbers is primarily due to a 40% reduction in the number of permanent offers to homeless households (although final lets figures for March 2017 are not yet available, and this is therefore likely to improve).								

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																																								
<p>The number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention</p> <p>Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 2.2e Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation</p>  <table border="1"> <caption>Homelessness Prevention Data</caption> <thead> <tr> <th>Year/Period</th> <th>Actual</th> <th>Minimum</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>656</td> <td>-</td> <td>-</td> </tr> <tr> <td>2013/14</td> <td>731</td> <td>-</td> <td>-</td> </tr> <tr> <td>2014/15</td> <td>672</td> <td>-</td> <td>-</td> </tr> <tr> <td>2015/16</td> <td>636</td> <td>-</td> <td>-</td> </tr> <tr> <td>2016/17</td> <td>573</td> <td>-</td> <td>-</td> </tr> <tr> <td>Jun</td> <td>132.0</td> <td>-</td> <td>-</td> </tr> <tr> <td>Sep</td> <td>296.0</td> <td>-</td> <td>-</td> </tr> <tr> <td>Dec</td> <td>455.0</td> <td>-</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>573.0</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year/Period	Actual	Minimum	Target	2012/13	656	-	-	2013/14	731	-	-	2014/15	672	-	-	2015/16	636	-	-	2016/17	573	-	-	Jun	132.0	-	-	Sep	296.0	-	-	Dec	455.0	-	-	Mar	573.0	-	-	636.00	636.00	650.00	573.00	RED	↓
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<p>Commentary for March 2017: 573 homeless households were prevented from becoming homeless, 9% below this time last year. The two influences of underperformance are:</p> <p>1.) The commissioned supported hostel provision has reduced leaving fewer options available for prevention. The revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as a prevention. The number of hostel placements available in Q4 was particularly low, as a result of the decant of support hostels and thus a reduced availability. The knock on effect of this is that there has been an increase in the use of B&B for single clients pending the availability of a supported hostel place or a PRS property. The decant will continue into 2017/18 and may affect the prevention options available for single clients.</p> <p>2.) The borough continues to face significant challenges with private sector landlords being increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:</p> <ul style="list-style-type: none"> • Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years. • The reduction in the benefit cap to £23,000 in London from November 2016 • Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to HB claimants due to concerns about the gap between LHA rates and market level rents, uncertainty around the roll out and implications of universal credit and the payment of HB 6 weeks in arrears under UC. <p>Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations. Unfortunately, although the number of negotiations to remain in the private rented sector had increased last year this decreased at the end of the year which must reflect the concerns around UC shown in the research.</p> <p>We have improved the incentive provided to landlords so they will let their admittedly small number of properties available at, or close to, Local Housing Allowance levels via the council to one of our customers rather than let them to a member of the general public. We have also seen a rise in the number of preventions through negotiations with friends and relatives, persuading families that the best option for all is for the threatened homeless client should remain in their current accommodation. Nevertheless, proportionately, this is not sufficient to temper the increase in landlords evicting their benefit-dependent tenants as they can pitch their rents at higher rents. Where possible, we continue to negotiate with Housing Benefit to resolve arrears problems, and negotiate with landlords, to ensure tenants can remain in their properties and thus prevent homelessness. However, the reduction in hostel placement available as a means of preventing homelessness for single clients, will further add to the number of challenged faced by the service. Nevertheless, the targets set for 2017/18 (a percentage of the approaches for assistance) will not change.</p>																																															

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																																		
Less crime and ASB																																									
Total Notifiable Offences (number)	Strategic Plan activity to support this measure: 2.3a Work with our partners to target resources to reduce crime																																								
Measured in: Number Good Performance: Lower	 <table border="1"> <caption>Total Notifiable Offences</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>29082</td></tr> <tr><td>2013/14</td><td>27132</td></tr> <tr><td>2014/15</td><td>27345</td></tr> <tr><td>2015/16</td><td>28696</td></tr> <tr><td>2016/17</td><td>30947</td></tr> <tr><td>May</td><td>2411</td></tr> <tr><td>Jun</td><td>5018</td></tr> <tr><td>Jul</td><td>7600</td></tr> <tr><td>Aug</td><td>10506</td></tr> <tr><td>Sep</td><td>13046</td></tr> <tr><td>Oct</td><td>15592</td></tr> <tr><td>Nov</td><td>18391</td></tr> <tr><td>Dec</td><td>21161</td></tr> <tr><td>Jan</td><td>23697</td></tr> <tr><td>Feb</td><td>26060</td></tr> <tr><td>Mar</td><td>28409</td></tr> </tbody> </table>	Year	Value	2012/13	29082	2013/14	27132	2014/15	27345	2015/16	28696	2016/17	30947	May	2411	Jun	5018	Jul	7600	Aug	10506	Sep	13046	Oct	15592	Nov	18391	Dec	21161	Jan	23697	Feb	26060	Mar	28409	28,618	Not Set	Not Set	30,947	N/A	N/A
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Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Working smarter together as one team with our partners and community							
<p>Customer Access Overall Satisfaction (telephone contact)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Strategic Plan activity to support these customer access measures: EOc Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre</p> 	86.65	86.65	90.00	92.00	GREEN	↑
Stretch target exceeded							
<p>Percentage of contact transactions dealt with online (channel shift)</p> <p>Measured in: Percentage Good Performance: Higher</p>		78.00	78.00	80.00	81.60	GREEN	↔
Stretch target exceeded							
<p>Percentage of Council Tax Collected (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Strategic Plan activity to support these financial measures: EOc Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre</p> 	100.00	Not Set	100.00	101.46	GREEN	↑
Stretch target exceeded							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of Non-Domestic Rates Collected (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Percentage of non-domestic rates collected (budgeted)</p> 	98.65	Not Set	100.00	102.05	GREEN	↑
<p>Number of working days/shifts lost to sickness absence per employee</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: EOe Develop an effective workforce strategy, with appropriate skills and representative of the community</p> <p>Number of working days/shifts lost to sickness absence per employee</p> 	9.25	9.25	7.00	10.29	RED	↓
<p>Despite action agreed by CMT in September 2016, sickness levels have continued to increase to 10.29 days per employee. PRG will be asking 2 Divisional Directors with high levels of absence in their services to attend each month to discuss their management of absence and review selected cases. HR are undertaking further analysis of the causes of absence and will submit further proposals to CMT and will meet with the Corporate Director Resources on a monthly basis to review progress.</p>							

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	2017/18	
							Minimum Expectation	Target
Creating opportunity by supporting aspiration and tackling poverty								
A dynamic local economy, with high levels of growth that is shared by residents								
PLACE	EXISTING	Number of businesses supported through Council activities Measured in: Number Polarity: Higher is better	N	N/A	N/A	250	300	500
PLACE	EXISTING	Rate of new business registrations Measured in: Percentage Polarity: Higher is better	TBC	N/A	Enterprises & Local units: 2014 = 27235. 2015 = 31595. = 16%	Actual 9% (33,785 units)	Enterprises & Local units: = 9%	11%
More residents in good-quality, well-paid jobs								

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	EXISTING	Tower Hamlets residents supported into work by the Council's Workpath partnership provision (*) Measured in: Number Polarity: Higher is better	N	939	994	1180	1200	1500
PLACE	EXISTING	Overall employment rate (working age) [Gap between TH and London average] (*) Measured in: percentage points (ppts) Polarity: Lower is better	(Sept 2016) UK ave = 73.9% London Ave = 73.6%	2.5ppts	2.5 (70.4%)	2.4 ppts (71.1%)	2.4 (70.7%)	2.0 (71.1%)
Children get the best start in life and young people realise their potential								
CS	EXISTING	Early Years Foundation Profile: % of children achieving a Good Level of Development (EYFSP) (*) Measured in: Percentage Polarity: Higher is better	National Av = 69% London Av = 71%	55	61.6	66.2	66.2	69

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
CS	EXISTING	KS2 achievement: % of children achieving the national standard Measured in: Percentage Polarity: Higher is better	National Av = 54% London Av = 59%	N/A	N/A	62	62	63
CS	EXISTING	KS2 achievement: % of children achieving the national standard - for Looked After Children Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	66.6	66.6	66.6
CS	EXISTING	Key Stage 4 (GCSE) - Attainment 8 of Looked After Children Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	27.2	27.2	27.2
CS	EXISTING	Key Stage 4 (GCSE) - Attainment 8 (*) Measured in: Percentage Polarity: Higher is better	National Av = 49.0 London Av = 51.7	N/A	N/A	50.2	51.7	54
CS	EXISTING	Key Stage 4 (GCSE) - progress 8 measures (S) (*) Measured in: Percentage Polarity: Higher is better	National Av = -0.3 London Av = 0.16	N/A	N/A	0.15	0.18	0.22

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
CS	EXISTING	Key Stage 5 Average grade: Academic qualifications (A Level) (*) Measured in: Percentage Polarity: Higher is better	National Av = C+ London Av = C	N/A	C	C-	C-	B-
CS	EXISTING	Key Stage 5 Average grade: vocational qualification (*) Measured in: Percentage Polarity: Higher is better	National Av = Dist- London Av = Dist-	N/A	Dist+	Dist+	Dist+	Dist+
CS	EXISTING	16 to 19 year olds who are not in education, employment or training (NEET) (*) Measured in: Percentage Polarity: Lower is better	London Average 3.1	3.4	3.4	3.5	7.5	6
CS	EXISTING	Percentage of pupils who think that they will go to university or higher education in the future (primary) Measured in: Percentage Polarity: Higher is better	N	71 (2013)	74 (2014)	N/A	74	76
CS	EXISTING	Percentage of pupils who think that they will go to university or higher education in the future (secondary) Measured in: Percentage Polarity: Higher is better	N	59 (2013)	63 (2014)	N/A	63	65

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
CS	EXISTING	Number of Adoptions and Special Guardianship Orders granted for Looked After Children (S) (*) Measured in: Percentage Polarity: Higher is better	N	39	20	33	33	38
CS	EXISTING	% Looked After Children in same placement for 2 years or more Measured in: Percentage Polarity: Lower is better	National = 68% London = 67%	78	80.6	82.2	82.2	82.2
CS	EXISTING	Average time between a child entering care and moving in with it adoptive family Measured in: Percentage Polarity: Lower is better	National 2012/15 = 593 London = 635	645	630	689	630	610
CS	NEW	Percentage of childrens social care contacts completed within 24 hours Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	56%	90%	95%
CS	NEW	Percentage of childrens social care assessments completed within 45 days Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	76%	90%	95%
CS	NEW	Percentage of children on a child protection order visited within last 4 weeks Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	70%	90%	95%

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
CS	NEW	Percentage of child protection reviews completed in time Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	86%	95%	98%
CS	EXISTING	Excess weight in 4-5 year olds (*) Measured in: Percentage Polarity: Higher is better	London Ave = 22.2%	23.7	22.2	22	22	21.3
People are healthy and independent for longer								
AS	EXISTING	% of adult care users who say care and support services help them have control over their daily life Measured in: Percentage Polarity: Higher is better	National = 76.8%. London = 72.4%	71.3	69.2	70.3 (average of last 2 outturns)	70.3	73.3
AS	EXISTING	Adult Social Care carer satisfaction (Carer satisfaction with social services ASCOF3B) (*) Measured in: Percentage Polarity: Higher is better	England Ave = 41.2% London Ave = 35.2%	32.1	N/A	34.8 (provisional)	N/A	N/A
HAC	EXISTING	Proportion of people over 65 receiving long term support, per 10,000 population Measured in: Percentage Polarity: Lower is better	England = 630 London = 790	N/A	1423.6	1318.4 (Dec 16 position)	1318.4	1304.8

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
HAC	EXISTING	Self-reported happiness (sense of wellbeing) Measured in: Percentage Polarity: Higher is better	England = 74.32 London = 73.38	69.74	69.74	69.74 (static outturn)	69.74	73.38
HAC	EXISTING	Stopping Smoking (4 week quit rate per 100,000 pop) (*) Measured in: Percentage Polarity: Higher is better	N	654 per 100,000 / 1484 (actual)	589 per 100,000 / 1,484	1136 actual quits	661 per 100,000 / 1500 (actual)	673 per 100,000 / 1528 (actual)
HAC	EXISTING	Non-Elective Admissions (Better Care Fund) Measured in: Percentage Polarity: Lower is better	Y available in raw numbers (Q4 2015/16 data isn't yet published)	97.4	99.1	92.8 (Dec 16 position)	TBC	TBC
HAC	EXISTING	Population healthy life expectancy <u>MALE</u> (*) Measured in: Percentage Polarity: Higher is better	London Ave = 63.39	49.56	53.61	54	54	56.6 (within 4 years)
HAC	EXISTING	Population healthy life expectancy <u>FEMALE</u> (*) Measured in: Percentage Polarity: Higher is better	London Ave = 63.82	57.18	57.11	52.4	52.4	55.3 (within 4 years)
HAC	EXISTING	Percentage of people with mental health problems in employment (*) Measured in: Percentage Polarity: Higher is better	National = 6.8%. London = 5.5%	4.6	4.4	5.2	5.20%	5.90%

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
Gaps in inequality have reduced and diversity is embraced								
HAC	EXISTING	KS2 achievement: % of children achieving the national standard - attainment gap for White British Children Measured in: Percentage Polarity: Lower is better	N	N/A	N/A	5ppts	5ppts	3.3ppts
CS	EXISTING	Key Stage 4 Progress 8 measures - attainment gap for White British Children (*) Measured in: Percentage Polarity: Lower is better	N	N/A	N/A	-0.9	-0.9	-0.6
PLACE	EXISTING	Employment gap for women (*) Measured in: Percentage Polarity: Lower is better	(Sept 2016) UK ave = 69% London ave = 66.7%	5ppts	6.9ppts (59.6%)	4.5ppts	4.5 ppts (61.9%)	4.35ppts (62.05%)
PLACE	EXISTING	Employment gap for BME (*) Measured in: Percentage Polarity: Lower is better	(Sept 2016) UK Ave = 63.7% London Ave = 66.2%	4ppts	2.6ppts (62.3%)	6.0ppts	6.0 ppts (59.3%)	5.85ppts (59.45%)

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
RES	EXISTING	Position of LBTH in London Boroughs for top 5% earners that are female (*) Measured in: Percentage Polarity: Higher is better	Y	N/A	Second Quartile	Top Quartile (54.6%)	Top Quartile	Top Quartile
RES	EXISTING	Position of LBTH in London Boroughs for top 5% earners with a disability (*) Measured in: Percentage Polarity: Higher is better	Y	N/A	Top Quartile	Top Quartile (8.8%)	Top Quartile	Top Quartile
RES	EXISTING	Position of LBTH in London Boroughs for top 5% earners that are BAME (*) Measured in: Percentage Polarity: Higher is better	Y	N/A	Top Quartile	Top Quartile (30.2%)	Top Quartile	Top Quartile
Creating and maintaining a vibrant, successful place								
GOV	EXISTING	Overall / general satisfaction with the local area (ARS) Measured in: Percentage Polarity: Higher is better	Y	82.2	83	Published survey expected Summer 2017	N/A	N/A

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
An improved local environment								
PLACE	EXISTING	Percentage of household waste sent for reuse, recycling and composting Measured in: Percentage Polarity: Higher is better	Y	28	26.7	27.6	28.0	29.0
PLACE	EXISTING	Improved street and environmental cleanliness: litter Measured in: Percentage Polarity: Lower is better	Y	2.8	2.0	1.8	1.8	1.7
PLACE	EXISTING	Improved street and environmental cleanliness: detritus Measured in: Percentage Polarity: Lower is better	Y	1.8	1.3	1.3	1.3	1.2
PLACE	EXISTING	Improved street and environmental cleanliness: graffiti Measured in: Percentage Polarity: Lower is better	Y	5.1	5.6	5.3	5.3	5.2
PLACE	EXISTING	Improved street and environmental cleanliness: fly-posting Measured in: Percentage Polarity: Lower is better	Y	0.9	1.0	0.8	0.8	0.7

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	EXISTING	Improved air quality - percentage of actions in the Air Quality Action Plan which have been completed Measured in: Percentage Polarity: Higher	N/K	N/K	N/K	N/K	N/K	N/K
Better quality homes for all								
PLACE	EXISTING	Percentage of residents who rate parks and open spaces as good, very good or excellent (ARS measure) Measured in: Percentage Polarity: Higher is better	Y	63.6	69.0	Published survey expected Summer 2017	N/A	N/A
PLACE	EXISTING	Number of affordable homes delivered (gross) (*) Measured in: Number Polarity: Higher is better	Y	635	1073	1184	1000	1375

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	EXISTING	Number of affordable / social rented housing completions for family housing (gross figures only) Measured in: Percentage Polarity: Higher is better	N	185	328	366	340	410
PLACE	EXISTING	Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered) (*) Measured in: % Polarity: Higher is better		105	104	84 (8%)	10%	10%
PLACE	EXISTING	Percentage of overall council housing stock that is non-decent Measured in: Percentage Polarity: Lower is better	Y	25.06	13.11	N/K	TBC	TBC
PLACE	EXISTING	Lets to overcrowded households (*) Measured in: Number Polarity: Higher is better	N	949	1123	730	730	904

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	EXISTING	Number of homeless families in B&B >6 weeks Measured in: Number Polarity: Lower is better	Y	135	12	0	0	0
PLACE	EXISTING	Number of households living in temporary accommodation (*) Measured in: Number Polarity: Lower is better	Y	2005	1972	N/K	N/A	N/A
PLACE	DELETE (see below)	The number of households who considered themselves as homeless, who approached the local authority's housing advice service's, and for whom housing advice casework intervention resolved their situation (*) Measured in: Number Polarity: Higher is better	Y - by DCLG as a % of total households	5.94 (672 hseholds)	5.49 (636 households)	640	640	650

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	REVISED (see above)	<p>The number of households who seek assistance as homeless or threatened with homelessness, who approached the local authority's housing options service, and for whom casework intervention resolved their situation.</p> <p>Measured in: Number - now in percentage Polarity: Higher is better</p>	N		17%	21%	19%	21%
People feel safe and places have less crime and anti-social behaviour								
HAC	EXISTING	<p>Extent to which residents feel the police and other local services are successfully dealing with ASB (ARS) (*)</p> <p>Measured in: Percentage Polarity: Higher is better</p>	N	53.5	56.4	Published survey expected Summer 2017	N/A	N/A
HAC	EXISTING	<p>Local Concern about ASB and Crime (ARS): drug use or drug dealing as a problem (*)</p> <p>Measured in: Percentage Polarity: Lower is better</p>	N	54.4	51.0	Published survey expected Summer 2017	N/A	N/A
HAC	EXISTING	<p>Local Concern about ASB and Crime (ARS): drunk & rowdy behaviour in public spaces (*)</p> <p>Measured in: Percentage Polarity: Lower is better</p>	N	45.1	39.0	Published survey expected Summer 2017	N/A	N/A


DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
HAC	EXISTING	Local Concern about ASB and Crime (ARS): vandalism, graffiti & criminal damage (*) Measured in: Percentage Polarity: Lower is better	N	38.4	33.0	Published survey expected Summer 2017	N/A	N/A
HAC	EXISTING	Total Notifiable Offences (TNO) (*) Measured in: Number Polarity: Lower is better	Y	27345	28,618	Published survey expected Summer 2017	N/A	N/A
CS	EXISTING	Proven re-offending by young people - % of cohort that reoffends Measured in: Percentage Polarity: Lower is better	England = 37.7% London = 43.3%	41.3	45	44.8	44.8	43.2

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
Communities are engaged, resilient and cohesive								
RES	EXISTING	Proportion of users who rate libraries/Idea Stores as good, very good or excellent (ARS) Measured in: Percentage Polarity: Higher is better	Y	79	83.0	Published survey expected Summer 2017	N/A	N/A
GOV	EXISTING	% of people who believe people from different backgrounds get along well together (ARS) (*) Measured in: Percentage Polarity: Higher is better	N	81.0	87.0	Published survey expected Summer 2017	N/A	N/A
GOV	EXISTING	Council listens to concerns of local people (ARS) (*) Measured in: Percentage Polarity: Higher is better	Y	56	57	Published survey expected Summer 2017	N/A	N/A
GOV	EXISTING	Percentage of residents agreeing that the Council involves residents when making decisions (ARS) (*) Measured in: Percentage Polarity: Higher is better	Y	52.6	55.0	Published survey expected Summer 2017	N/A	N/A
GOV	EXISTING	Residents feel able to influence decisions in their local community (ARS) (*) Measured in: Percentage Polarity: Higher is better	Y	53	49	Published survey expected Summer 2017	N/A	N/A

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
Working smarter together as one team with our partners and community								
An enabling and efficient council								
GOV	EXISTING	Percentage of residents agreeing that that the Council is doing a good job (ARS) Measured in: Percentage Polarity: Higher is better	Y	75.3	72.0	Published survey expected Summer 2017	N/A	N/A
RES	EXISTING	Customer Access overall satisfaction (telephone contact) Measured in: Percentage Polarity: Higher is better	N	89.03	86.65	92.00	89.00	93.00
RES	EXISTING	Percentage of contact visits dealt with online (channel shift) Measured in: Percentage Polarity: Higher is better	N	N/A	78.00	83.00	83.00	85.00
RES	EXISTING	Percentage of non-domestic rates collected Measured in: Percentage Polarity: Higher is better	Y	99.86	98.65	100	100	100

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
RES	EXISTING	Percentage of council tax collected Measured in: Percentage Polarity: Higher is better	Y	96.67	100	101.5	100.0	101.0
RES	EXISTING	My manager treats me fairly and with respect Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	80	80	82
RES	EXISTING	Percentage of staff that are proud to work for Tower Hamlets Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	75	75	76
RES	EXISTING	The number of working days/shifts lost to sickness absence per employee Measured in: Number of days Polarity: Lower is better	Y	8.11	9.25	9.91	9	8.1

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<p>Cabinet</p> <p>25 July 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Zena Cooke – Corporate Director Resources</p>	<p>Classification: Unrestricted</p>
<p>Contracts Forward Plan – Quarter Two (FY2017-2018)</p>	

Lead Member	Cabinet Member for Resources, Councillor David Edgar
Originating Officer(s)	Zamil Ahmed – Head of Procurement
Wards affected	All wards
Community Plan Theme	One Tower Hamlets
Key Decision	Yes

1. EXECUTIVE SUMMARY

- 1.1. The Council’s Procurement Procedures require a quarterly report to be submitted to Cabinet, setting out a forward plan of supply and service contracts over £250K in value, or capital works contracts over £5m. 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 quarter two of the current 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
- 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 2.2 above
- 2.4. Review the procurement forward plan 2017-2022 schedule detailed in Appendix 2 and identify any contracts about which further detail is required in advance of the 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 £250K, and any contract for capital works with an estimated value exceeding £5m 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 quarter two of the current 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. Council's procurement procedures and processes have undergone major improvements to ensure they are clear, concise and transparent. Our systems, documentations and guidance to suppliers have been transformed to ensure they reflect best practice in Public Sector procurement. Our efforts in maintaining effective dialogue with our bidders during the procurement process has helped to minimise procurement challenges.
- 5.2. To ensure the Council continues to be recognised for its sound procurement practices and effective engagement with the supply community, it is imperative that delays in contract award are minimised and adherence to the timetable outlined within our Invitation to Tender documentations.
- 5.3. The importance of procurement as an essential tool to deliver Councils wider social, economic and environmental aims has resulted in the need to ensure effective elected Member engagement in the pre-procurement and decision making process as identified in the recent Best Value audit.
- 5.4. This report provides the forward plan for quarter two of the current 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.
- 5.5. Additionally, the report also includes a Procurement Forward Plan 2017-2022 to provide Mayor and Cabinet members with high level visibility of our planned procurement activity and the opportunity to be engaged in advance of the procurement cycle.

6. FORWARD PLAN OF CONTRACTS

- 6.1. Appendix 1 details the new contracts which are planned during the period Q2 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 £250K, for revenue contracts, and £5m, for capital works contracts which have not gone through the Asset Management Board approval system). All Tollgate reviews are presented to Competition 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 quarter two of the Financial Year and beyond, to be presented to Cabinet for revenue contracts over £250K, in value and capital contracts over £5m.
- 7.2. Approximately £2.1m 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 tax payers 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 three contracts that will be out to tender in quarter two of 2017/18. The annual value of these contracts is approximately £1.6m and the cost of these will be met from 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 Council's Tollgate process which involves a detailed assessment by Competition Planning Forum and Competition Board of the procurement strategy to ensure compliance with existing policies, procedures and best value duties prior to publication of the contract notice.

10. ONE TOWER HAMLETS CONSIDERATIONS

- 10.1. Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed. The work of the Competition Board and Corporate Procurement Service ensures a joined-up approach to council's procurement activities.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 11.1. Contracts are required to address sustainability issues in their planning, letting and management. This is assured through the Tollgate process, and supported through the 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: Q2 of the Financial Year and beyond.

Appendix 2 - Procurement Forward Plan 2017 -2022

Appendix one – new contracts planned: Q2 of the Financial Year 17-18

Contract Ref & Title	AHS5016 - Day Opportunities for Older People		
Procurement Category:	Health and Social Care	Funding:	General Fund
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	07/08/2017	Contract Duration and Extensions:	3 years plus 1+1 year
Value P/A:	£800,323	Value Total:	£4,801,938
Reviewed by Competition Board <input type="checkbox"/>	04/07/2017	<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

Following a review of a range of current services known as day opportunities provision for Tower Hamlets residents aged 65+, a commissioning approach is proposed that will make a significant contribution to the Ageing Well Strategy approved by Cabinet on 2 May 2017. The services in scope for this procurement are services which the Council has a duty or power to provide under the Care Act 2014 and associated legislation.

Contracting Approach

In order to meet the needs and aspirations of residents aged 65 and over, a more flexible and less premises based solution is sought. The aim is to tender for a strategic partner as a lead partner/prime provider of a consortium of providers who would initially maintain the existing services for a period of up to two years. The commissioning approach includes working with the successful strategic partner (and with older people themselves) to design and develop a new service model of 'day opportunities' provisions that would provide more flexible and locally focused services and closer links to other commissioned services and related universal community support provisions.

An essential element of designing the new service delivery model would be the focus on co-production involving the existing service providers, service users and their Carers alongside the successful strategic partner and the Council. The successful strategic partner delivering the new model would need to demonstrate the capacity and capability to maintain existing services in the short term and approach the development of the new model in a way that places co-design and co-production at the heart of the approach. Additionally, options for incentivizing over-achievement of savings targets will be built in. The co-production and design element and the development of the new service model would benefit from a longer contract period of at least six years to embed and deliver the new service model.

Community Benefits

Community benefits would include volunteering work placements and support for apprenticeships for local young people as well as those of 50 and over, supply chains that support businesses in Tower Hamlets or East London, attending and exhibiting at local job fairs, working alongside the Council's Employment Support Services to achieve local labour targets.

Contract Ref & Title	PL5242 - Resource Centre for Rough Sleepers		
Procurement Category:	Health and Social Care	Funding:	DCLG grant
Invitation to Tender <input type="checkbox"/> Contract Signature <input type="checkbox"/>	07/08/2017	Contract Duration and Extensions:	3 years
Value P/A:	£195,000	Value Total:	£585,000
Reviewed by Competition Board <input type="checkbox"/>	04/07/2017	<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 service provider will work in close partnership with outreach teams Housing Option Singles Team (HOST) NHS, Drug Intervention Programme (DIP), Drug and Alcohol Team (DAAT), Probation, DWP, CMHTs and hostels to provide an integrated service and ensure clients are able to access appropriate support services. The successful contractor will implement all relevant pan London and local rough sleeping policies and protocols that aim to reduce rough sleeping in the borough and the City of London. The provider will deliver the services from its own premises and will work strategically and operationally with the local outreach teams to reduce the number people sleeping rough in Tower Hamlets to as close to zero as possible.

Contracting Approach

The last procurement of this service resulted in only one bidder, the current incumbent. There is one other possible bidder (albeit they did not bid in the last round). In light of this, it is proposed that the service is advertised through the procurement portal. The current contract expires at the end of September 2017 with an option to extend for another year. Monitoring has not flagged any concerns to date and providing this continues the contract will be extended a further six months until end March 2018. The project manager will work closely with the procurement manager with the aim of awarding a contract with no disruption to service delivery to rough sleepers.

Community Benefits

The benefits to the community of providing a day centre for rough sleepers are:

- provision of assistance for local people who have become homeless for various reasons including relationship breakdown, ejection from the family home, release from prison, drug and alcohol abuse.
- A recovery and progression service for rough sleepers and vulnerability housed individuals including: medical and dental surgeries, specialist mental health and substance misuse support, a rapid prescribing service, health and well-being sessions. Tower Hamlets hostel residents are offered a fast track into these services.
- Education and employment advice and referrals.
- A reduction in the number of rough sleepers in Tower Hamlets and the associated anti-social behaviour ASB
- Partnership working with reconnection services to ensure rough sleepers from other areas are returned to supported services thus reducing the overuse of local services by those with no connection to Tower Hamlets.

Contract Ref & Title	PL5244 – Vehicle Fleet Procurement		
Procurement Category:	Corporate Services	Funding:	Revenue Budget
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/08/2017	Contract Duration and Extensions:	4 years
Value P/A:	£625,000.00	Value Total:	£2,500,000.00
Reviewed by Competition Board <input checked="" type="checkbox"/>	04/07/2017	<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 allow the procurement of new vehicles by the Fleet management Section in accordance with the requirements of the Council's fleet users. This enables the continued reliable delivery of the Council's mobile services, many of which are considered essential. The existing fleet is in need of urgent renewal and must be replaced to meet the new Ultra Low Emission Zone, scheduled for introduction by the Mayor of London during 2019. This procurement will be for around 160 vehicles including cars, vans, trucks and passenger carrying vehicles.

Contracting Approach

Vehicles will be sourced via the best available terms utilising the most appropriate public sector frameworks and procurement consortia available to the Council. Financing options will include leasing, contract hire with maintenance or outright purchase.

Community Benefits

The Council's passenger carrying fleet may be regarded as old and life expired. New vehicles will offer passengers better standards of comfort (seating and interior ambience) and ease of access. New vehicles will be quieter as well.

The Council's present fleet does not meet the latest standards for exhaust emissions and the hence the new fleet will significantly reduce the level of toxic emissions providing some health benefits to local residents.

Contract Ref & Title	PL5245 - Purchase of two refuse collection vehicles for underground refuse service		
Procurement Category:	Corporate Services	Funding:	Capital
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	10/07/2017	Contract Duration and Extensions:	N/A
Value P/A:	N/A	Value Total:	£500,0000
Reviewed by Competition Board <input type="checkbox"/>	04/07/2017	<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

The outright purchase of two specialist refuse collection vehicles to support the provision of the underground refuse collection service.

Contracting Approach

It is proposed to source the vehicles using either an appropriate contract framework available to the Council or by undertaking a compliant tender in accordance with the EU procurement procedures. Braintree Council, ESPO and YPO frameworks have already been identified as offering specialist municipal vehicle purchase and these frameworks will be assessed to determine their potential for ensuring a competitive route to market. If it is determined that there are insufficient numbers of suppliers on the frameworks and this could have a negative effect on competition, an invitation to tender exercise will be undertaken in accordance with EU procurement procedures. Evaluation criteria will be based on meeting the vehicle specification and it is planning to weight the evaluation criteria 60% for quality and 40% for price.

Community Benefits

There are no direct community benefits to be derived from this contract, however wider benefits related to the environment and resident's expectations of council services will be met with the introduction of these vehicles.

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APPENDIX 2

Procurement Forward Plan 2017-2022




Direct orate	Corporate Director	Existing Contract Ref	Contract Title	Start Date	Expiry Date	Total/Estimated Value	Lead Member	Band
CS	Debbie Jones	E3943	Supply 1/3 Pint Milk for Schools and Fresh Milk for School and welfare Catering	01/09/2012	30/08/2017	370,000.00	Cllr Amy Whitelock Gibbs	Band 2
HAC	Denise Radley	ESCW(PH)4710	Child & Family Weight Management Service	01/02/2015	31/01/2018	1,292,049.00	Cllr Rachael Saunders	Band 3
HAC	Denise Radley	ESCW (PH) 4770	Breast Feeding Support	01/03/2015	31/01/2018	984,093.00	Cllr Rachael Saunders	Band 2
HAC	Debbie Jones	AHS4692	Young Persons Assessment and Support Services	01/03/2016	28/02/2018	345,868.00	Cllr Amy Whitelock Gibbs	Band 2
HAC	Denise Radley	ESCW(AHWP)4769	Hamlets Way and Teresa House	01/04/2015	31/03/2018	1,718,995.00	Cllr Rachael Saunders	Band 3
RE	Zena Cooke	R4799	Leaseholders Building Insurance	04/04/2015	31/03/2018	3,338,500.11	Cllr David Edgar	Band 3
RE	Zena Cooke	R4800	Motor, Engineering, Commercial Property and School Journeys insurance	01/04/2015	31/03/2018	386,257.61	Cllr David Edgar	Band 2
HAC	Denise Radley	ESCW (PH) 4509	Public Health Pharmacy Contracts	01/10/2015	31/03/2018	1,818,000.00	Cllr Rachael Saunders	Band 3
CS/HAC	Debbie Jones & Denise Radley	CSF4029	Framework i - Social Care	04/04/2006	01/04/2018	816,000.00	Cllr Rachael Saunders & Cllr Amy Whitelock Gibbs	Band 2
HAC	Denise Radley	ESCW4471	Residential Short Breaks	01/05/2015	30/04/2018	858,630.00	Cllr Rachael Saunders	Band 2
HAC	Debbie Jones	ESCW(CSF)4776	Overnight and related short breaks for Children and Young People with Complex Medical Needs	01/06/2015	31/05/2018	1,587,507.00	Cllr Amy Whitelock Gibbs	Band 3
HAC	Debbie Jones	ESCW(CSF)4828	Overnight and Related Short Breaks for children and Young People with Autistic Spectrum Disorder	01/06/2015	31/05/2018	1,558,734.00	Cllr Amy Whitelock Gibbs	Band 3
HAC	Denise Radley	ESCW(PH)4711	School Health Service	01/05/2015	31/05/2018	4,742,757.00	Cllr Rachael Saunders	Band 3
G	Asmat Hussain	LPG3878	Print and Design Framework	05/06/2015	04/06/2018	12,503,400.00	Cllr David Edgar	Band 3
P	Ann Sutcliffe	DR4967	Architectural Design Services	04/01/2016	03/07/2018	617,525.00	Cllr David Edgar	Band 2
CS	Debbie Jones	CS5044	Supply of Catering Disposables	01/09/2014	31/08/2018	500,000.00	Cllr Amy Whitelock Gibbs	Band 2
RE	Zena Cooke	R4206	Pan London Out of Hours Service	10/01/2012	30/09/2018	1,000,000.00	Cllr David Edgar	Band 3
RE	Zena Cooke	R4725	Office Stationery	01/04/2015	30/09/2018	1,740,000.00	Cllr David Edgar	Band 3
HAC	Denise Radley	ESCW (PH) 4557	Fit 4 Life Specialist Weight Management	01/10/2015	30/09/2018	569,967.00	Cllr Rachael Saunders	Band 2
HAC	Denise Radley	ESCW (PH) 4661	Fit 4 Life Group	01/10/2015	30/09/2018	269,809.00	Cllr Rachael Saunders	Band 2
HAC	Denise Radley	ESCW (PH) 4660	Fit For Life Centre	01/10/2015	30/09/2018	331,960.00	Cllr Rachael Saunders	Band 2
THH	Ann Sutcliffe	H3948	Concierge and Related Security Services	03/10/2013	02/10/2018	3,000,000.00	Cllr Sirajul Islam	Band 3
RE	Zena Cooke	R4841	Business Rates Rating Specialists	02/11/2015	01/11/2018	1,000,000.00	Cllr David Edgar	Band 3
CS	Debbie Jones	ESCW4900	Contract for the supply of fresh and frozen meat	01/04/2016	31/12/2018	2,650,000.00	Cllr Amy Whitelock Gibbs	Band 3
CS	Debbie Jones	ESW(CSF)4935	Befriending Short Breaks	01/02/2016	01/01/2019	367,320.00	Cllr Amy Whitelock Gibbs	Band 2
CS	Debbie Jones	CLC4418	Film Concessions Contract	01/04/2014	31/03/2019	600,000.00	Cllr Abdul Mukit	Band 2
P	Ann Sutcliffe	DR4727	Framework Agreement Dangerous Structures	01/04/2015	31/03/2019	320,000.00	Cllr Amina Ali	Band 2

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Direct orate	Corporate Director	Existing Contract Ref	Contract Title	Start Date	Expiry Date	Total/Estimated Value	Lead Member	Band
CS	Debbie Jones	ESCW(CSF)4936	Holiday weekend and after school short breaks	01/04/2016	31/03/2019	750,000.00	ClIr Amy Whitelock Gibbs	Band 2
HAC	Denise Radley	ESCW (PH) 4905	Health Visiting/Family Nurse Partnership	01/04/2016	31/03/2019	21,933,000.00	ClIr Rachael Saunders	Band 3
CS	Debbie Jones	CS2436	Leisure Management Contract	01/05/2004	30/04/2019	23,550,000.00	ClIr Abdul Mukit	Band 3
RE	Zena Cooke	R3886	Future Sourcing of Back Office (ICT Partnership)	01/05/2012	30/04/2019	64,546,623.00	ClIr David Edgar	Band 3
CS	Debbie Jones	CS4956	Children's Advocacy Service	01/07/2016	28/06/2019	550,440.00	ClIr Amy Whitelock Gibbs	Band 2
P	Ann Sutcliffe	CLC4371	Highway Maintenance and Improvement Works	01/07/2014	30/06/2019	60,500,000.00	ClIr Amina Ali	Band 3
HAC	Denise Radley	PH4397	Mental Health Recovery and Wellbeing	01/07/2016	30/06/2019	4,280,730.00	ClIr Rachael Saunders	Band 3
HAC	Denise Radley	PH 5045	Healthy Teeth in Schools	01/09/2016	31/07/2019	750,000.00	ClIr Rachael Saunders	Band 2
HAC	Denise Radley	CLC4784	Adult Drug and Alcohol Services	01/10/2016	01/10/2019	4,558,445.00	ClIr Rachael Saunders	Band 3
RE	Zena Cooke	R5108	MTFS Support - Financial Strategy and Transformation Programme 2017/20	10/10/2016	10/10/2019	700,000.00	ClIr David Edgar	Band 2
CLC	Denise Radley	CLC5033	Independent Domestic Violence Advocacy and Violent Crime Caseworker Service	01/01/2017	31/12/2019	540,000.00	ClIr Asma Begum	Band 2
HAC	Denise Radley	AHS5034	Mental Health Forensic Accommodation Based Service	01/04/2017	31/03/2020	1,899,995.00	ClIr Rachael Saunders	Band 3
HAC	Denise Radley	AHS5035	Heather Lodge and Glaucus street	01/04/2017	31/03/2020	336,359.00	ClIr Rachael Saunders	Band 2
HAC	Denise Radley	AHS5041	Mental Health Family and Carer Support Services	01/04/2017	31/03/2020	742,000.00	ClIr Rachael Saunders	Band 2
HAC	Denise Radley	AHS5098	IMCA AND IMHA Advocacy Services	01/04/2017	31/03/2020	1,499,000.00	ClIr Rachael Saunders	Band 3
HAC	Denise Radley	AHS5110	Daniel Gilbert House Supported Housing Accommodation for Vulnerable Single Adults	01/04/2017	31/03/2020	1,692,585.00	ClIr Rachael Saunders	Band 3
HAC	Denise Radley	AHS5112	LinkAge Plus	01/04/2017	31/03/2020	1,923,000.00	ClIr Rachael Saunders	Band 3
HAC	Denise Radley	AHS5129	Providence House	01/04/2017	31/03/2020	809,681.49	ClIr Rachael Saunders	Band 2
RE	Zena Cooke	CLC4903	Supply & Servicing of Library Acquisitions	01/04/2016	31/03/2020	810,000.00	ClIr David Edgar	Band 2
P	Ann Sutcliffe	EC2713	Municipal Waste Management (Cleansing)	28/02/2006	31/03/2020	57,200,000.00	ClIr Rachel Blake	Band 3
HAC	Denise Radley	AHS 5186	Health Promotion and HIV Support	01/08/2017	31/07/2020	690,000.00	ClIr Rachel Saunders	Band 2
P	Ann Sutcliffe	DR4932	Removal and Storage Services	11/08/2016	10/08/2020	374,000.00	ClIr David Edgar	Band 2
CS	Debbie Jones	CS5031	London Dock Secondary School Architect Services	01/11/2016	30/09/2020	823,187.50	ClIr Amy Whitelock Gibbs	Band 2
P	Ann Sutcliffe	DR4907	Security Services Framework Agreement	01/11/2016	31/10/2020	5,780,000.00	ClIr David Edgar	Band 3
P	Ann Sutcliffe	DR5027	Estate Management Professional Services	05/12/2016	04/12/2020	520,000.00	ClIr David Edgar	Band 2
P	Ann Sutcliffe	DR5054	Enhanced Rough Sleeping Outreach Service (EROS)	01/04/2017	31/03/2021	1,930,635.00	ClIr Sirajul Islam	Band 3
THH	Ann Sutcliffe	H3190	THH Repairs and Maintenance	01/04/2011	31/03/2021	150,000,000.00	ClIr Sirajul Islam	Band 3
P	Ann Sutcliffe	DR4957	EIA Review Contract	03/10/2016	03/09/2021	2,500,000.00	ClIr Rachel Blake	Band 3
P	Ann Sutcliffe	CLC4951	Arboriculture Contract	01/10/2016	30/09/2021	1,250,000.00	ClIr Amina Ali	Band 3
CS	Debbie Jones	CS5102	London Dock Secondary School Employers Agent Services	01/09/2016	30/09/2021	276,700.00	ClIr Amy Whitelock Gibbs	Band 2
HAC	Denise Radley	AHS5046	Handyperson service	01/01/2017	31/12/2021	361,585.00	ClIr Rachael Saunders	Band 2
HAC	Denise Radley	AHS&CS5019	The provision of domiciliary care to adults aged 18+	15/01/2017	14/01/2022	21,763,000.00	ClIr Rachael Saunders	Band 3
HAC	Denise Radley	AHS5036	Huddlestone Close and Grand Union Place	01/04/2017	31/03/2022	321,948.00	ClIr Rachael Saunders	Band 2

Direct orate	Corporate Director	Existing Contract Ref	Contract Title	Start Date	Expiry Date	Total/Estimated Value	Lead Member	Band
HAC	Denise Radley	AHS5040	High Support and Step down Mental Health Accommodation	01/04/2017	31/03/2022	2,724,037.00	Cllr Rachael Saunders	Band 3
HAC	Denise Radley	AHS5109	Hackney Road Project Supported Accommodation Services	30/05/2017	31/03/2022	2,331,758.90	Cllr Rachael Saunders	Band 3
HAC	Denise Radley	AHS5111	Tower Hamlets Floating Support	01/04/2017	31/03/2022	2,483,330.00	Cllr Rachael Saunders	Band 3
P	Ann Sutcliffe	DR3911	Offsite Data Storage and Destruction of confidential waste	17/06/2012	16/06/2022	4,800,000.00	Cllr David Edgar	Band 3
HAC	Denise Radley	AHWB4352	Framework for Community Equipment Services	01/09/2012	01/09/2022	2,600,000.00	Cllr Rachael Saunders	Band 3
G	Asmat Hussain	LPG5029	Healthwatch Tower Hamlets	01/04/2017	31/03/2021	706,876.00	Cllr Rachael Saunders	Band 2
G	Asmat Hussain	LPG5043	Statutory Public Notices and External Printed Media Advertising	08/05/2017	07/05/2020	1,650,000.00	Cllr David Edgar	Band 3

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<p>Cabinet</p> <p>25 July 2017</p>	 <p>TOWER HAMLETS</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
157	21 June 2017	Private Renters Charter	Appendix A
155	22 June 2017	Appointments to External Bodies	Appendix B
160	29 June 2017	Independent Living Community Support – Contract Value Amendment	Appendix C
161	5 July 2017	Implementation of Traffic Management Orders on Watts Grove	Appendix D

* The date of the decision refers to the date of publication on the Council's website.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 This is a noting report. The comments of the Chief Financial Officer in relation to each individual decision have been incorporated into each respective report.

5. LEGAL COMMENTS

5.1 This is a noting report. Legal comments in relation to each individual decision have been incorporated into each respective report.

5.2 The decision making processes set out in the Constitution and outlined above are in accordance with the legislation governing local authority decision making including the Local Government Act 2000 (as amended) and The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 None directly related to this report.

7. BEST VALUE (BV) IMPLICATIONS

7.1. None directly related to this report.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 None directly related to this report.

9. RISK MANAGEMENT IMPLICATIONS

9.1 None directly related to this report.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 None directly related to this report.

11. SAFEGUARDING IMPLICATIONS

11.1 None directly related to this report.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices


- As listed under Paragraph 3.8

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

- None

Officer contact details for documents:

- Matthew Mannion, Committee Services Manager, 020 7364 4651

Individual Mayoral Decision Proforma Decision Log No: <u>157</u>	 TOWER HAMLETS
Report of: Corporate Director, Place	Classification: Unrestricted
Tower Hamlets Private Renters' Charter	

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:	Cabinet meeting cancelled and it is necessary to take a decision now to allow any call-in process to be completed by the end of June 2017.

EXECUTIVE SUMMARY

Around 40 per cent of all homes in Tower Hamlets are now rented from private landlords. Whilst most of those homes are good quality, too many private renters live in conditions that are unacceptably poor. The Council has committed to raising standards across the Tower Hamlets private rented sector, including by adopting a Tenants' Charter.

This report recommends that the Mayor in Cabinet adopts and commits to promote a Tower Hamlets Private Renters' Charter. The Charter proposed will raise standards across the Tower Hamlets private rented sector by increasing tenants' awareness of rights, bringing about a positive behaviour change in landlords, and producing a culture in the borough that unambiguously rejects substandard conditions. The Charter will reinforce this culture with unambiguous messaging about sanctions presented by a broad alliance of organisations.

The report further recommends a one-off allocation of additional funding from reserves to create two temporary additional posts in the Trading Standards and Environmental Health service for 2017/18. During a period in which additional duties and powers are already creating new demands, those additional resources would enable the service to reinforce the Charter's culture change with additional enforcement and to quantify the rise in demand for enforcement pending a Growth Bid for 2018/19.

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. Formally adopt a Tower Hamlets Private Renters' Charter. The Charter will set out clearly both the minimum standards any private renter can expect in the borough, and also the steps that the Council and its community partners will take to help individual tenants enforce their rights where those standards are not met.
2. Work towards a wide range of advice agencies and renters' groups signing the Charter alongside landlord and agent professional trade associations. The Council will not ask individual landlords to sign.
3. Launch the Charter on 29 June 2017, and thereafter commit the Council to publicise the Charter actively and widely in order to bring about a change in landlords' behaviour through increased awareness of tenants' rights.
4. Agree a one-off allocation of funding from reserves to the Trading Standards and Environmental Health service for the 2017/18 financial year. This one-off allocation would allow the service to employ on temporary contracts one additional Trading Standards Officer and one additional Environmental Health Officer for the remainder of the year. The required part-year funding for 2017/18 is estimated at £75,000. This will give the service the capacity it needs to respond to increased demand raised not only by the Charter but by new duties and powers; and to quantify that rise in workload pending a Growth Bid for 2018/19.

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 *AZ Lukeyfe* Date ... *20/08/17*

2. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed *[Signature]* Date *21/06/17*

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 *[Signature]* Date *19/06/17*

4. Mayor

I agree the decision proposed in the recommendations above for the reasons set out in Part 3 of the attached report.

Signed *[Signature]* Date *21/6/17*

** I expect to be consulted only on the proposed growth bid; its statutory basis and options for its generation.*

Individual Mayoral Decision Decision Log No: 155	 TOWER HAMLETS
Report of: David Courcoux, Head of the Mayor's Office	Classification: Unrestricted
Appointments to External Bodies June 2017	

Is this a Key Decision?	No
Decision Notice Publication Date:	N/A
General Exception or Urgency Notice published?	Not required
Restrictions:	None

EXECUTIVE SUMMARY

As set out in the report to the General Purposes Committee on 3 July 2012, it is the responsibility of the Mayor to appoint representatives to certain External Bodies on behalf of Tower Hamlets Council.

The appendix attached to the report lists a set of proposed appointments to External Bodies for the Mayor to consider. Although appointments are usually reviewed each year, they are valid until such time as they are amended or renewed.

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:

1. To agree the appointments to External Bodies as listed in Appendix 1 to the report.

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 21/04/17

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 21/06/17

3. Mayor

I agree the decision proposed in paragraph above for the reasons set out in paragraphs 1 and 3.1, 3.2 in the attached report.

Signed  Date 22/6/17

Individual Mayoral Decision Proforma Decision Log No: <u>160</u>	 TOWER HAMLETS
Report of: Denise Radley, Director Adult Services	Classification: Unrestricted
Independent Living Community Support – Contract Value Amendment	

Is this a Key Decision?	No
Decision Notice Publication Date:	22 June 2017
General Exception or Urgency Notice published?	No
Restrictions:	Not Restricted
Reason for seeking an Individual Mayoral Decision:	The contract value attributable to the original delegation was not high enough to ensure that the contract was economically viable

EXECUTIVE SUMMARY

The Independent Living Community Support (ILCS) service supports 170 people to develop or maintain their independence within their own homes, thus preventing unnecessary use of more institutional forms of care and hospital admission by providing recovery orientated floating support to individuals. Service users may have a forensic history or dual diagnosis, substance misuse and mental health issues.

The service is recognised by stakeholders to be a valuable resource supporting people with significant mental illness to remain in the community and live independently. This service plays a key role in the delivery of the Mental Health Accommodation Strategy 2014- 2019 providing support to the cohort in transition from residential care as well as providing support to individuals across the Mental Health pathway.

The service, which is provided under contract with the Local Authority Health and Adults Directorate, focuses on engaging with and assisting service users to make good use of the community mental health services available to them whilst developing the knowledge, life skills and ability to manage and sustain a tenancy successfully. The service provides one-to-one support at an individuals' home, as well as offering opportunities for service users to meet together, developing options for peer support and appropriate facilitated support groups relating to key areas or tasks.

The contract for this service expires at the end of June 2017 and authority to commence the procurement, at the existing contracted value of £468,000, was granted by the Mayor in Cabinet in January 2016. The tender exercise commenced in December of the same year and is coming to a conclusion; however there is a need to review the original contract envelope to ensure the future sustainability of the service.

As part of the tender process further evaluation of the sustainability of the contract has highlighted that the original contract threshold of £468,000 per annum is now significantly below current market rates. When originally awarded in 2014 a staff hourly rate of £13.14 was achieved however due to increases in London living wage, inflation and other market factors we are aware that the current market rate for similar services is between £15-16. As a result there is a need to increase the contract envelope to £550,000 per annum to enable the contract to be awarded without making significant reductions in the current service provision.

Consideration has been given to the latter option but rejected given the established need for this service in meeting the needs for whom the Authority has a statutory responsibility to provide support. It is also acknowledged that any change to the capacity of the current service will adversely impact on the 170 service users currently in receipt of a service. This approach has been considered and ratified by the Competition Board, which has oversight of the procurement processes for the Authority.

No significant budgetary pressures will arise as a result of this decision as the increased budget envelope will be funded from within current commissioning budget thresholds for services of this type.

DECISION

Recommendations:

Authorise the increased contract threshold from £468,000 to £550,000 per annum to maintain the current service capacity. This will enable the contract to be awarded as a result of the current procurement exercise

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 *James C. Kelly* Date 21/06/17

2. Chief Finance Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed *[Signature]* Date 21/06/17

3. Monitoring Officer or his/her deputy

I have been consulted on the content of the attached report which includes my comments.

Signed *[Signature]* Date 21/06/17


4. Mayor

I agree the decision proposed in the recommendations above for the reasons set out in the attached report.

Signed *[Signature]* Date 28/6/17

NO 1000 WHT THIS HAS
TAKEN SO LONG TO REACH ME
WOULD LIKE TO KNOW? *[Signature]*

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Individual Mayoral Decision Log No: 161	 TOWER HAMLETS
Report of: Ann Sutcliffe: Acting Corporate Director of Place	Classification: Unrestricted
IMPLEMENTATION OF TRAFFIC MANAGEMENT ORDERS ON WATTS GROVE	

Is this a Key decision?	No
Decision Notice publication date	N/A
General Exception or Urgency Notice published?	Not applicable
Restrictions	No
Reason for seeking an individual Mayoral decision	A Mayoral decision is required to allow for the implementation of a Traffic Management Order on Watts Grove, a new build development. It is required to prevent unauthorised parking in an area where there is a considerable demand for parking.

Executive Summary

Watts Grove is a new build development of 148 properties set in the Lincoln area and upon completion will be managed by Tower Hamlets Homes ("THH"). It has been designated as a car free development and only seven disabled parking spaces will be available on this estate.

Despite the car free designation, it is anticipated that there is potential for unauthorised parking by those who live on the estate or in the vicinity or by visitors to the area unless parking controls are implemented. Gates have been installed on some areas of the estate to deter entry but the fact that there is open access for disabled resident spaces raises the likelihood that this could be abused by others. There is an urgent need to ensure that parking control is in place in order to prevent difficulties arising when tenants move into their new homes in July 2017.

This report recommends that the Mayor agree to the implementation of a Traffic Management Order on the Watts Grove estate to allow for the effective control of parking.

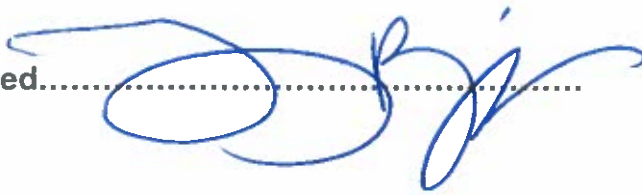
Recommendations:

That the Mayor:

1. Authorises the Divisional Director of Public Realm to undertake informal and Statutory Consultation in relation to introducing controlled parking on

4 Mayor

I agree the decision proposed in the paragraph above for the reasons set out in paragraph of the attached report

Signed.....

Date 3/7/17

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