

CABINET

MAYOR

Mayor John Biggs

CABINET MEMBERS

Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
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 Denise Jones	(Cabinet Member for Health & Adult Services)
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, 31 October 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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Web: <http://www.towerhamlets.gov.uk>

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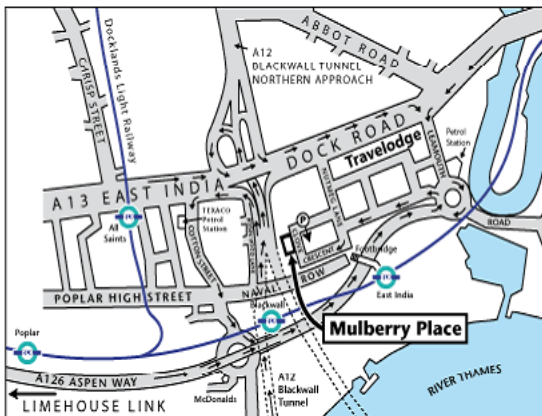
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QR code for smart phone users

A Guide to CABINET

Decision Making at Tower Hamlets

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

Which decisions are taken by Cabinet?

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

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

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

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

Published Decisions and Call-Ins

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

- The decisions will be published on: **Thursday, 2 November 2017**
- The deadline for call-ins is: **Thursday, 9 November 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, 31 OCTOBER 2017

5.30 p.m.

	Pages
1. APOLOGIES FOR ABSENCE	
To receive any apologies for absence.	
2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS	11 - 14
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	15 - 30
The unrestricted minutes of the Cabinet meeting held on Tuesday 19 September 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	Climate Change Mitigation & Adoption Strategy	31 - 174
Report Summary: To endorse and agree the climate change strategy and regulatory agreement to the Air Quality Plan.		
Wards: All Wards		
Lead Member: Cabinet Member for Environment		
Corporate Priority: A transformed council, making best use of resources and with an outward looking culture		
5.2	Community Safety Partnership [CSP] Plan 2017 - 21	175 - 206
Report Summary: The Community Safety Partnership (CSP) has a statutory duty to produce a Community Safety Partnership Plan which investigates challenges and opportunities for the borough and identifies its priorities for crime reduction.		
Wards: All Wards		
Lead Member: Cabinet Member for Community Safety		
Corporate Priority: A transformed council, making best use of resources and with an outward looking culture		
5.3	Funding for Additional Youth Activity	207 - 216
Report Summary: The Cabinet is recommended to approve the proposed expenditure by the Youth Service of the £300,000 on:		
<ul style="list-style-type: none">• A one year only youth innovation fund delivered through an annual youth grant;• A one year Youth Service eleven year old youth activity pilot; and• A Team Arts.		
Wards: All Wards		
Lead Member: Cabinet Member for Education and Children's Services		
Corporate Priority: (All Corporate Priorities)		

Report Summary:

The Mayor in Cabinet is recommended to:

- Note the report and recommendations of the Scrutiny Challenge Session on Youth Services as set out in the report; and
- Approve the action plan in the report which sets out the Council's response to the recommendations of the Scrutiny Challenge Session.

Wards: All Wards
Lead Member: Corporate Director, Children's Services
Corporate Priority: Creating opportunity by supporting aspiration and tackling poverty

5.5 IDF: Approval of the allocation of S106 and CIL funding and Approval for the Adoption of a Capital Budget in Respect of the following projects: King Edward Memorial Park Masterplan Delivery; Aberfeldy Village Health Centre; Suttons Wharf Health Centre; Wellington Way Health Centre; Raines Foundation School.

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:

- Whitechapel Public Realm Improvements Project;
- King Edward Memorial Park Masterplan Delivery;
- Wellington Way Health Centre (New Build Extension);
- New Primary School, Paton Close E3;
- Aberfeldy Village Health Centre;
- Suttons Wharf Health Centre.

Approval to fund these project is sought as they will allow for the delivery of Infrastructure and achieve the objectives set out in the community plan including:

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

Wards: Bethnal Green; Blackwall & Cubitt Town; Mile End; Poplar; St Katharine's & Wapping; St Peter's
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; Creating and maintaining a vibrant, successful place

Report Summary:

A decision is required to declare a dwelling that forms part of the Trinity Green Almshouses as surplus to the council's operational requirements and dispose of it on the open market. This is due to the prohibitive cost of bringing the property back up to a habitable standard.

Disposing of it would allow the purchaser to bring the dwelling back up to a habitable standard through a restoration programme and return the site to housing use. This would place the expense and risk on them and allow the council to invest the receipt in other priority areas in the Housing Revenue Account.

The proposal is for the disposal of 2 Trinity Green, Mile End Road, E1 4TS.

Exempt Appendix

The exempt appendix to this report is contained in a separate supplementary pack.

Wards:	Bethnal Green
Lead Member:	Cabinet Member for Resources, Deputy Mayor and Cabinet Member for Housing
Corporate Priority:	A transformed council, making best use of resources and with an outward looking culture

ALL REMAINING REPORTS ARE CONTAINED IN AGENDA PACK TWO

5.7 Statement of Licensing Policy Review 2018

Report Summary:

All local authorities have to review their existing Statement of Licensing Policy every five years; the Council must adopt a new policy by October 2018, as one of the responsibilities that they have to administer licences under the Licensing Act 2003.

The purpose of the policy statement is to define how the responsibilities under the Act are going to be exercised and administered.

Wards: All Wards
Lead Member: Cabinet Member for Community Safety
Corporate Priority: Creating and maintaining a vibrant, successful place

5.8 Passenger Transport Contact Extension

Report Summary:

Twelve Month Contract extension of the Passenger Transport Framework.

Wards: All Wards
Lead Member: Cabinet Member for Environment
Corporate Priority: Creating and maintaining a vibrant, successful place

5.9 Contracts Forward Plan 2017/18 Q3

Report Summary:

Consider the contract summary and identify those contracts about which specific reports should be brought before Cabinet prior to contract award by the appropriate Corporate Director for the service area; Confirm which of the remaining contracts can proceed to contract award after tender; and Authorise the Head of legal Services to execute all necessary contract.

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 .10 Appointments to External Bodies October 2017

Report Summary:

The Mayor has responsibility for appointing representatives to certain external bodies on behalf of Tower Hamlets Council. This report sets out the appointment and removal of appointees of several outside bodies. The appointments are until further notice, though they will usually be renewed each year.

Wards: All Wards
Lead Member: Mayor
Corporate Priority: Creating and maintaining a vibrant, successful place

5 .11 Mayor's Individual Executive Decisions - List of Recently Published Decisions

Report Summary:

A noting report listing Individual Executive Mayoral Decisions taken since the last report to Cabinet.

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 5.03 P.M. ON TUESDAY, 19 SEPTEMBER 2017

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

Members Present:

Mayor John Biggs
Councillor Denise Jones (Cabinet Member for Health & Adult Services)
Councillor Sirajul Islam (Statutory Deputy Mayor and Cabinet Member for Housing)
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)

Other Councillors Present:

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

Apologies:

Councillor Amina Ali (Cabinet Member for Environment)
Councillor Amy Whitelock Gibbs (Cabinet Member for Education and Children's Services)

Officers Present:

Zena Cooke (Corporate Director, Resources)
Margaret Cooper (Section Head Transport & Highways, Public Realm, Communities Localities & Culture)
David Courcoux (Head of the Mayor's Office)
Sharon Godman (Divisional Director, Strategy, Policy and Partnerships)
Asmat Hussain (Corporate Director, Governance and Monitoring Officer)
Tom McCourt (Strategic Director)
Christine McInnes (Divisional Director, Education and Partnership, Children's)
Matthew Pullen (Infrastructure Planning Manager)
Denise Radley (Corporate Director, Health, Adults & Community)
Ann Sutcliffe (Acting Corporate Director, Place)
Will Tuckley (Chief Executive)
Matthew Vaughan (Political Advisor to the Conservative Group, Democratic Services, LPG)

Barbara Disney	(Service Manager, Strategic Commissioning, Health, Adults & Community Services)
Thorsten Dreyer	(Strategy & Business Development Manager – Culture Environmental Control & Spatial Planning)
Martin Ling	(Housing Strategy Manager, Place)
Nancy Meehan	(Interim Divisional Director, Children's Social Care)
Neville Murton	(Divisional Director, Finance, Procurement & Audit)
Brian Snary	Financial Accountant - Resources
Judith St John	(Acting Divisional Director, Sports, Leisure and Culture)
Karen Sugars	(Acting Divisional Director, Integrated Commissioning)
Joseph Ward	(Development Viability Team Leader, Place)
Matthew Mannion	(Committee Services Manager, Democratic Services, Governance)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Amina Ali (Cabinet Member for Environment)
- Councillor Amy Whitelock Gibbs (Cabinet Member for Education and Children's Services)
- Debbie Jones (Corporate Director, Children's Services) who was being deputised by Christine McInnes, Divisional Director, Education and Partnership)

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

Councillor Denise Jones declared a Disclosable Pecuniary Interest in Agenda Item 5.6 (2017 Revaluation – Proposed Local Discretionary Business Rates Relief) as she owned a business in the area. She left the room for the duration of that item.

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Tuesday 25 July 2017 be approved and signed by the Chair as a correct record of proceedings.

4. OVERVIEW & SCRUTINY COMMITTEE

4.1 Chair's Advice of Key Issues or Questions

Pre-Decision Scrutiny Questions were received on a number of agenda items:

- 5.2 (Additional Police Officers for Neighbourhoods)
- 5.3 (Electric Vehicle Charging Points)
- 5.7 (Planning for School Places – 2017/18 Review)
- 5.19 (Medium Term Financial Strategy 2018-21)
- 5.20 (Individual Mayoral Decisions – Additional Police Resources)

The questions and responses were considered during the discussion of each item.

In addition the Chief Executive and Returning Officer, responding to a question, set out how the Council was engaging with the Government's Pilot programme to further prevent fraud around elections including local actions on postal voting and participating in the advisory group on voter id.

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

Nil items.

5. UNRESTRICTED REPORTS FOR CONSIDERATION

5.1 Living Well in Tower Hamlets: the adult learning disability Strategy 2017 - 2020

Councillor Denise Jones, Cabinet Member for Health and Adult Services, introduced the report to Cabinet. She highlighted that the strategy had taken a significant length of time to develop and she was really pleased it was here for consideration. She noted that further work would continue in this area and in particular she would be looking to increase engagement with the Council's WorkPath employment strategy.

She then introduced a number of service users who had been involved in co-producing the strategy. They addressed Cabinet and highlighted how important this strategy was to them individually and to all adults with learning disabilities who could be supported to live as independently and successfully as possible. It was really important that they were seen as regular people able to run their own lives. They had really enjoyed being involved and were pleased to see the strategy presented to the Mayor.

The **Mayor** thanked them for their presentation and thanked Members and officers for their engagement and discussion of the report. He stated it was vital as part of the Council's equalities duties to ensure that adults with learning disabilities were not excluded. He promised to keep a close eye on the success of the Strategy. He **agreed** the recommendation as set out.

RESOLVED

1. To approve "Living Well in Tower Hamlets: the adult learning disability Strategy 2017 to 2020".

5.2 Proposal for Mayoral Growth Funding - Additional Police Officers for Neighbourhoods

Councillor Asma Begum, Cabinet Member for Community Safety, introduced the report. She highlighted that the proposed funding for police officers was additional to previous funding decisions.

Denise Radley, Corporate Director, Health, Adults and Community highlighted that recommendation four would give her authority to ensure there were tight controls on how this resource was used.

The **Mayor** linked this decision to the Council's Anti-Social Behaviour policy and as a response to anxiety expressed in the community. He **agreed** the recommendations as set out in the report.

The Pre-Decision Scrutiny Questions and Responses were noted.

RESOLVED

1. To agree and approve the recommended option of the £1 million p.a. for three years funding (as set out in 3.10 of this report) in additional police officers in the borough under Section 92 of the Police Act 1996 (Grant from a Local Authority) with the Mayor's Office for Policing and Crime (MOPAC) using the Met Patrol Plus Scheme. This option proposes additional officers to support neighbourhood policing and aligns with the Council's commitment to neighbourhood management.
2. To agree to fund the additional costs of this measure from its General Fund reserves in 2017/18 and identify this as a funding pressure within the refresh of its MTFS for 2018-2021.
3. To authorise the corporate Director Health, Adults and Community to execute the necessary agreement with the MOPAC and Tower Hamlets Police.
4. To authorise the corporate Director Health, Adults and Community any named officer nominated by her to develop a robust performance management framework for evaluating impact through Key Performance Indicators, to ensure value for money in line with the Council's approach to outcome-based budgeting.

5.3 Electric Vehicle Charging Points

The **Mayor** introduced the report on proposals for electric charging points. He highlighted the importance of integrating the charging points into regular parking spaces to avoid losing spaces for other drivers. It was also vital to work to improve air quality in the Borough and encouraging electric vehicles was one strand of this work.

The Pre-Decision Scrutiny Questions and Responses were noted.

RESOLVED

1. To approve the Electric Vehicle Charging Point Delivery Plan and targets for delivery by 2025.
2. To authorise the Corporate Director Place to enter into service level agreements and utilise the GULCS framework contract for the delivery of on-street charging points throughout the borough;
3. To approve the adoption of an additional capital estimate of £36,000 for the delivery of charging points in the current financial year;
4. To instruct the Corporate Director Place, with the Head of Communications, to publicise this strategy and invite residents to express an interest in utilising these charging points in the future.

5.4 Autism Strategy for Adults 2017-22

Councillor Denise Jones, Cabinet Member for Health and Adult Services introduced the report. She highlighted the importance of ensuring that autistic adults were able to lead fulfilling lives and noted that there could be a lack of understanding in the community. She explained that the Strategy had been co-produced with autistic adults and that an Autism Partnership Board was being established.

During discussion the **Mayor** agreed that the strategy would be a living document that would continue to develop and in particular that more needed to be done to link the Strategy to the Council's Workpath employment initiative.

RESOLVED

1. To agree to the Adults Autism Spectrum Disorder Strategy at Appendix 1 to the report.

5.5 Open Space Strategy 2017 - 2027

Councillor Abdul Mukit, Cabinet Member for Culture and Youth, introduced the report. He highlighted that the Strategy established the evidence base for the Council's Local Plan and provided the overall decision making framework for open spaces.

Amongst other areas, the Strategy was designed to underpin work to seek external funding and generally provide a framework for investment in existing open spaces including for sports. The Strategy did not identify specific individual sites but that would follow in the delivery plan.

The **Mayor** thanked officers for their work on this project, particularly Judith St John (Acting Divisional Director, Sport, Leisure and Culture) and Thorsten Dreyer, (Strategy and Business Development Manager). He **agreed** the recommendation as set out.

RESOLVED

1. To adopt the Open Space Strategy in Appendix 1 to the report.

5.6 2017 Revaluation - Proposed Local Discretionary Business Rates Relief

Note – Councillor Denise Jones left the meeting room for the duration of this item.

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He explained that nearly 9,000 businesses were seeing an increase in Business Rates and that the government had provided a certain amount of money to help mitigate the increase, although the funds provided could only cover part of the increase. Two rate relief options were presented in the report which would be set out to businesses in a consultation exercise.

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

RESOLVED

1. To agree the 2 options proposed for awarding the relief on either a fixed amount or based on a percentage increase.
2. To commence a consultation process with local businesses and business organisation.
3. To note that a further report will be presented giving details of the outcome of the consultation and recommendations for the final qualifying criteria to be included in the local relief scheme.

5.7 Planning for School Places - 2017/18 Review

The **Mayor** introduced the report explaining that it was important for the Council to attempt to anticipate likely school place needs in the near future as best it could. He noted the particular problem that the opening of unexpected Free Schools was causing to school place planning. He noted that the demand for places varied across the Borough.

During discussion Members heard about plans in relation to various schools such as potential new secondary schools, plans for a new Bow Primary School, expansions at existing schools and the level of need on the Isle of Dogs. It was also noted that officers were proposing a review of primary school places for a number of reasons as there may be a smaller increase in demand than originally projected which was exacerbated by the opening of Free Schools.

The Pre-Decision Scrutiny Questions and Responses were noted.

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

RESOLVED

1. To note the contents of this report and the progress made in meeting the need for additional places;
2. To note that proposals for specific schemes will be subject to separate consultation and procedures and Cabinet decisions;
3. To note the proposed review of the pattern of primary school provision and the proposed consultation on issues relating to the distribution of places across the borough;
4. To confirm to the LLDC that the Council does not intend to proceed with the development of a new primary school at Neptune Wharf but wishes to work jointly to review the future need for primary places in the area (paragraph 3.11 of the report).
5. To agree to defer development work on the scheme at London Dock until a further review of projected demand for secondary places has been conducted and to progress the design development of the scheme at the Westferry Print works site with a view to opening a 6FE secondary school in September 2021.

5.8 Children's Services Improvement- progress report

The **Mayor** introduced the report noting that it had already been considered by the Children's Services Improvement Board and the Best Value Improvement Board. He reported that there had been some encouraging progress to date and that the next key point would be OFSTED's update report to be published following their upcoming December visit.

Members discussed the report and examined a number of issues including:

- The need to improve consistency in how children were referred initially.
- Work to improve workforce stability and management oversight.
- Engagement with the improvement partner Councils.
- The additional resources that had been added to the base budget to support the improvement plan.
- The importance of the regular briefings being provided to Members as well as training sessions and opportunities for Members generally to scrutinise progress.

The **Mayor** welcomed the progress that was being made and noted there was still a lot to do. He **agreed** the recommendations as set out.

RESOLVED

1. To endorse the progress made in delivering the children's services improvement programme.
2. To agree the next steps in the improvement journey which will be updated on in the next report.

5.9 The Adoption of a Development Viability Supplementary Planning Document

Councillor Rachel Blake, Cabinet Member for Strategic Development, introduced the report. She recommended the report to Cabinet explaining how important it was to ensure applications were properly transparent. She also noted that this was the only Viability SPD in London to refer to estate regeneration schemes.

The **Mayor** thanked Councillor Rachel Blake and officers for their work on this policy and **agreed** the recommendations as set out.

RESOLVED

1. To approve the adoption of the Development Viability Supplementary Planning Document attached at Appendix A to the report;
2. To note the Report on the Second Consultation attached at Appendix B to the report, and approve the publication of this document on the Council's website;

3. To note the Adoption Statement (Appendix C to the report) and Strategic Environmental Assessment Screening Determination and Sustainability Appraisal Review (Appendix D to the report) and approve the publication of these documents on the Council's website;
4. To note the Equality Analysis Quality Assurance Checklist (Appendix E to the report) completed in respect of the Development Viability Supplementary Planning Document.
5. To note the Report on the First Consultation attached at Appendix F to the report;
6. To note that the Supplementary Planning Document states that the Council "will have regard" to the "Threshold Approach to Viability" as described in the Mayor of London's Affordable Housing and Viability Supplementary Planning Guidance document. See paragraphs 5.18 to 5.21 in the report for more information on this matter.

5.10 IDF: Approval of S106 Funding to Design and Fit out of Training Centre - at the former London Fruit and Wool Exchange (LFWE)

Councillor Joshua Peck, Cabinet Member for Work and Economic Development introduced the report. He highlighted that this funding would enable training to be offered to 1,500 local residents and would result in many of them obtaining jobs in businesses in the Borough.

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

RESOLVED

1. To approve the allocation of £500,000 of S106 funding for the design and fit-Out of a training centre at the former LFWE as profiled in the PID attached at Appendix A to the report, and in Table 1 of the report.
2. To approve the adoption of a capital estimate of £500,000 as profiled in the PID attached at Appendix A to the report, and in Table 2 of the report.

5.11 Updated Conservation Strategy and Local List Nomination and Selection Process

Councillor Rachel Blake, Cabinet Member for Strategic Development, introduced the report. She explained that it was important to recognise and conserve the Borough's proud history.

During discussion of the report it was noted that the final published strategy would be reviewed from the draft version presented in the Cabinet papers.

In addition Members welcomed the inclusion of an objective to maintain a register of public artworks. It was also suggested that Paragraph 4.3.33 be

altered to reference a different Conservation Area as Tredegar Square was not seen as being of particularly uniform character.

The **Mayor** thanked officers for their work and **agreed** the recommendations as set out.

RESOLVED

1. To adopt the updated Conservation Strategy (Appendix 1 to the report)
2. To adopt the Local List Nomination and Selection Process (Appendix 2 to the report).
3. To note the next steps for updating the Local List.

5.12 Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits (Regulation 19 consultation) and Adoption of the Statement of Community Involvement (SCI) Refresh

Councillor Rachel Blake, Cabinet Member for Strategic Development, introduced the report. She explained that the Local Plan was being presented for agreement before being submitted to a final statutory consultation exercise. Following that exercise the Plan would be submitted to Council before being presented to the government appointed inspector.

During discussion it was noted that some of the data, particularly around area boundaries, needed to be reviewed. Officers were tasked to review this before the Plan proceeded.

The **Mayor agreed** the recommendations as set out subject to allowing officers to update the Plan as set out above.

RESOLVED

1. To approve the publication of the *proposed submission version of the Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits* along with supporting information including an Integrated Impact Assessment (IIA), evidence base studies and other supplementary information for a six week statutory public consultation.
2. To agree that following consultation and a resolution being taken by Council, that the plan should be submitted to the Secretary of State for independent examination;
3. To authorise the Corporate Director of Place after consultation with the Mayor, to make any appropriate and necessary minor amendments to the proposed submission version of the Local Plan and supporting documents prior to the commencement of the consultation period (regulation 19 stage), with particular reference to data matching and area boundaries, for example on town centres;

4. To authorise the Corporate Director of Place after consultation with the Mayor to make any appropriate and necessary minor amendments to the proposed submission version of the Local Plan and supporting documents following consultation and prior to submission to the Secretary of State.
5. To adopt the *Statement of Community Involvement Refresh* as a revision of the Statement of Community Involvement (July 2012) in accordance with Section 26 of the Planning and Compulsory Purchase Act 2004. For the avoidance of doubt the adopted Statement of Community Involvement Refresh shall supercede the previous 2012 iteration.

5.13 Article 4 Direction - Office (B1a) to Residential (C3)

Councillor Rachel Blake, Cabinet Member for Strategic Development, introduced the report. She highlighted that the restrictions in certain areas of the Borough on property owners being able to convert businesses into residential property would be automatically lifted unless the Council specifically proposed otherwise.

The proposal would now go out for public consultation and then come back for final consideration.

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

RESOLVED

1. To agree the making of an Article 4 direction removing permitted development rights from offices (B1(a)) to residential (C3) within the areas shown on the map attached as Appendix 1 to the report;
2. To note that following the making of an Article 4 Direction, statutory public consultation will be carried out on the Article 4 direction (Appendix 2 to the report); and
3. To agree that should re-consultation be required due to amendments from the Secretary of State, or following consideration of representations received during the period of statutory consultation, that such further consultation may be undertaken with the authority of the Corporate Director, Place due to the urgent need to have the Article 4 direction confirmed by 1st June 2018.

5.14 Food Law Report 2017/18 and Review of 2016/17

The **Mayor** introduced the report. He noted the activity reported from last year including that 100% of higher risk premises had been visited. He also noted the planned actions for the next year as set out. He thanked officers for their work in this important area and **agreed** the recommendation as set out.

RESOLVED

1. To approve the Tower Hamlets Food Law Enforcement Service Plan 2017/2018 and Food Sampling Policy attached at Appendix One of the report.

5.15 Under Occupation Review - Action Plan

Councillor Sirajul Islam, Statutory Deputy Mayor and Cabinet Member for Housing, introduced the report which presented the proposed action plan following the recent Scrutiny Review. It was noted that it was vital for the Council's partners to buy into the plan.

The **Mayor** thanked officers and **agreed** the recommendation as set out.

RESOLVED

1. To note the report of the scrutiny working group and to agree the action plan in response.

5.16 Leisure Services Contract Fee Waiver Negotiations

Councillor Abdul Mukit, Cabinet Member for Culture and Youth, introduced the report. He explained that this proposal was to extend the contract with the leisure services provider to 2022 and take the opportunity to update the terms of the contract to increase value for money to the Council.

During discussion the following points were noted:

- Charges for users would continue to rise only with inflation.
- The contractor was moving to paying the London Living Wage.
- Whether there was funding available for free gym sessions for residents and/or other community benefits that could be introduced. It was noted that any s106 funding allocations would need to be processed and agreed in the normal way and so could not be approved at this stage.
- The lack of Council branding at many locations.

Discussion turned to how the Council ensures that performance could be effectively monitored and improved and that the Council would have the powers to monitor and intervene effectively.

The **Mayor** considered the result of the debate and stated that he agreed with the principal proposal to extend the contract and approve the fee waiver arrangements. He requested that officers report back to him on monitoring

arrangements before the contract extension was executed. He explained that he would report back to Members and Cabinet as necessary on those discussions. In respect of that, and the s106 discussion noted earlier, he amended the recommendations and **agreed** them.

RESOLVED

1. To agree and approve the fee waiver arrangements and three year contract extension to the current contract due to expire on 30th April 2019. This will be on the existing terms for the current Leisure Services Contract for the period up to April 2022;
2. To in principal authorise the appropriate officers to execute the necessary contract extension agreement and to update the Mayor on the monitoring of the contract; and
3. To in principal approve the use of Section 106 funds for investment in the Leisure facilities subject to officers providing a satisfactory update to the Mayor on the monitoring of the contract.

5.17 Corporate Budget Monitoring 2017/18 (Month 3/Q1)

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He highlighted the good news that there was currently an expected underspend in the general fund budget at about the level you would expect. There was also an underspend in the Housing Revenue Account. He noted pressure in some areas such as Children's Services and Social Care.

He noted the section of the report setting out progress towards reaching agreed savings targets and a later section on Right to Buy sales.

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

RESOLVED

1. To note the Council's forecast outturn position against Revenue and HRA budgets agreed for 2017-18, based on information as at the end of June as detailed in Sections 3-10 of the report.
2. To note the summary savings position.
3. To endorse management action to achieve savings.
4. To note current position of balance sheet items.
5. To note Reserve Position.
6. To note the Capital forecast outturn position.
7. To agree to increase the capital estimate for the ICT Solution Handheld Devices by £0.45m to £1m in the capital programme.

5.18 Strategic Performance Monitoring 2017/18 Q1

The **Mayor** introduced the report. He explained that he had already presented the report at the Overview and Scrutiny Committee where he had been examined on its content. He noted the areas that required improvement including Children's Services and also the areas showing improvement.

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

RESOLVED

1. To note the performance of the Strategic Measures at the quarter one stage, including those measures where the minimum expectation has been missed (appendix 1 to the report);
2. To review those measures that require improvement and identify any that should be referred to the Council's Performance Improvement Board (PIB) and the Overview and Scrutiny Committee where appropriate.

5.19 Medium Term Financial Strategy 2018 - 2021

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He highlighted that the Council had agreed a three year budget for the first time last time which helped provide the basis for a more thoughtful approach to the need to make savings. He noted a number of uncertainties such as over whether Councils would get to keep business rates where more detail was needed from government. The report was asking for in principle agreement on pooling London wide business rates.

The Pre-Decision Scrutiny Questions and Responses were noted and in particular the Mayor agreed to consider the transparency of the reporting structure for the Infrastructure Delivery Board.

The **Mayor** thanked officers for their work and **agreed** the recommendations as set out.

RESOLVED

1. To note the Council's Outcomes Based Budgeting approach to prioritising resources over the Medium Term Financial Strategy from 2018-19 to 2020-21.
2. To note the issues and actions set out in this report which are informing the development of the Council's MTFs for 2018 – 2021;
3. To note the timescales and next steps for reviewing and consulting on budget proposals;

4. To authorise the Corporate Director Resources after consultation with the Mayor and Lead Member for Resources, to confirm to London Councils the in principle decision to proceed with participation in the London wide pilot for 100% business rates retention.

5.20 Mayor's Individual Executive Decisions – List of Recently Published Decisions

The **Mayor** introduced the report, noted the Pre-Decision Scrutiny Questions and Responses and **agreed** the recommendation as set out.

RESOLVED

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

5.21 Mayor's Executive Delegation Scheme - Update

The **Mayor** introduced the report, welcomed Councillor Denise Jones to the Cabinet as the new Lead for Health and Adult Services and **agreed** the recommendation as set out.

RESOLVED

1. To note the updated Mayor's Executive Decision Making Scheme.

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 7.25 p.m.

MAYOR JOHN BIGGS

<p>Cabinet</p> <p>31 October 2017</p>	
<p>Report of: Ann Sutcliffe – Acting Corporate Director, Place</p>	<p>Classification: Unrestricted</p>
<p>Air Quality and Climate Change Strategy</p>	

Lead Member	Councillor Rachel Blake, Cabinet Member for Strategic Development and Waste and Air Quality
Originating Officer(s)	Abdul J Khan - Service Manager for Energy and Sustainability David Tolley - Head of Trading Standards and Environmental Health
Wards affected	All wards
Key Decision?	No
Community Plan Theme	A Great Place to Live

Executive Summary

The state of the environment affects everyone who lives, works and visits Tower Hamlets. It has been well established that the actions which tackle both air pollution and climate change are similar and can be achieved in tandem.

Air Quality has an impact on the health and quality of life of all in Tower Hamlets and London. The Council has a statutory duty to comply with the London Local Air Quality Management (LLAQM) Regime under the Environment Act 1995.

Tower Hamlets is declared as a whole borough Air Quality Management Area (AQMA) for two air pollutants, Particulate Matter and Nitrogen Dioxide. We have an AQMA declaration order with the Mayor’s seal as the requirement of the Local Air Quality Management process. We have a duty to adopt and implement an Air Quality Action Plan (AQAP). Our first AQAP was adopted in 2003 and the version presented here has been revised and updated.

There is overwhelming scientific consensus that significant climate change is happening. The Climate Change Act 2008, EU Directive (2010/31/EU) and the recent Paris Agreement (2015) commits the UK to make efforts to reduce Green House Gas (GHG) emissions.

Greenhouse gas emissions in the borough are falling, however we still remain as one of the high emitters of carbon dioxide emissions in London. There is growing public awareness and concern about climate change. As such Tower Hamlets Council has a clear focus and responsibility for explaining, reducing and responding

to the risks associated with climate change as a key part of its community leadership role.

This strategy brings together these two important areas of work combining our approach and taking a range of actions to improve the borough's environment.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note that a mayoral priority growth bid was passed and an air quality fund has been approved in the last budget. The fund is for £200,000 over a two year period of 17/18 and 18/19. The fund is intended for 'prospective bidders to support activities aligned to the Council priorities in improving air quality'. Criteria for the proposed projects include:
 - be related to either reducing emissions of, reducing exposure to or increasing awareness of air pollution;
 - be directly relevant to actions in our AQAP;
 - have a measurable impact; and
 - have wider community benefits
2. Approve the Air Quality and Climate Change Strategy.
3. Approve the Air Quality Action Plan.

1. REASONS FOR THE DECISIONS

- 1.1 The Climate Change Act 2008 commits the UK to reducing greenhouse gas emissions by at least 80% by 2050 on 1990 levels. It is recommended the Local Authority has a climate change strategy to support the commitments of the UK government and to carry out its local leadership role in tackling climate change.
- 1.2 The strategy will work alongside other action plans and strategies that are in place such as the Carbon Management Plan, Local Biodiversity Action Plan, Transport Strategy, Electric Vehicle Charging Point and the Air Quality Action Plan. This strategy will align the issues on air quality and climate change and it will ensure that all these action plans and strategies complement each other and work towards making Tower Hamlets a Great Place to Live.
- 1.3 Under Part IV of the Environment Act 1995 Local Authorities have a duty to review and assess air quality in their jurisdiction. Where levels of air pollutants exceed guideline limits then measures must be developed to reduce emissions towards achieving the air quality objectives. The majority of measures proposed are relevant for tackling both air pollution and climate change.

2. ALTERNATIVE OPTIONS

- 2.1 It is not a statutory requirement for the local authority to have a climate change strategy and therefore an alternative option would be not to have one. This is not suggested, however, as it is recognised that climate change is an issue across the world and that every person has a moral duty to tackle climate change. Local Authorities also have a duty to take on the community leadership role and in exercising this duty the Local Authority has the responsibility to lead and set the directions for tackling climate change, having a Climate Change Strategy will enable the Council to fulfil this role.
- 2.2 As a result of air pollution exceedances Tower Hamlets has a duty to adopt and implement an AQAP. If the Council fails to do this the Mayor of London will take legal action against us as he has a supervisory role, with powers to intervene and direct local authorities in Greater London.

3. DETAILS OF REPORT

3.1 Climate Change

- 3.1.1 Action by local authorities is critical to the achievement of the Government's climate change objectives. Local authorities are uniquely placed to provide vision and leadership to local communities by raising awareness and influencing behaviour change. In addition, through their powers and responsibilities (housing, planning, local transport and powers to promote well-being) and by working with their stakeholders, local authorities can have significant influence over carbon dioxide (CO₂) emissions in their local areas. It is important that local authorities contribute to national and regional targets for mitigating and adapting to climate change.
- 3.1.2 63% of the borough's emissions come from the industry and commercial sector and 19% from the domestic sector and 18% from transport. These emissions are outside the direct control of the Council. In comparison to the borough wide emissions, the emissions from council operations account for 0.6% of the overall total which the Council has direct control over.
- 3.1.3 Therefore to effectively tackle climate change and reduce emissions in Tower Hamlets the Council is reliant on exercising its powers and responsibilities in housing, local transport and the powers to promote well-being.

3.2 Air Quality

- 3.2.1 Air pollution often originates from the same activities that contribute to climate change so it makes sense to consider how the overlap between air quality and climate change policy areas can be managed to best effect.

- 3.2.2 Tower Hamlets is committed to improving local air quality and improving public health. Our Air Quality Action Plan (AQAP) was updated and the consultation process has been completed.
- 3.2.3 The Council has secured funding from the London Mayor's Air Quality Fund for several air quality projects. However these projects are match funded internally by the Council through various sources and it must be recognised that as we move forward into 2017-2021, this match funding may be more difficult to locate.
- 3.2.4 The aim of the projects is to deliver improvements in local air quality and reduce public exposure to pollution. Subsequently we have been declared a Cleaner Air Borough by the London Mayor. The projects currently underpin the Air Quality Action Plan.
- 3.2.5 Measures which benefit both air quality and climate change can be realised through actions such as promoting low-carbon vehicles and renewable sources of energy that do not involve combustion. At the same time, actions that tackle climate change but damage air quality must be avoided.
- 3.2.6 Air Quality has an impact on the health and quality of life of all in Tower Hamlets and London. The Council has a statutory duty to comply with the London Local Air Quality Management (LLAQM) Regime under the Environment Act 1995 and has subsequently adopted an Air Quality Action Plan (AQAP).
- 3.2.7 Tower Hamlets is declared as a whole borough Air Quality Management Area (AQMA) for two air pollutants, Particulate Matter and Nitrogen Dioxide. We have an AQMA declaration order with the Mayor's seal as the requirement of the Local Air Quality Management process.
- 3.2.8 Air pollution has a significant negative impact on health with effects ranging from worsening respiratory symptoms and poorer quality of life, to premature deaths, from cardiovascular and respiratory diseases. In Tower Hamlets 7.4% of all deaths in people over 30 are attributable to particulate air pollution. Air pollution contributes to widening health inequalities as levels of particulate matter and NO₂ are higher on the most heavily trafficked roads which are used more by disadvantaged people as places where they live, work and shop. There is also evidence that these same people are more susceptible to the adverse health impacts of air pollution. A six year study observed evidence of reduced lung volume in school children relating to long term exposure to traffic pollutants was consistent with impaired lung growth.
- 3.2.9 Through the LLAQM, we have also been declared a Cleaner Air Borough as we have and continue to meet the GLA's Cleaner Air Borough Criteria to improve local air quality and improve public health
- 3.2.10 Further action is now required in delivering local improvements to reduce emissions and human exposure at busy vehicular locations like high streets, schools and hospitals. A local targeted approach in collaboration with partner

organisations and a high level of community engagement to establish long term awareness around health benefits is required. With the introduction of appropriate measures this could deliver tangible improvements.

3.2.11 London, including Tower Hamlets is exceeding the limit values contained within the European Union's Ambient Air Quality Directive (2008/50/EC) and therefore is required to implement measures to reduce air pollution. The two human health pollutants of concern are Nitrogen Dioxide and Particulate Matter (PM10 & PM2.5).

3.3 Air Quality and Climate Change Strategy

3.3.1 This strategy is divided in to nine sections providing a vision and a set of priorities for achieving each vision.

(i) Energy Supply

Tower Hamlets produces one of the highest levels of CO₂ emissions in London, where nearly two thirds of the Borough's emissions come from the industry and commercial sector. The Borough has made good progress so far in achieving a reduction of 21% from 1990 levels up to 2014 and it is expected to have made an overall 25% reduction by 2017 on 1990 levels.

There is still much work to be done to achieve the 60% CO₂ emissions reductions by 2025 on 1990 levels.

The strategy also contributes to tackling fuel poverty in the borough by reducing domestic energy consumption.

(ii) Low Carbon Development

The quality of the built environment is of crucial importance to our contribution to climate change, through reducing the amount of energy we use in our buildings. Tower Hamlets has some of the best policies in the country in creating sustainable developments; the borough has won a national award for delivering the highest number of homes that meet the 'Code for Sustainable Homes' (CSH) standard awarded by the Building Research Establishment (BRE).

The local authority is leading the way in allowable solutions and holds one of the most advanced studies in the country helping to set up a carbon fund currently holding over £8m in section 106 agreements, with £1.8m already paid in to our accounts.

Utilising these funds we are delivering projects in schools, the domestic sector and council and community buildings.

(iii) Carbon Management Plan

Getting your own house in order is extremely important; the Council working with the Carbon Trust developed the Carbon Management Plan outlining the Council's vision and carbon reductions targets up to 2020. A reduction in carbon emissions results in a reduction in energy usage and therefore a reduction in energy costs too.

From a 2007 carbon footprint baseline, in 2015 the Council has achieved a 38% reduction and is on course to achieve the 60% reduction by 2020.

(iv) Air Quality

London's air pollution problem is primarily caused by traffic and diesel fumes. Air pollution is a matter of life and death. It causes 9,500 early deaths in London every year.

Climate Change and air pollutants share common sources. The challenge in addressing air pollution and climate change will require synergistic policies, while striving to minimise conflict between policies and to manage residual negative impacts.

This strategy will seek opportunities to influence air quality policy across the borough to secure lower levels of air pollution. When delivering projects the impact on climate change and air quality will be assessed.

(v) Transport

Transport is a significant producer of carbon emissions. Through its transport policy Tower Hamlets is attempting to create a cleaner, greener and more attractive borough, where it is safe and easy to travel and where the environment is protected for future generations. Making Connections is the green transport strategy of the Council; this strategy supports the vision and objectives of the green transport strategy.

The Air Quality Management Plan has identified the introduction of cleaner vehicles as a priority and the Electric Vehicle Charging Point Delivery has been developed to inform and direct action towards delivery of that objective over the next three years.

(vi) Natural Environment, Water supply and Flooding

The natural environment plays a key role in making our urban spaces liveable. The Council has a biodiversity action plan in place which aims to protect and enhance the biodiversity of the borough.

The demand for water is placing increasing pressure on rivers and waterways, affecting water table heights and raising new land use issues. The water

market was deregulated in April 2017 and the roll out of water meters is currently being delivered for all domestic users.

Approximately 31% of the properties in Tower Hamlets are in areas at risk of flooding, mainly from tidal flooding. Flood defences can only protect London from fluvial and tidal flood risk. The city is still vulnerable to surface water and sewer flooding from storm and heavy rainfall events.

This strategy will work to enhance and protect the Borough's biodiversity safeguarding the Borough's water resources and minimising the risk of flooding.

(vii) Purchasing Supply and Consumption

The purchasing, supply and consumption of goods effects climate change in a variety of ways, both directly through the greenhouse emissions from manufacture and transport of goods.

Most consumers do not have a good understanding of how their choices can help combat climate change and improve air quality.

This strategy will help people and organisations understand the need for action on air quality and climate change and adjust their purchasing, supply and consumption choices accordingly, both individually and collectively.

Reduce waste going to landfill, through producing less waste and expand the market in recycling and re-use of products and by generating energy from waste.

(viii) Education Communication and Influencing Behaviours

Poor air quality and climate change affects everyone and everyone is able to play a part in helping tackle it by thinking about how we live, work and play, and making simple changes to our behaviours.

We need to ensure people and organisations in the borough understand the reasons for action on the environment and are aware of what collective actions can achieve. Provide people with the knowledge and skills that will increase access to employment in to 'green jobs'.

(ix) Community

Communities can play a central role in developing a more sustainable way of life that reduces the impact of our lifestyles on the global climate. Collective actions at community level can help to reduce the effects of climate change and can help people to adapt to a changing climate.

Helping residents to understand how their local environment contributes towards a better quality of life will help them have commitment at community capacity to support each other to lead more sustainable lives.

3.4 Air Quality Action Plan

- 3.4.1 The Air Quality Action Plan has been produced as part of our statutory duty to London Local Air Quality Management and outlines the proposed actions we intend to undertake to improve air quality in Tower Hamlets between 2017 and 2022.
- 3.4.2 Air pollution is associated with a number of adverse health impacts; it is recognised as a contributing factor in the onset of heart disease, cancer and respiratory conditions. Air pollution particularly affects the most vulnerable in society, children and older people. There is often a strong correlation with equalities issues, because areas with poor air quality are also in the less affluent areas.
- 3.4.3 The UK Air Quality Strategy provides the overarching framework for air quality management and contains national air quality standards and objectives to protect human health. Tower Hamlets is meeting all of the national air quality standards apart from those relating to NO₂. We are currently meeting the current objectives for particulate matter, PM10 and PM2.5, but as this pollutant is damaging to health at any level. It remains a pollutant of concern as although we are meeting the EU limits.
- 3.4.4 The Air Quality Action Plan considers priorities under nine broad headings;
- LLAQM
 - Developments and buildings
 - Major infrastructure projects
 - Public Health and awareness raising
 - Delivery servicing and freight
 - Borough fleet actions
 - Localised solutions and projects
 - Cleaner transport
 - Lobbying and Partnership Working
- 3.4.5 Pollution in Tower Hamlets comes from a variety of sources. The main source of NO₂ emissions in the Borough is from transport and domestic emissions. The main source for particulates is from traffic emissions, re-suspension of particles from traffic sources e.g. brake or tyre wear and construction sites.
- 3.4.6 The air quality action plan is striving to go beyond compliance with the Council's commitment and responsibility to reduce emissions from our own operations and jurisdiction. The action plan looks at committing to a range of projects and localised measures to improve air quality and work towards reducing exposure to air pollution.
- 3.4.7 The AQAP went to consultation in June/July 2017 and feedback included:
- Proposed measures were appropriate
 - More cycling infrastructure and on street EV charging points in the borough

- Take action on canal boat pollution
- Tower Hamlets' fleet should be EV
- Take action on engine idling
- Reduce car parking in new developments
- Freight consolidation schemes
- Expand cargo bike scheme
- Improve air quality communication to residents and businesses

3.4.8 Once approved by Cabinet the Air Quality Action Plan will be submitted to the GLA for acceptance and publication.

3.5 Financing of Projects

3.5.1 This is an overarching strategy that brings together a number of existing strategies and action plans providing a shared common vision in improving the environment and making Tower Hamlets a more sustainable place to live and work. The carbon dioxide reducing projects identified in this strategy will be financed from the Carbon Fund for which approx. £8 million of section 106 resources have been secured in legal agreements, with £1.8 million of s106 resources already received by the Council and projects being currently delivered. These sums are likely to increase significantly as the approved developments are built with the new zero carbon residential policies that came into effect on 1st October 2016 and with all new developments zero carbon from 2019.

3.5.2 External funding such as Energy Company Obligations (ECO) is also available for the domestic sector and these will be sought first when delivering any projects.

3.5.3 For the non-domestic sector Salix Loans are an option, these are interest free government loans based on savings achieved by the projects being delivered.

3.5.4 In the first instance where projects are being delivered we will utilise the Carbon Fund and only utilise Salix Loans to top up financing of projects where required and achieve the best value for money test.

3.5.5 Since the inception of LAQM, DEFRA has provided annual AQ grants to Local Authorities. The value has gradually decreased under the current administration and LAs are now required to match fund any monies granted.

3.5.6 The Mayor of London also provides an annual AQ fund which boroughs can bid for and these bids must be match funded by the LA.

3.5.7 The Mayor of Tower Hamlets allocated a mayoral priority growth bid which established an air quality fund as part of the last budget. The fund is for £200,000 over a two year period of 17/18 and 18/19.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report asks the Mayor in Cabinet to approve the Air Quality and Climate Change Strategy and the Air Quality Action Plan which follow from the Carbon Offsetting Strategy which was approved by Cabinet in January 2016.
- 4.2 Although the Community Infrastructure Levy system came into effect in Tower Hamlets from April 2015, carbon offsetting remains part of the reduced Section 106 planning obligations process that remains in place. Financial resources are secured under Section 106 arrangements in mitigation where schemes do not meet the development plan target for reducing carbon dioxide emissions. These contributions are placed in a fund (the Carbon Fund) and are used to reduce carbon dioxide emissions in projects within the borough.
- 4.3 This report advises that the Carbon Fund will be used to tackle Climate Change in the borough by delivering energy reduction projects. Legal agreements for approximately £8.0 million of Section 106 resources have been entered into with £1.8 million having been received to date. Payments under Section 106 contracts are only generated at certain stages of the development process, with no payment liability if schemes do not progress. It is therefore essential that no funds are allocated or committed until the resources are received by the council.
- 4.4 The Strategy identifies nine project areas. Processes for the allocation of resources to fund these projects are incorporated into the Infrastructure Delivery Framework - through the Infrastructure Delivery Steering Group and the Infrastructure Delivery Board. This will ensure that any funding is allocated in a transparent manner, with any grants awarded requiring approval by the Grants Determination Sub-Committee.
- 4.5 Under the Retrofitting option in the Air Quality and Climate Change Strategy, new systems will be added to older buildings to improve energy efficiency and reduce carbon emissions. A basis for utilising this funding source will be required, but if applied to Council buildings it has the potential to reduce the energy costs incurred by the authority, as well as reducing the liability for levies under the Carbon Reduction Commitment. The same will apply if the funding is utilised to install new energy measures within a school.
- 4.6 The Energy Company Obligation (ECO) is a government energy efficiency initiative aimed at reducing carbon emissions and tackling fuel poverty. Under the scheme, larger energy suppliers have to deliver energy efficiency measures to households, with suppliers given targets based on their share of the domestic gas and electricity market. The scheme focuses on the installation of insulation and heating measures and supports vulnerable consumer groups.
- 4.7 Another funding option that could be considered is a loan from Salix Finance, (an independent, not for profit organisation funded by the Department for Energy and Climate Change) which offers 100% interest-free loans to the public sector to improve their energy efficiency and reduce their carbon

emissions. Applications for Salix loans would need to meet the funding criteria of a payback period of less than 5 years (8 years for schools and academies) and project viability in terms of the relative cost per tonne of carbon dioxide saved.

- 4.8 The Air Quality Action Plan sets out the actions that the Council intends to deliver between 2017 and 2022. The activities contained within the Action Plan are delivered by the Pollution Team which has a budget of £307,800 for 2017/18. In addition, approximately £42,000 is received from LB Hackney via the GLA towards the funding of the Zero Emissions Network (ZEN) officer posts. The Council has previously been successful in match funding this contribution through financing from the Mayor of London's Air Quality Fund. This Fund is still available to the Council to bid for further resources.
- 4.9 As part of the 2017-18 budget process, Mayoral Priority Growth of £200,000 was allocated over a two year period to finance initiatives aimed at improving air quality within the borough. £50,000 per year has been earmarked towards the establishment of an Improving Air Quality Fund to raise awareness of and to tackle the significant pollutant issues within the borough. A capital fund of £50,000 per annum over the same two year period is available for prospective bids to support activities aligned to Council priorities in improving air quality.

5. LEGAL COMMENTS

- 5.1 Part IV of the Environment Act 1995 ('the 1995 Act') requires all local authorities in the UK to review and assess air quality in their area. Specifically, section 82 of the 1995 Act makes it a duty that every local authority shall review the air quality within its area, both at the present time and the likely future air quality. Section 83 of the 1995 Act also makes it a duty for local authorities to designate an air quality management area ('AQMA') where air quality objectives are not being achieved, or are not likely to be achieved within the relevant period. Once an area has been designated then section 84 of the 1995 Act imposes a further duty on the local authority to carry out an assessment and then to develop an Action Plan for the air quality management area.
- 5.2 Local authorities are required to consult on its air quality review and assessment; further air quality assessment in an air quality management area; and preparation or revision of an air quality action plan and schedule 11 of the 1995 Act sets out those persons/ bodies with whom this consultation is to be with. There is no requirement for Local authorities to undertake full public consultation but Government Guidance provides that local authorities should use their own judgement to determine whether there is a need for a full public consultation. In this case the report on the Consultation of the Draft Air Quality Action Plan 2017 attached at Appendix 3 confirms that a full public consultation was undertaken as well as consultation with those persons/ bodies required by the 1995 Act.

- 5.3 In considering the whether to approve the both the Air Quality and Climate Change Strategy and the Air Quality Action Plan regard must be had to the responses to the consultation.
- 5.4 This Strategy is a discretionary strategy not forming part of the Budget and Policy Framework. Therefore the approval of the Strategy and Action Plan is for the Mayor in Cabinet.
- 5.5 Once the Action Plan is approved, the Council is required to submit a first Action Plan Progress Report to the Mayor of London by 30th April and then by the same date each year that the Action Plan remains in force. The purpose of this reporting is to ensure that the Council implements the measures within its Action Plan by the timescales indicated within the plan. These Reports list the measures within the Action Plan and include the timescales by when they are/were due to be implemented and give an update on progress in terms of implementing or developing them.
- 5.6 When deciding whether or not to proceed with the proposals, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). Information relevant to the discharge of this duty is in the One Tower Hamlets Section of the report and the Equalities Impact Assessment Checklist attached at Appendix 4.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Officers have taken the equality duty into account in the preparation of the strategy and concluded that the strategy and recommendations have no immediate equality implications; in the development of the individual projects equality duties will be applied.
- 6.2 The strategy only has a tangential effect at this stage by the prospect of, for example, reducing fuel poverty (which may have a disproportionate effect on groups with certain protected characteristics). That is a potential side benefit of the projects envisaged but the priority of the projects to be funded as a result of the strategy is reduction of energy use and carbon emissions. Issues such as mitigating fuel poverty are dealt with by other initiatives.
- 6.3 In so far as the individual projects are proposed the Equality Act duties will be more thoroughly considered when planning those projects.
- 6.4 An Equality Analysis Quality Assurance Check was completed on the AQAP. Poor air quality has a greater effect on children than adults. Therefore, some of the actions are targeting schools in the borough. Any improvement in air quality will benefit everyone.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The Carbon Offsetting report was approved by Cabinet in January 2016. The Carbon Fund will be used to tackle Climate Change in the borough by delivering energy reduction projects.
- 7.2 Cost efficiency is extremely important in identifying the projects to be delivered through the carbon offset fund. The CO₂ emission reduction potential of the projects will include analysis of the cost per tonne CO₂ over the lifetime of the projects. The £/tCO₂ over the lifetime will be a key factor in the criteria for allocating funds and is represented in the carbon offset guidance.
- 7.3 The projects to be delivered will reduce energy consumption across all sectors, including consumption of domestic electricity and therefore reduce carbon emissions.
- 7.4 The proposals will have the benefit of reducing the number of households experiencing fuel poverty and ensure housing is efficient and affordable to heat. This has the potential to positively impact on health inequalities and reduce the number of heat and/or cold related deaths through ensuring buildings, and in particular housing, are comfortable temperatures all year round.
- 7.5 Through the delivery of community projects the proposals will aim to develop community skills to respond to climate change e.g. deliver renewable energy projects; energy efficiency programmes; and climate change education programmes.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Tower Hamlets produces one of the highest levels of total carbon emissions of the 33 Local Authorities in Greater London. Carbon dioxide is the key greenhouse gas causing climate change, making up 85% of the United Kingdom's greenhouse gas emissions.
- 8.2 There are significant drivers for tackling climate change; The Climate Change Act established a target for the UK to reduce its emissions by at least 80% from 1990 levels by 2050. The Mayor of London agreed to deliver a 60 per cent reduction in CO₂ by 2025.
- 8.3 Central London which includes Tower Hamlets has some of the highest levels of air pollution in the UK. It is well documented that poor air quality has adverse effects on the health of residents and exacerbates certain medical conditions such as asthma and chronic obstructive pulmonary disease (COPD). Climate change and air pollutants share common sources. Consequently, tackling climate change and reducing CO₂ emissions will also lead to better air quality in the borough.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The strategy will improve air quality and reduce energy consumption across all sectors which therefore reduce carbon emissions. This will benefit the council through the financial savings that can be achieved through reducing the carbon footprint and Carbon Reduction Commitment (CRC) payments.
- 9.2 The projects identified within this strategy has the potential to positively impact on health inequalities and reduce the number of heat and or cold and poor air quality related deaths through ensuring buildings, and in particular housing, with comfortable temperatures all year round and cleaner air in the borough.
- 9.3 The Mayor of London has estimated that 9,500 deaths in London were attributed to air pollution last year. The actions proposed in this strategy will contribute to lowering the mortality rate providing a healthier environment to live and work in.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 The strategy has no crime and disorder implications. Crime and disorder implications for individual projects will be risk assessed at the planning stage of each project.

11. SAFEGUARDING IMPLICATIONS

- 11.1 There are no immediate safeguarding implications, however it has been recognised poor air quality does have an impact on childrens health and the development of their lung capacity. The air quality action plan addresses some of these issues, especially around some of our action points that involve schools, with the promotion of no-idling signs, pollution audits in schools and the schools Environmental Theatre Project.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

Appendix One: Air Quality and Climate Change Strategy
Appendix Two: Air Quality Action Plan
Appendix Three: Air Quality Action Plan Consultation Report
Appendix Four: Equalities Impact Assessment Checklist

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

- NONE

AIR QUALITY AND CLIMATE CHANGE STRATEGY

Creating a clean and green environment for everyone

2017 - 2022

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1 Foreword

To be completed prior to publication

2 Executive Summary

The state of the environment affects everyone who lives, works and visits Tower Hamlets.

Air Quality has an impact on the health and quality of life of all in Tower Hamlets and London. The Council has a statutory duty to comply with the London Local Air Quality Management (LLAQM) Regime under the Environment Act 1995 and have subsequently adopted an Air Quality Action Plan (AQAP).

Tower Hamlets is declared as a whole borough Air Quality Management Area (AQMA) for two air pollutants, Particulate Matter and Nitrogen Dioxide. We have an AQMA declaration order with the Mayor's seal as the requirement of the Local Air Quality Management process.

There is overwhelming scientific consensus that significant climate change is happening. The Climate Change Act 2008, EU Directive (2010/31/EU) and the recent Paris Agreement (2015) commits the UK to make efforts to reduce Greenhouse Gas (GHG) emissions.

Greenhouse gas emissions in the borough are falling, however we still remain as one of the highest emitters of carbon dioxide emissions in London. There is growing public awareness and concern about climate change. As such Tower Hamlets Council has a clear focus and responsibility for explaining, reducing and responding to the risks associated with climate change as a key part of its community leadership.

This strategy brings together these two important areas of work together combining our approach and taking a range of actions to improve the borough's environment.

Climate Change

Action by local authorities is critical to the achievement of the Government's climate change objectives. Local authorities are uniquely placed to provide vision and leadership to local communities by raising awareness and to influence behaviour change. In addition, through their powers and responsibilities (housing, planning, local transport and powers to promote well-being) and by working with their stakeholders, local authorities can have significant influence over carbon dioxide (CO₂) emissions in their local areas. It is important that local authorities contribute to national and regional targets for mitigating and adapting to climate change.

63% of the boroughs emissions come from the industry and commercial sector, 19% from the domestic sector and 18% from transport. These emissions are outside the direct control of the Council. In comparison to the borough wide emissions, the emissions from council operations accounts for 0.6% of the overall total which the Council has direct control over.

Therefore to effectively tackle climate change and reduce emissions in Tower Hamlets the Council is reliant on exercising its powers and responsibilities in housing, local transport and the powers to promote well-being.

Air Quality

Air pollution often originates from the same activities that contribute to climate change so it makes sense to consider how the overlap between air quality and climate change policy areas can be managed to best effect.

Tower Hamlets is committed to improving local air quality and improving public health. Our Air Quality Action Plan (AQAP) was updated and the consultation process has been completed.

The Council has secured funding from the London Mayor's Air Quality Fund for several air quality projects. However these projects are match funded internally by the Council through various sources and it must be recognised that as we move forward into 2017-2021, this match funding may be more difficult to locate.

The aim of the projects is to deliver improvements in local air quality and reduce public exposure to pollution. Subsequently we have been declared a Cleaner Air Borough by the London Mayor. The projects currently underpin the Air Quality Action Plan.

Measures which benefit both air quality and climate change can be realised through actions such as promoting low-carbon vehicles and renewable sources of energy that do not involve combustion. At the same time, actions that tackle climate change but damage air quality must be avoided.

Air Quality has an impact on the health and quality of life of all in Tower Hamlets and London. The Council has a statutory duty to comply with the London Local Air Quality Management (LLAQM) Regime under the Environment Act 1995 and have subsequently adopted an Air Quality Action Plan (AQAP).

Tower Hamlets is declared as a whole borough Air Quality Management Area (AQMA) for two air pollutants, Particulate Matter and Nitrogen Dioxide. We have an AQMA declaration order with the Mayor's seal as the requirement of the Local Air Quality Management process.

Air pollution has a significant negative impact on health with effects ranging from worsening respiratory symptoms and poorer quality of life, to premature deaths, from cardiovascular and respiratory diseases. In Tower Hamlets 7.4% of all deaths in people over 30 are attributable to particulate air pollution. Air pollution contributes to widening health inequalities as levels of particulate matter and NO₂ are higher on the most heavily trafficked roads which are used more by disadvantaged people as places where they live, work and shop. There is also evidence that these same people are more susceptible to the adverse health impacts of air pollution. A six year study, observed evidence of reduced lung volume in school children relating to long term exposure to traffic pollutants was consistent with impaired lung growth.

Through the LLAQM, we have also been declared a Cleaner Air Borough as we have and continue to meet the GLA's Cleaner Air Borough Criteria to improve local air quality and improve public health

Further action is now required in delivering local improvements to reduce emissions and human exposure at busy vehicular locations like high streets, schools and hospitals. A local targeted approach, in collaboration with partner organisations and a high level of community engagement to establish long term awareness around health benefits is required. With the introduction of appropriate measures this could deliver tangible improvements.

London, including Tower Hamlets is exceeding the limit values contained within the European Union's Ambient Air Quality Directive (2008/50/EC) and therefore is required to implement measures to reduce air pollution. The two human health pollutants of concern are Nitrogen Dioxide and Particulate Matter (PM10 & PM2.5).

Air Quality and Climate Change Strategy

This strategy is divided into nine sections providing a vision and a set of priorities for achieving each vision.

(i) Energy Supply

London Borough of Tower Hamlets produces one of the highest levels of CO2 emissions in London, where nearly 65% of the boroughs emissions come from the industry and commercial sector. The borough has made good progress so far in achieving a reduction of 34% from 1990 levels up to 2015.

There is still much work to be done to achieve the 60% CO2 emissions reductions by 2025 on 1990 levels.

The strategy also contributes to the tackling fuel poverty in the borough by reducing domestic energy consumption.

(ii) Low Carbon Development

The quality of the built environment is of crucial importance to our contribution to climate change, through reducing the amount energy we use in our buildings. Tower Hamlets has some of the best policies in the country in creating sustainable developments; the borough has won a national award for delivering the most code for sustainable homes in the country.

The local authority is leading the way in allowable solutions and holds one of the most advanced studies in the country helping to set up a carbon fund currently holding over £8m in section 106 agreements, with £1.8M already paid in to our accounts.

(iii) Carbon Management Plan

Getting your own house in order is extremely important; the council working with the Carbon Trust developed the Carbon Management Plan outlining the Councils vision and carbon reductions targets up to 2020. A reduction in carbon emissions results in reduction in energy usage and therefore a reduction in energy costs too.

From a 2007 carbon footprint baseline, in 2016/17 the Council has achieved a 48% reduction and is on course to achieve the 60% reduction by 2020.

Monies secured in the carbon fund will be spent on carbon reduction projects with £250,000 already pledged to deliver the identified projects.

(iv) Air Quality

Climate Change and air pollutants share common sources. The challenge in addressing air pollution and climate change will require synergistic policies, while striving to minimise conflict between policies and to manage residual negative impacts.

It is recognised that the problems caused from air pollution and climate change need to be addressed together. Not least because the emissions that pollute our air and warm our planet are from common sources such as vehicles, buildings, power generation and industry.

Air pollution is associated with a number of adverse health impacts; it is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. There is also often a strong correlation with equalities issues, because areas with poor air quality are also often the less affluent areas.

The annual health costs to society of the impacts of air pollution in the UK are estimated to be roughly £15 billion. Tower Hamlets is committed to reducing the exposure of people in the borough to poor air quality in order to improve health. The major source of air pollution in the borough is vehicle emissions and actions taken to reduce emissions benefit both cleaning the air and reducing carbon.

As a result of continually breaching air quality objectives an Air Quality Management Area was declared for the whole of the borough. Consequently, Tower Hamlets has a statutory duty to adopt and implement an Air Quality Action Plan to reduce air pollution (Appendix 1). This strategy combines actions which benefit both issues.

This strategy will seek opportunities to influence air quality policy across the borough to secure lower levels of air pollution. When delivering projects the impact on climate change and quality will be assessed.

(v) Transport

Transport is a significant producer of carbon emissions. Through its transport policy Tower Hamlets is attempting to create a cleaner, greener and more attractive borough, where it is safe and easy to travel and where the environment is protected for future generations. Making Connections is the green transport strategy of the council; the climate change strategy supports the vision and objectives of the green transport strategy.

The Air Quality Management Plan has identified the introduction of cleaner vehicles as a priority and the Electric Vehicle Charging Point Delivery have been developed to inform and direct action towards delivery of that objective over the next three years.

(vi) Natural Environment, Water supply and Flooding

The natural environment plays a key role in making our urban spaces liveable. The borough has a biodiversity action plan in place which aims to protect and enhance the biodiversity of the borough.

The demand for water is placing increasing pressure on rivers and waterways, affecting water table heights and raising new land use issues. The water market is due to be deregulated in April 2017.

Approximately 31% of the properties in Tower Hamlets are in areas at risk of flooding, mainly from tidal flooding. Flood defences can only protect London from fluvial and tidal flood risk. The city is still vulnerable to surface water and sewer flooding from storm and heavy rainfall events.

This strategy will work to enhance and protect the borough's biodiversity safeguarding the borough's water resources and minimising the risk of flooding.

(vii) Purchasing Supply and Consumption

The purchasing, supply and consumption of goods effects climate change in a variety of ways, both directly through the greenhouse emissions from manufacture and transport of goods.

Most consumers do not have a good understanding of how their choices can help combat climate change.

This strategy will help people and organisations understand the need for action on climate change and adjust their purchasing, supply and consumption choices accordingly, both individually and collectively.

Reducing waste going to landfill through producing less waste, expanding the market in recycling and re-use of products and by generating energy from waste.

(viii) Education Communication and Influencing Behaviours

Climate change affects everyone and everyone is able to play part in helping tackle it. By thinking about how we live, work and play, and making simple changes to our behaviours to reduce energy consumption.

We need to ensure people and organisations in the borough understand the reasons for action on climate change and aware what collective actions can achieve. Provide people with the knowledge and skills that will increase access to employment into 'green jobs'.

(ix) Community

Communities can play a central role in developing a more sustainable way of life that reduces the impact of our lifestyles on the global climate. Collective actions at community level can help to reduce the effects of climate change and can help people to adapt to a changing climate.

Helping residents to understand how their local environment contributes towards a better quality of life will help them have commitment at community capacity to support each other to lead more sustainable lives.

3.4 Air Quality Action Plan

The Air Quality Action Plan has been produced as part of our statutory duty to London Local Air Quality Management and outlines the proposed actions we intend to undertake to improve air quality in Tower Hamlets between 2017-2022.

Air pollution is associated with a number of adverse health impacts; it is recognised as a contributing factor in the onset of heart disease, cancer and respiratory conditions. Air pollution particularly affects the most vulnerable in society, children and older people. There is often a strong correlation with equalities issues, because areas with poor air quality are also in the less affluent areas.

The UK Air Quality Strategy provides the overarching framework for air quality management and contains national air quality standards and objectives to protect human health. Tower Hamlets is meeting all of the national air quality standards apart from those relating to NO₂. We are currently meeting the current objectives for particulate matter, PM₁₀ and PM_{2.5}, but as this pollutant is damaging to health at any level. It remains a pollutant of concern as although we are meeting the EU limits.

The Air Quality Action Plan considers priorities under nine broad headings;

- LLAQM
- Developments and buildings
- Major infrastructure projects
- Public Health and awareness raising
- Delivery servicing and freight
- Borough fleet actions
- Localised solutions and projects
- Cleaner transport
- Lobbying and Partnership Working

Pollution in Tower Hamlets comes from a variety of sources. The main source of NO₂ emissions in the Borough is from transport and domestic emissions. The main source for particulates is from traffic emissions, re-suspension of particles from traffic sources e.g. brake or tyre wear and construction sites.

The air quality action plan is striving to go beyond compliance with the Council's commitment and responsibility to reduce emissions from our own operations and jurisdiction. The action plan looks at committing to a range of projects and localised measures to improve air quality and work towards reducing exposure to air pollution.

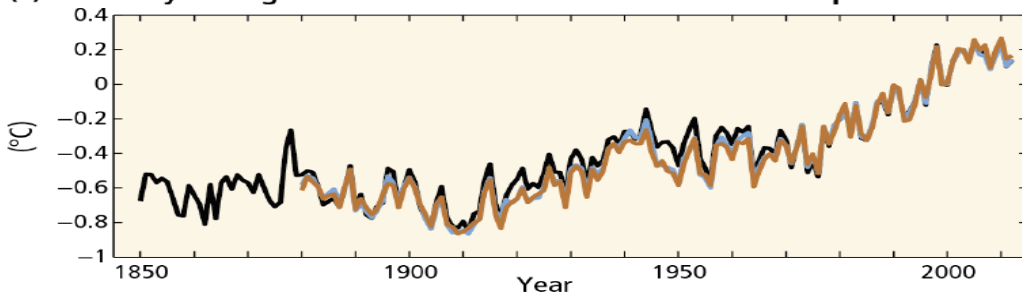
3 INTRODUCTION



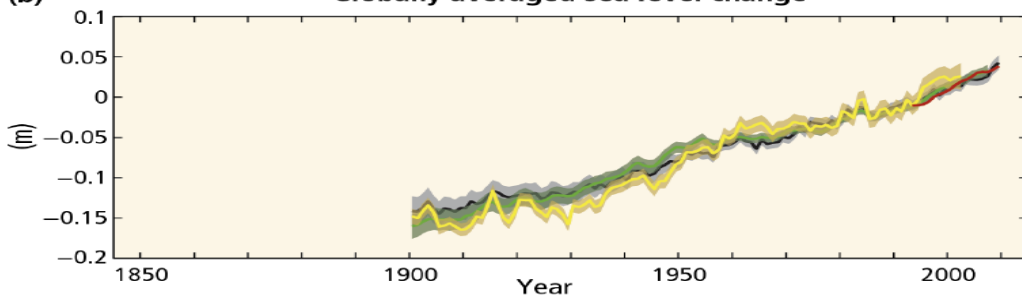
3.1 Climate Change

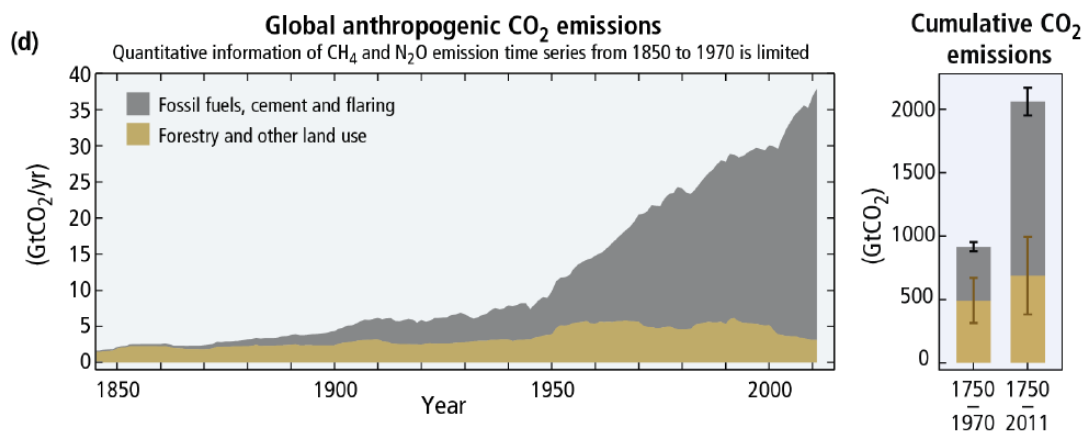
There is overwhelming scientific consensus that significant climate change is happening. This is evidenced in the latest assessment of the Intergovernmental Panel on Climate Change (IPCC AR5). Climate change is leading to rising temperatures and sea levels, causing extreme weather, damaging ecosystems, reducing the productivity of crops and changing natural environment. Many impacts are being detected globally.

(a) Globally averaged combined land and ocean surface temperature anomaly



(b) Globally averaged sea level change





The diagrams above show surface temperatures, sea levels and anthropogenic CO₂ emissions.

Public action is needed to substantially reduce GHGs, which would not happen at sufficient scale without intervention. Those who produce GHG emissions do not directly face the consequences of their actions, or take into account these consequences when taking decisions. Climate change is also a global phenomenon in both its causes and consequence and its impacts are long-term and persistent. It is considered by the Government as one of the most serious long-term risks to our economic and national security.

3.2 International context

The UK's commitments are set in the context of global efforts to reduce GHG emissions.

The Paris climate agreement is an agreement within the United Nations Framework Convention on Climate Change (UNFCCC) dealing with greenhouse gas emissions mitigation, adaptation and finance starting in the year 2020. The language of the agreement was negotiated by representatives of 196 parties. As of September 2017, 195 UNFCCC members have signed the agreement, 162 of which have ratified it.

In the Paris Agreement, each country determines plans and regularly reports its own contribution it should make in order to mitigate global warming. This agreement reaffirmed global ambition to limit temperature rises to below 2°C and binds every country to the collective ambition which should guide national plans to reduce emissions. The Agreement also contained a further collective aspirational goal to reduce emissions in line with keeping the temperature increase to 1.5°C.

The UK role in meeting the 2°C objective - The Paris Agreement committed countries to a collective global temperature target of 'well below 2°C' and obliges them to 'pursue efforts' to limit temperature rise to 1.5°C. Analysis suggests that the appropriate

contribution from the UK to the global 2°C objective could be equivalent to a 58% to 62% reduction in emissions from 1990 levels by 2030.

3.3 Climate Change Act 2008

The aim of the Climate Change Act 2008 is to enable the UK to become a low carbon economy and reduce carbon emissions by 80% by 2050 compared with a 1990 baseline. This target was advised by the Committee on Climate Change as an appropriate share of global action to limit global surface warming to around 2°C above pre-industrial levels by 2100. The Act also establishes the supporting framework of carbon budgets.

The 5th Carbon Budget - As required by the Climate Change Act 2008 the Government has set the fifth carbon budget, a five-year cumulative limit on the level of the net UK carbon account over 2028-32, in order to meet the UK's 2050 target. In its advice for the fifth carbon budget level, the Climate Change Committee reaffirmed the appropriateness of the UK's 80% target for a global 2° Celsius pathway. The fifth carbon budget was published on 30 June 2016. The budget level is 1,765 million tonnes of carbon dioxide equivalent (MtCO₂e). It is equivalent to a 56.9% reduction on 1990 levels by 2030.

3.4 Previous Impacts on Tower Hamlets from Climate Change



Tower Hamlets is exposed to a relatively even distribution of snowfall, heat-wave, high winds and heavy rainfall events. Severe dry weather has also occurred whilst the frequency of such an event is not as great, the impacts on the borough are still notable. Periods of high temperatures and dry conditions impacted on the health of residents, with large numbers suffering heat-related and respiratory illnesses. Recently the summer of 2016 has been the hottest in 100 years. Snowfall and low temperatures increases the number of deaths occurring during the winter.

Tower Hamlets is expected to experience significant changes in climate over the coming decades including hotter, drier summers; milder, wetter winters; more frequent heavy downpours of rain; possible higher wind speeds; and more frequent extreme high temperatures. Climate change projections suggest that winters will become milder and wetter.

3.5 Future Impacts

Climate change is a major contributor to flood risk. The Isle of Dogs and eastern areas of the borough are located in Medium and High Probability Flood Zones, whereas the western and northern areas away from the River Thames and River Lea are in Low Probability Flood Zones. The borough's flood risk zones also fall within the opportunity areas which will experience high growth in the next 10-15 years. Therefore it's important to ensure that future developments reduce flood risk where possible through design.

In addition to risk from flooding from the borough's rivers, surface water flooding is thought to pose the greatest risk of flooding within the borough. Through urbanisation, most of the borough is paved and surface water rainfall is drained away via piped systems and into the combined sewer system.

London experienced water shortages during heatwaves; the threat of future water shortage is a serious issue as demand increases due to increasing population, securing sustainable water sources, reducing losses and improving domestic and commercial water efficiency are essential to adapting to climate change.

Our average summer temperatures are predicted to keep rising. London also generates its own microclimate, known as the Urban Heat Island (UHI), which can result in the centre of London being up to 10°C warmer than the rural areas around London.

Summer heatwaves may make our homes, workplaces and public transport uncomfortable, and can have an effect on health, particularly of vulnerable people.

4 ENERGY SUPPLY



4.1 UK Energy Mix



London by night seen from the International Space Station

Fossil fuels, in the form of natural gas, oil and coal, are still the dominant source of energy in the UK, although the UK's reliance on fossil fuels has been slowly but steadily decreasing. In 2015, fossil fuels accounted for 82% of supply. The balance of energy supply comes from low-carbon sources, including nuclear energy and renewables such as wind, solar, hydro and biofuels. If analysed by fuel type, then based on 2015 figures, petroleum products, such as petrol, top the list at 47.5% of all fuel used by final consumers, followed by natural gas at 28.9%, and electricity at 17.9%.

In terms of electricity generation, the UK currently has a varied generation mix. According to statistics collated by the Department for Business, Energy and Industrial Strategy (BEIS), in 2015, 24.6% of electricity was generated from renewables, 21% from nuclear, 29% from gas and 22% from coal.

The share of generation from coal has been subject to some fluctuations resulting from economic and policy factors. Coal generation is now declining, as a result of coal plants closing or converting to biomass. In 2015, generation from coal decreased by 25%, due to the closure of several power stations. Any new power plants are likely to be a mix of gas, nuclear and renewables.

4.2 Borough wide Carbon Emissions

Of the 33 Local Authorities in Greater London, Tower Hamlets produces the third highest level of total carbon emissions. The table below shows borough wide carbon emissions from 2005 to 2015.

Year	Industry and Commercial Total	Domestic Total	Transport Total	Grand Total	Population ('000s, mid-year estimate)	Per Capita Emissions (t)
Tower Hamlets						
2005	1,321.8	369.7	314.6	2,006.8	213.4	9.4
2006	1,661.5	373.7	316.7	2,352.5	218.4	10.8
2007	1,645.7	372.7	316.6	2,335.6	225.3	10.4
2008	1,706.0	381.8	299.8	2,388.2	231.9	10.3
2009	1,459.7	350.6	291.2	2,102.1	240.5	8.7
2010	1,573.8	375.9	292.1	2,242.4	248.5	9.0
2011	1,307.6	336.7	277.2	1,922.0	256.0	7.5
2012	1,458.5	365.3	266.2	2,090.4	263.0	7.9
2013	1,342.4	349.3	262.7	1,954.8	272.9	7.2
2014	1,144.0	291.1	268.0	1,703.5	284.0	6.0
2015	894.9	269.9	261.5	1,426.7	295.2	4.8

From 2006 to 2008 the borough saw an increase in carbon emissions. From 2009 the borough continued to decrease on the carbon emissions being emitted in the borough. 63% emissions come from the industry and commercial sector, 19% from domestic and 18% from transport sector.

4.3 Carbon Reduction Targets

The Climate Change Act established a target for the UK to reduce its emissions by at least 80% from 1990 levels by 2050. This target represents an appropriate UK contribution to global emission reductions consistent with limiting global temperature rise to as little as possible above 2°C

To ensure that regular progress is made towards this long-term target, the Act also established a system of five-yearly carbon budgets, to serve as stepping stones on the way.

The first four carbon budgets, leading to 2027, have been set in law. The UK is currently in the second carbon budget period (2013-17). Meeting the fourth carbon budget (2023-27) will require that emissions to be reduced by 50% on 1990 levels in 2025.

The Mayor of London has pledged to reduce carbon emissions by 60% by 2025 and this is reflected in the London Plan. As a London local authority the London Borough of Tower Hamlets will aim to achieve the London Carbon reduction targets.

4.4 Achieving the targets

It is not simply the level of emissions in a future target year that we should be concerned about. It is cumulative emissions over the whole period that matter. Under a system of carbon budgets, every tonne of GHG emitted between now and 2025 will count.

It is recommended that:

- Energy efficiency improvements are a cost effective way to contribute to emission reductions whilst saving money for individuals and business;
- Fostering innovation in technology, although having some cost in the short term, will contribute substantially to emissions reductions and prove economical in future years
- Other measures with a cost below the Government's projected carbon price should be taken as a cost effective option on the path to the long-term target.

4.5 Adopting a strategic approach

The public sector is in a leading position to demonstrate CO2 reductions through their activities and behaviour as an example of best practice to residents and local businesses. By calculating their own emissions and making in-house reductions, in addition to increasing awareness and supporting local businesses and residents, carbon emissions

can be reduced across each local authority area and therefore across the country as a whole, meeting the government's climate change targets.

4.6 Affordable Warmth

Affordable Warmth means a household is able to afford to heat their home to the level required for their comfort and health. The lack of affordable warmth is known as 'fuel poverty'. A household is in fuel poverty if they cannot keep warm and healthy in their own home at a reasonable cost; defined as spending more than ten percent of their income to do so.

As well as impacts on public health, fuel poverty impacts on climate change because households in fuel poverty have less capital available to make energy efficiency improvements to their homes.

LA Name	Estimated number of households	Estimated number of Fuel Poor Households	Proportion of households fuel poor (%)
City of London	4,456	216	4.8
Greenwich	102,919	9,467	9.2
Hackney	103,419	10,155	9.8
Islington	95,172	9,293	9.8
Lewisham	118,129	12,045	10.2
Newham	103,415	16,195	15.7
Tower Hamlets	102,982	10,871	10.6
Waltham Forest	98,585	13,033	13.2

Table shows fuel poverty statistics of LB Tower Hamlets and its neighbouring boroughs (2015)



The council runs a scheme called the Tower Hamlets Energy (T.H.E.) Community Power, which harnesses the collective buying power of residents to ensure that energy providers provide the best energy rates possible for those who are signed up to the scheme, three energy auctions are held each year with the average household achieving over £250 savings on their current annual energy bills.

The WARMTH Programme is a free service which aims to reach out to residents and deliver in-home wellbeing and energy efficiency visits, giving health and financial advice to some of Tower Hamlets most vulnerable households – particularly elderly residents and those with multiple health conditions.

The visits provide guidance on efficient energy usage in the home, understanding heating systems and installation of small energy measures such as draught-proofing and energy monitors. Additionally it connects clients to further external services on offer with supported access to grants and funding for larger home improvements where applicable, creating the single-point-of-contact recommended by NICE (National Institute for Health and Care Excellence). These early interventions can reduce the effects of cold homes on people's health and enable local residents to feel more connected to the community.

Fuel Poverty Strategy – The Local Authority has existing fuel poverty with the following key aims;

- To make eradicating Fuel Poverty a corporate priority.
- Provide access to cheap energy for council tenants and residents living in the borough and ensure that homes in the borough are affordable to heat for all including those reliant on state benefits.
- To Empower, Educate and Inform the resident about how to achieve Affordable Warmth
- Actively seek and access funding to deliver energy efficiency projects
- Promote Good practice demonstrations and deliver innovative pilot projects

5 Low Carbon Development



5.1 Built Environment

The quality of the built environment is of crucial importance to our contribution to climate change, through reducing the amount of energy we use in our buildings. Insulating and improving the energy efficiency of our existing buildings and building highly efficient new buildings are critical to reducing our energy consumption and carbon footprint, and to reducing energy costs and addressing fuel poverty.

To adapt to climate change and achieve sustainable development, long term economic, social and environmental strategies must continue to evolve and guide the revision of the Local Plan in development policies for the future.

5.2 Current Planning Policy

Zero Carbon Residential - the guidance from the GLA is for zero carbon residential to be implemented for Stage 1 schemes received by the Mayor on or after the 1st October 2016. The definition of the GLA Zero Carbon, as set out in the Housing SPG, is: 'Zero carbon' homes are homes forming part of major development applications where the residential element of the application achieves at least a 35 per cent reduction in regulated carbon dioxide emissions (beyond Part L 2013) on-site. The remaining regulated carbon dioxide emissions, to 100 per cent, are to be off-set through cash in lieu contribution to the relevant borough to be ring fenced to secure delivery of carbon dioxide savings elsewhere.

From October 2016 LBTH Policy requires major residential developments to achieve zero carbon (with at least 45% reduction achieved through on-site measures). The remaining

regulated carbon emissions (to 100%) are to be offset through cash in lieu contribution to the Carbon Fund.

Major developments for non-domestic development will still be expected (as above) to achieve 45% reduction against Part L 2013 Building Regulations. The remaining regulated carbon dioxide emissions, to 100 per cent, are to be off-set in accordance with the boroughs carbon offset solutions study. The study (LBTH Carbon Offset Fund - identifies the scope of the fund and types of projects to be delivered).

The carbon off-set price of £60 per tonne of carbon dioxide for a period of 30 years is to be applied (i.e. £1,800 per tonne).

Non-residential targets - For non-residential development LBTH will continue to apply the existing 45% CO₂ emission reduction requirement. This will require developers to split out the energy loads for the non-residential and residential elements, within the energy strategy, to enable accurate carbon offsetting payments to be calculated for the different uses.

Carbon Offsetting - The Planning Obligations SPD includes the mechanism for any shortfall in CO₂ to be met through cash in lieu contribution for carbon offsetting projects. The carbon offsetting mechanism is to be used when all opportunities to reduce emissions on-site have been exhausted.

This policy is in accordance with Policy of the London Plan 2014 which states:

‘...carbon dioxide reduction targets should be met on-site. Where it is clearly demonstrated that the specific targets cannot be fully achieved on-site, any shortfall may be provided off-site or through cash in lieu contribution to the relevant borough to be ring fenced to secure delivery of carbon dioxide savings elsewhere.’

Carbon offset projects are those which deliver carbon emission reductions and are proposed within the Carbon Offsetting Study to include:

- Fuel poverty initiatives to deliver energy efficiency measures to the residential sector.
- Public building energy efficiency retrofit initiatives to reduce carbon emissions and reduce energy costs.
- Carbon reduction community projects to include energy efficiency of buildings or renewables projects.

Overheating – The GLA’s current guidance identifies that ‘In most circumstances, it is the GLA’s expectation that dynamic thermal modelling is undertaken to demonstrate compliance with London Plan Policy. The implications of meeting these standards needs to be considered early in the design process as it can significantly impact on the design of the building – i.e. orientation and glazing proposals.

Decentralised Energy – The scheme needs to demonstrate that it has been designed in accordance with London Plan policy which sets out the decentralised energy hierarchy

and delivery of schemes with the strategic advantage of being able to connect to a district heating system either immediately or in the future.

Decentralised Energy Hierarchy - Developers should assess the potential for their development to:

- connect to an existing district heating or cooling network;
- expand an existing district heating or cooling network, and connect to it; or
- establish a site wide network, and enable the connection of existing buildings in the vicinity of the development.

Sustainability – In the absence of a Code for Sustainable Homes assessment we require a sustainability statement identifying how the scheme is responding to the GLA Sustainable Design and Construction SPG April 2014.

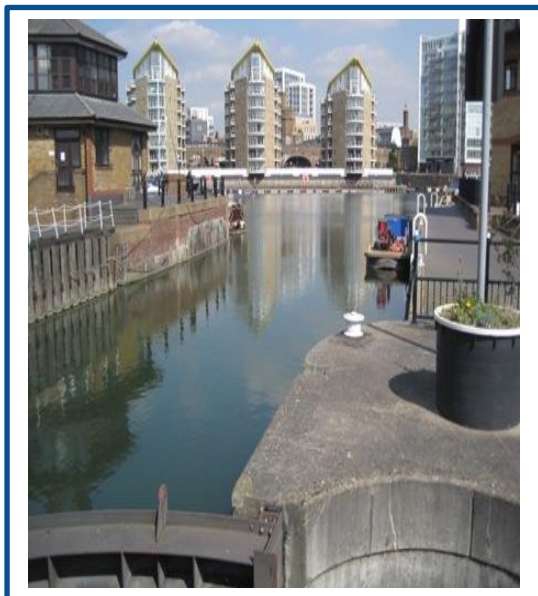
For the commercial elements the submission needs to be accompanied by BREEAM pre-assessments demonstrating that BREEAM Excellent rating is achievable for the scheme.

5.3 A Low Carbon Borough

The overarching vision is to make Tower Hamlets an exemplary borough in mitigating and adapting to climate change, ensuring that predicted economic and population growth does not compromise this vision and that Tower Hamlets plays its full part in achieving the UK target of reducing carbon dioxide emissions.

Renewable energy comes from sources that can be regenerated or naturally replenished. The main sources of renewable energy are:

Water (hydropower and hydrokinetic)



Essentially there are two forms of tidal power that may be appropriate for use in the context of the Thames. The options include: using a tidal basin to store water at high tide and then releasing it through a low head turbine to generate electricity as the tide falls (possibly reversible as the tide comes back in), or using a run of river scheme, with a turbine in the main flow of the Thames. The Southern edge of the Borough follows the banks of the tidal River Thames which could potentially be used for the generation of tidal power. This technology is very limited in LBTH

Wind



Typical wind turbines are rated between 650W and 2kW, with actual output generally well below this in normal wind conditions. The value of the electricity produced depends on whether it is substituting what the consumer would normally pay for mains electricity or whether it is exported and sold to an electricity company. Sites located adjacent to parks and open spaces and canals offer potential for small building mounted wind turbines.

Solar



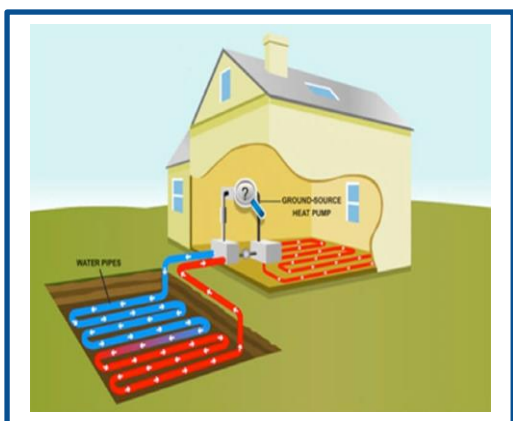
PV systems exploit the direct conversion of daylight into electricity in a semi-conductor device. PV can be either roof mounted or freestanding in modular form, or integrated into the roof or facades of buildings through the use of solar shingles, solar slates, solar glass laminates and other solar building design solutions. Most domestic systems typically being sized between 1.5 and 2 kWp. Tower Hamlets has a reasonable proportion of buildings situated on an approximately east-west axis. As such, there are a large number of buildings with south or near-south facing roofs that could potentially be used for PV.

Biomass (biofuel and bio-power)



Biomass is an alternative solid fuel to conventional fossil fuels. Various types of biomass fuel are in use, the most common being wood biomass. For building applications, the fuel usually takes the form of wood chips, logs and pellets. The primary product of this technology is the generation of heat and electricity. There is considerable scope for the use of biomass and however the use of this technology will need consideration of the air quality requirements.

Geothermal



Ground source heat pump technology makes use of the energy stored in the ground surrounding (or even underneath) buildings. GSHPs are sometimes linked with geothermal energy (using either hot underground aquifers or hot dry rocks). A typical 8kW system costs £6,400-£9,600 plus the price of connection to the distribution system. There is significant potential for the use of both ground, water and air source heat pumps within the Borough

5.4 Decentralised Energy

Decentralised energy broadly refers to energy that is generated off the main grid, including micro-renewables, heating and cooling. It can refer to energy from waste plants, combined heat and power, district heating and cooling, as well as geothermal, biomass or solar.

In 2010 with funding from the LDA the local authority carried out a heat mapping study, it identified six locations with the potential for decentralised energy. Some of the sites identified such as Blackwall Reach redevelopment is planned to go ahead with a decentralised energy system and a detailed feasibility study has been carried out for the Whitechapel masterplan.



Barkantine Heat and Power Company is an award winning exemplar decentralised system. The council used public finance initiative (PFI) funding to create a district heating scheme to provide cheaper heat and hot water to the estate. The scheme was particularly important as it tackled fuel poverty in an area where the majority of residents received state benefits.

The Barkantine combined heat and power (CHP) district heating scheme replaced the original heating network that ran from the turn of the century to the end of the 60s. The new system supplies heating and hot water to over 1000 homes, the scheme was the first of its type in London when it started running in 2001.

6 Reducing Emissions from Council Operations



6.1 London Borough of Tower Hamlets Carbon Management Plan

Working with the Carbon Trust the Council developed the Carbon Management Plan outlining the Council's vision and carbon reduction targets up to 2020. This Carbon Management Plan was approved by Cabinet in 2009. In 2016 the Action Plan was updated by officers to reflect changes in legislations.

6.2 Carbon Reduction Commitment (CRC)

The Carbon Reduction Commitment is a mandatory cap and trade emissions scheme for organisations in both the public and private sectors whose total electricity consumption is greater than 6,000MWh. If an organisation falls within the scheme then all direct electricity and fuel emissions are covered.

The Council qualifies under the current phase 2 of the scheme. This places rigid annual statutory requirements on the Council to submit a return on the organisations direct emissions. The Council is required to pay a fee for every tonne of carbon used which fluctuates according to the energy market.

In the autumn of 2015 the Government held a consultation into the future of CRC and all energy and carbon taxes. The consultation concluded that CRC will be scrapped and be

replaced by a simplified tax system that will still require the Council to pay a tax based on its emissions.

The Carbon Reduction Commitment is a green tax mechanism for large organisations. It is set in phases of three years and phase 1 finished in 2013-14 and the Council is currently participating in phase 2.

	Year	Tonnes CO2	Payment
Phase 1	Qualifying year 2010-11	26,894	£0
	2011-12	24,080	£312,000
	2012-13	29,864	£358,392
	2013-14	27,484	£329,808
Phase 2	2014-15	9,195	£195,000
	2015-16	8,708	£141,546
	2016-17	8,157	£140,300

Table showing CRC carbon footprint and payments

In addition to the allowance payments additional costs for registration, annual payments, evidence packs and audits have contributed to spend on CRC.

The guidance on CRC changes frequently and for phase 2 a decision was made to remove schools from the qualifying footprint of local authorities. However in its place emissions from energy use from street lighting was included. This is why the Council's CRC emissions footprint has significantly reduced in phase 2.

6.3 Greenhouse Gas (GHG) Reporting

The public sector is in a key position to lead on efforts to reduce CO2 emissions by setting an example to the private sector and the communities they serve. Therefore each year as requested by the Department of Business, Energy and Industrial Strategy (BEIS) the Council calculates and publishes its GHG report. This report details the Council's GHG emissions resulting from its gas consumption, electricity use and transport activities including business mileage. This report is made publicly available on the Council's website so that the Council's progress on reducing its emissions is transparent.

6.4 Emissions and Projections

The CO2 emissions within the Carbon Management Plan cover the emissions from the Council's building and transport operations.

The scope for Tower Hamlets CO₂ emissions covers:

- 1 Emissions from gas and electricity use at Stationary Sources including
 - a. Council Offices
 - b. Community Centres
 - c. Depots
 - d. Idea Stores (includes Libraries)
 - e. Street lights
 - f. Leisure facilities e.g. pavilions and changing rooms
 - g. Council Housing communal areas

- 2 Emissions from Transport including
 - a. Council's Fleet
 - b. Business mileage
 - c. Waste and recycling collection

Emissions from schools are no longer included in the Council's baseline due to the change in reporting requirements for the Carbon Reduction Commitment (CRC) and Greenhouse Gas (GHG) Reporting. Emissions from schools will continue to be monitored and the Council continues to work with schools to help them reduce their emissions.

6.5 Emissions data

The 2016-17 CO₂ emissions for direct Tower Hamlets operational activities is 9,359 tonnes, which is a 48% decrease on the 2007 baseline.

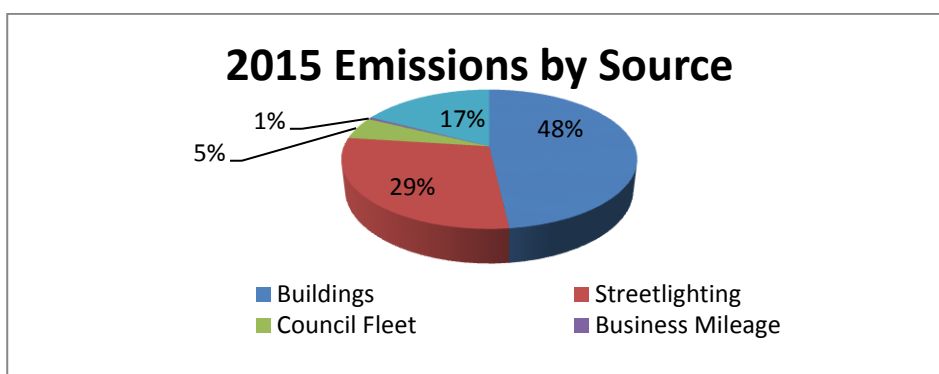


Diagram shows emissions breakdown by source

	2007 Baseline		2015 Emissions		% reduction
	Emissions (t)	%	Emissions (t)	%	
Buildings	12,020	67.1%	5,329	48.2%	56%
Street Lighting	3,068	17.1%	3,189	28.8%	-4%
Council Fleet	498	2.8%	573	5.2%	-15%
Business Mileage	1,108	6.2%	55	0.5%	95%
Waste Collection	1,221	6.8%	1,910	17.3%	-56%
Total Emissions	17,915		11,056		38%

Table compares 2007 and 2015 emissions by source

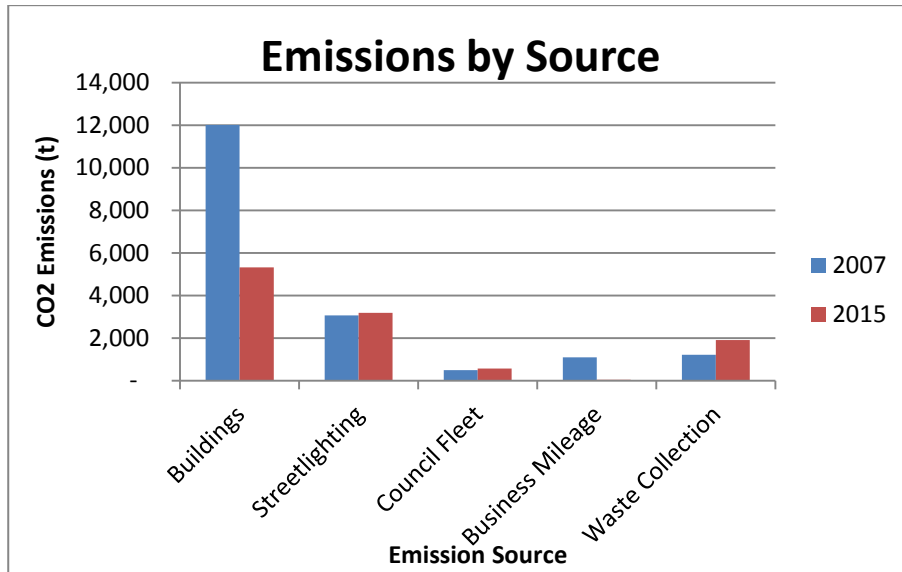


Chart compares 2007 and 2015 emissions by source

The CO₂ baseline for all Council operational activities in 2007 was 17,915 tonnes. The 2015 carbon footprint for the Council is 11,056 tonnes a reduction of 38%. This meant the 25% reduction target for 2012 has been met and only a further 2% reduction on the 2015 carbon footprint is required to meet the 2016 target of a 40% reduction since 2007.

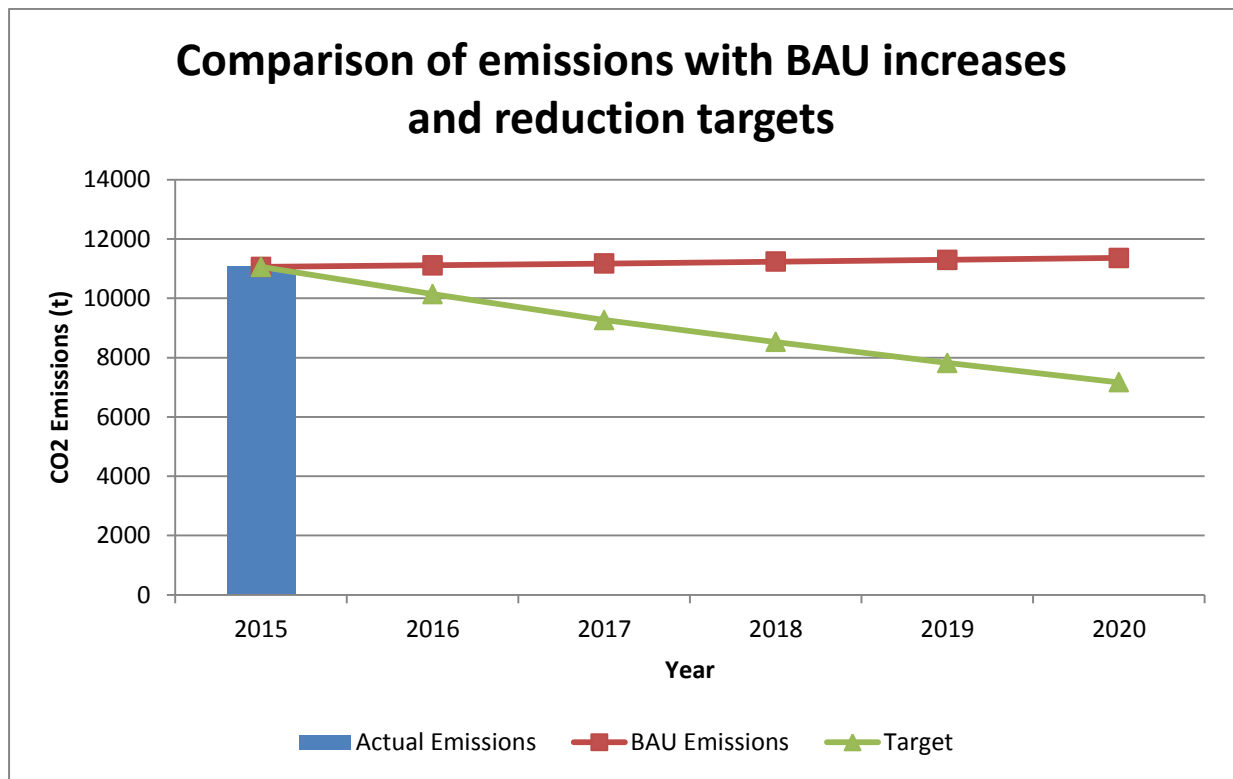
6.6 CO₂ Projections and Value at Stake

To achieve the target of a 60% reduction on the 2007 baseline the following CO₂ targets need to be met;

Year	Business As Usual Emissions (tonnes CO ₂)	Target (tonnes CO ₂)
2015	11,056	11,056
2016	11,114	10,138
2017	11,174	9,267
2018	11,235	8,525
2019	11,296	7,818
2020	11,358	7,166

As electrical and other equipment gets older it gradually becomes less efficient. The Business As Usual (BAU) scenario therefore allows a 0.7% increase in emissions if the Council did nothing from this point forward. This is based on figures from DTI/BERR EP68.

Below is a graph showing the value at stake of not achieving the reduction target. The calculation for the value at stake is based on the difference between the increasing BAU scenario and the proposed annual reductions if the targets are achieved.



Comparison of CO₂ emissions with BAU increase and reduction targets

6.7 Financial Costs

Measures to increase energy efficiency will reduce energy costs, which is particularly important for the future given rises in energy prices. Energy and fuel costs have doubled since 2004 and although have stabilised recently they are set to increase further in the future, Saving money allows the Council to divert valuable funds elsewhere and to tackle the challenges within the borough. The reduction in the Council’s budget in previous and future years is also an important reason for energy costs to be reduced to as low as possible.

Utility bills are a high spend item, carbon management can significantly reduce costs to the Council but will require adequate resources to manage energy information effectively and invest to save through energy efficiency.

6.8 Funding options

The carbon and fuel cost savings identified would need to be implemented on an invest to save basis. A capital investment is required to achieve these savings and, as well as allowing Tower Hamlets to meet its commitment to carbon reduction targets, the investment is also expected to pay for itself in around five years overall.

RE:FIT - One route for implementing the energy efficiency measures identified is through the RE:FIT programme. This programme allows the Council to contract out the installation of all measures to a single party, from a framework of approved contractors, who is then contractually obliged to deliver an agreed percentage saving across all sites. While the capital investment is still required by the Council, this programme takes away some of the risk associated with the payback of the investment, because the fuel cost savings are guaranteed by the contractor. It is now also possible to get financing from the chosen contractor and pay this back through the savings achieved.

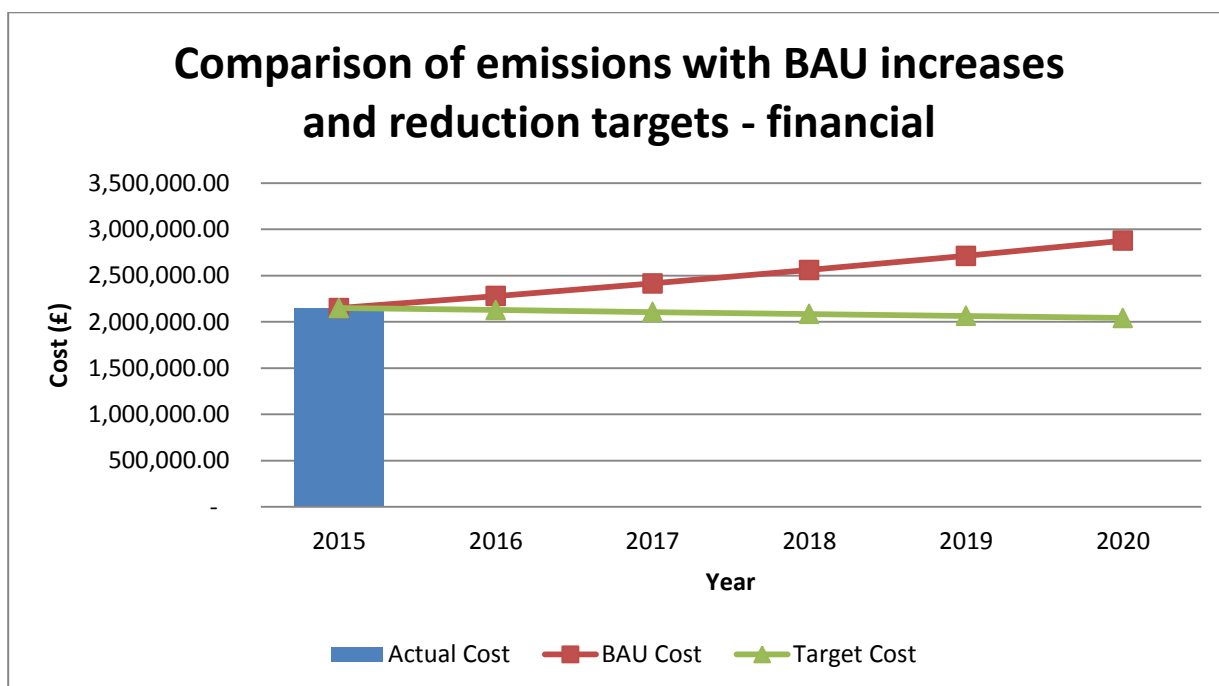
Salix Finance - Another option for financing the proposed projects is to obtain a Salix loan for each project. Salix Finance provides loans exclusively to Local Authorities and other parts of the public sector to reduce energy costs and carbon emissions through investment in energy efficiency projects. This is an interest free loan for energy efficiency measures, which must be paid back within 5 years. The loan is paid back through the energy savings achieved by the project. The application process is always open and new applications are welcomed. A Salix loan can be used in conjunction with the RE:FIT programme but will only apply to measures where the payback is less than 5 years.

London Energy Efficiency Fund (LEEF) - LEEF is a £50m fund that is focused on investing in energy efficiency retrofit in buildings in the public and private sectors. Projects should deliver an energy savings ratio of at least 20% and an annual carbon reduction of less than £5,000 per tonne of CO₂. LEEF supports a wide range of building integral Energy Conservation Measures (ECMs) in buildings including renewable technologies. The fund is looking for projects of between £3-10m with the minimum project value being £1m and a maximum of £20m. Unlike Salix however there is a small amount of interest on the loan but LEEF offers longer paybacks than the maximum five year payback offered by Salix.

Carbon Offset Fund - the Council has recently created a Carbon Offset Fund to secure funds from new building developments in the Borough. The Fund will be used to finance carbon reduction projects identified in this plan. The fund has set a carbon offset price of £1,800/tonne and this level of income will enable projects identified in this plan to be implemented.

The fund will also be made available to schools and other community projects. There is unlikely to be enough funding in the carbon offset fund to finance all of the projects in this plan and therefore the alternative funding options described above will be explored to make up this shortfall.

6.9 Finance Projections and Value at Stake



Comparison of CO₂ emissions with BAU increase and reduction targets

The financial value at stake uses a standard 6% increase in energy and transport costs per year. With significant increases in costs in recent years this is potentially a low estimation of increased prices and could be substantially higher. Even in light of recent price decreases the long term trend still suggests these price increases will occur. The 6% increase has also been mapped across the costs for other carbon producing activities and this may require further refinement.

The financial value at stake is calculated as the difference between the do nothing scenario (including a 6% cost increase per year) against the potential energy bills if the carbon reduction target is achieved by 2020.

	Do Nothing Scenario (6% Increase)	Reduced emission scenario	Value at stake per year
2015 Baseline	£2,149,348	£2,149,348	£0
2016	£2,278,309	£2,127,425	£150,884
2017	£2,415,008	£2,105,725	£309,283
2018	£2,559,908	£2,084,247	£475,661
2019	£2,713,503	£2,062,987	£650,515
2020	£2,876,313	£2,041,945	£834,368
Total	£14,992,390	£12,571,679	£2,420,711



7 AIR POLLUTION: ACTION ON A CHANGING CLIMATE

7.1 Air Pollution

Air Quality has an impact on the health and quality of life of all in Tower Hamlets and London. The Council has a statutory duty to comply with the London Local Air Quality Management (LLAQM) Regime under the Environment Act 1995.

Tower Hamlets is declared as a whole borough Air Quality Management Area (AQMA) for two air pollutants, Particulate Matter and Nitrogen Dioxide. We have an AQMA declaration order with the Mayor's seal as the requirement of the Local Air Quality Management process. We have a duty to adopt and implement an Air Quality Action Plan (AQAP).

Please refer to the council's Air Quality Action Plan for details on the actions the council is taking to improve the air quality in the borough.

7.2 Climate Change and Air Pollution

Climate change and air pollutants share common sources. Greenhouse gases are most active high up in the atmosphere, whereas the most important factor for air quality is the concentration of pollutants nearer the earth's surface.

Electricity/heat generation and road transport are two of the most significant sources of both local air pollutants and increased CO₂. Other sources include shipping, river and canal vessels (NO_x, PM and CO₂), construction (NO_x, PM & CO₂) and biomass burning (PM & NO_x & CO₂).

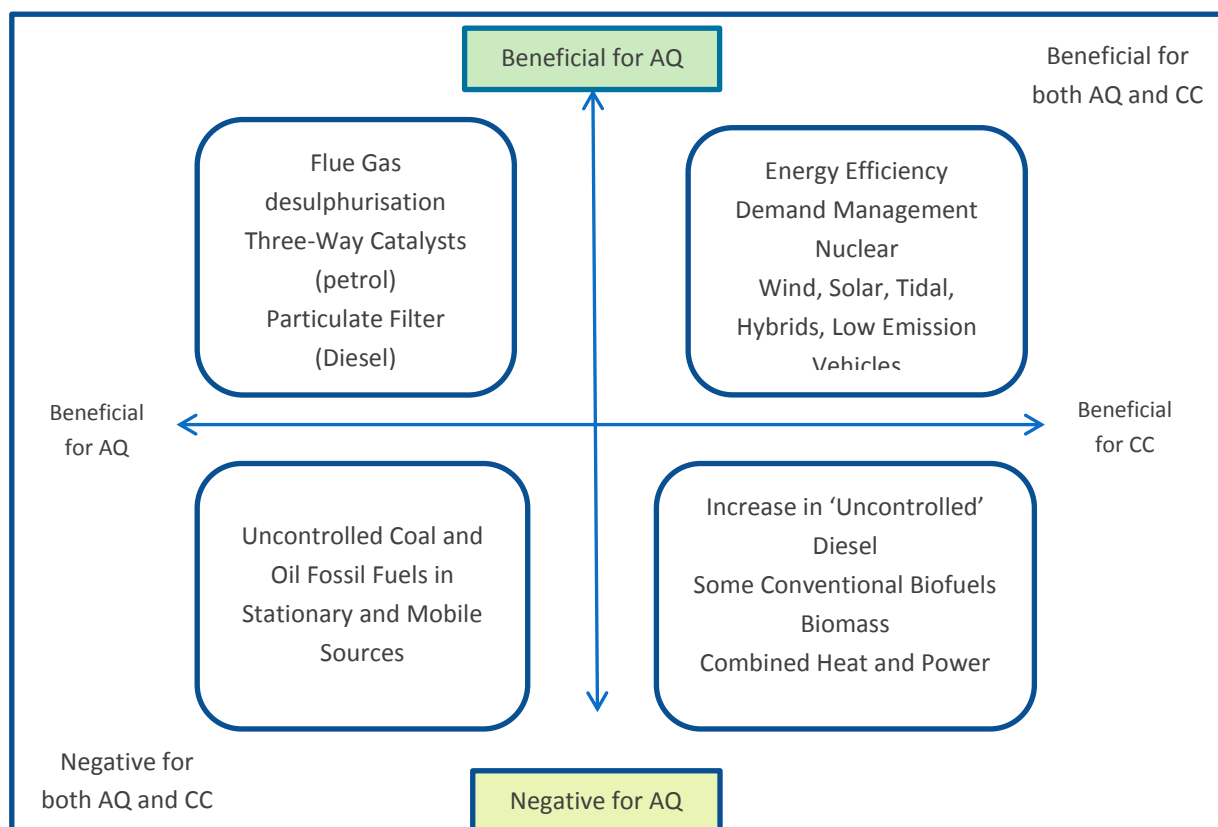
Changes in the climate will impact on air quality; increases in temperature may affect the formation of ozone, increasing the severity of summer smogs.

It will be important to develop strong linkages between air pollution and climate change to deliver our policy goals in a most cost-effective way. Delivery of air quality and climate change goals will require public engagement to encourage more sustainable behaviours in relation to, for example, sustainable transport choices. In recognition of how strongly people engage with the quality of their local environment, the local public health benefits resulting from many climate change mitigating actions should inform future communications activities.

7.3 Realising the Benefits

The challenge in addressing air pollution and climate change will require synergistic policies, while striving to minimise conflict between policies and to manage any residual negative impacts.

Diagram displaying air quality/climate change interactions;



There are clear co-benefits and synergies of tackling climate change and improving air quality, in some cases there will need to be trade-offs and uncontrolled policies will work against one another.

8 TRANSPORT



8.1 Transports in Tower Hamlets

Tower Hamlets is a well-connected borough, supported by a comprehensive public transport network. This includes the Overground, Network Rail, four Underground lines and the DLR. Public transport accessibility will be further improved by the new Cross rail stations at Whitechapel and Canary Wharf. There are approximately 30 bus routes that pass through the borough. Riverboat services are also accessible at St. Katherine's Pier and Canary Wharf Pier.

Although the borough's population has increased, car ownership remains static and there are a growing number of residents walking and cycling to work.

A recent resident's survey found:

- 22 per cent of residents were cyclists
- 9 per cent cycled weekly or daily
- 13 per cent were 'occasional' cyclists who cycled less often.
- Almost three quarters (74 per cent) of those surveyed felt Tower Hamlets was cycle friendly.

The borough has a number of challenges in relation to the capacity of the existing transport network. This includes traffic congestion during peak hours on the borough's major roads (A11, A12 and A13), public transport and on-street car parking.

Despite being relatively well served by public transport, parts of the borough are isolated and disconnected due to physical barriers created by roads, railways, rivers and canals. This creates poor connectivity within the borough, particularly movement north-south and to the east into neighbouring authorities.

Pollution from road traffic congestion is identified as the main source of emissions in the borough, which in turn has significant impacts on air quality, climate change and the health and well-being of our neighbourhoods.

Given the existing challenges the borough faces, the scale of growth projected cannot be accommodated by the boroughs existing transport infrastructure. Therefore, new development needs to demonstrate it can be sustainably accommodated with adequate transport and highway infrastructure and interventions to ensure the borough delivers sustainable communities.

The borough's major transport routes suffer from congestion and over capacity, particularly during peak hours, on main roads and public transport. There is also more demand than capacity for on-street car parking. This is likely to remain a challenge for Tower Hamlets, given the projected growth which cannot be accommodated on the existing transport network.

8.2 Low Carbon Transport

Transport is a significant producer of carbon emissions and contributes to 18% of the borough's CO₂ emissions and so by moving towards greener, more climate-friendly means of travel, we can all play our part in reducing our collective carbon footprint.

Tower Hamlets Council is already responding to this challenge and is taking strides to promote greener, more climate-friendly travel. Walking, cycling and public transport initiatives already form part of the council's on-going commitment to create a healthier and more accessible environment to reduce the noticeable effects of poor air quality, road traffic congestion and social exclusion. However, more needs to be done to cut pollution levels and carbon emissions in Tower Hamlets and across London.

Sustainable transport is not just about introducing more vehicles with lower CO₂ emissions; it is ultimately about enabling us to change the way in which we choose to

travel and reducing the need to travel where possible. It will require a modal shift from car travel to more sustainable transport, preferably walking and cycling or buses and trains. Reducing car use is particularly important in order to reduce congestion and CO₂ emissions in the city and it is also important to recognise the impact that alternative transport can have on other important issues, such as the positive health benefits associated with walking and cycling.

The Council can contribute by making sure public transport vehicles are as sustainable as possible and by providing access to safe walking and cycling routes.

Roads form barriers between places and neighbourhoods and prevent people from getting around in a sustainable, easy and efficient way. To tackle this, Tower Hamlets has a Green Grid Strategy to form a network of safe and attractive routes throughout the borough.

8.3 Transport Policies

Through its transport policy Tower Hamlets is attempting to create a cleaner, greener and more attractive borough, where it is safe and easy to travel and where the environment is protected for future generations.

Tackling increasing traffic by controlling street parking and promoting other forms of transport such as public transport, cycling and walking is just one of the many ways in which the council is trying to achieve its goal. The council has also identified a number of key themes it needs to achieve in order to provide residents and visitors to the borough with a climate friendly transport system.

Making connections is the green transport strategy arm of the council's shared sustainable vision for the borough. It informs our community about how the council is working with others to help make our transport policy greener and more climate-friendly.

As part of this work, the council has developed a package of innovative green transport measures, including:

- promoting healthier, greener travel options with our local citizens
- working to reduce carbon dioxide levels from motor vehicles
- encouraging less car dependent lifestyles
- working to promote community car clubs, cycle hire and car free living schemes
- promoting walking, cycling and public transport

Cycling Connections sets out the cycling plan for Tower Hamlets until 2020, aiming to boost the number of people choosing to cycle in order to improve fitness, reduce road congestion and help the environment.

As part of this plan, the council has outlined key cycling objectives for the borough, to:

- Maximise the role of cycling as a priority form of travel to reduce traffic congestion and improve air quality
- Provide safe, convenient, efficient and attractive cycling conditions across Tower Hamlets
- Improve awareness and understanding of the benefits of cycling amongst all road users, employers, service providers and local citizens
- Improve health by increasing levels of physical activity through cycling projects in the borough

8.4 Electric Vehicle Charging Points

Improving local air quality by reducing emissions from road traffic is a crucial priority for Tower Hamlets. Providing an accessible network of electric vehicle charging points will play a vital role in facilitating the uptake of electric vehicles, which is a necessity to deliver air quality improvements and achieve the Mayor of London's target for a zero emission transport network by 2050.

Electric vehicle ownership in Tower Hamlets is forecast to rise rapidly in the next eight years with an estimated 3500 plus electric vehicles registered to Tower Hamlets residents and businesses by 2025. This represents a huge rise in ownership levels in the borough from just 136 electric vehicles registered at the end of 2016.

With 85% of Tower Hamlets residents without access to off street parking there is a pressing requirement to introduce an accessible range of charging points across the borough to facilitate the growth in electric vehicle ownership. When Transport for London's zero emission capable licensing requirements are introduced for taxis and private hire vehicles (PHVs) from January 2020, the borough will need to provide an accessible charging infrastructure for the large number of taxi and PHV drivers who live here.

A range of electric vehicle charging infrastructures will be required to meet the varied needs of residents and commercial EV users. These will be located in appropriate locations in residential streets, car parks and popular destinations such as High Streets, shopping and leisure centres.

This delivery plan estimates a minimum of 150 accessible charging points will be required to serve the number of electric vehicles located in Tower Hamlets streets by 2025. This would ensure every household is within 500 metres of their nearest charging point. However, the ambition will be to install up to 300 charging points across the borough by 2025.

E-Car Club



Tower Hamlets council and housing association Poplar HARCA in partnership with electric car club E-Car launched the E-Car Club to provide businesses and people in the community with the new and affordable low carbon Renault Zoe to drive.

E-Car's pay-per-use club membership will make electric vehicles available to the local community with 24 hour access to the cars, and no need to pay for tax, insurance, congestion charge, maintenance or fuel.

The cars are able to go for up to 70 miles and once the journey is complete, the car can be returned to a designated parking space where it can be charged for use again.

Car clubs provide an alternative ways for people to get around without further contributing to the already high levels of pollution on the A13. E-Car Club solves the congestion, cost and carbon problems.

9 Natural Environments, Water Supply and Flooding



9.1 Natural Environment

The natural environment plays a key role in making our urban spaces liveable, both for people and wildlife. In response to climate change, communities of wild animals and plants will have to relocate from places that are becoming unsuitable for their survival to places where conditions are becoming more favourable. The way that open spaces and parklands are managed can have a significant impact on wildlife corridors and habitats consequently on wildlife's ability to survive.

Tree planting, for example, can help mitigate both the 'heat island effect' where urban areas are significantly warmer than its surrounding rural areas due to human activities and the emissions that impact on both climate change and air quality.

9.2 Biodiversity

Biodiversity is the variety of species of plants and animals and the range of habitats. Tower Hamlets, an inner London borough, has much wildlife. Our parks, squares and burial grounds, waterways, brownfield sites, gardens, and even the buildings themselves all provide homes for a variety of wildlife. This includes nationally rare and protected species such as bats and the black redstart.

Many people enjoy contact with wildlife and natural places. A mass of evidence in recent years has shown that nature is good for human health – physical, psychological and spiritual. Natural spaces, even in cities, provide many important social and economic benefits, and these are likely to become more important as our climate changes. Trees provide cool shade in summer. Green spaces absorb rainfall, helping to prevent flooding.

London Borough of Tower Hamlets Biodiversity Action Plan 2014-2019 aims to protect and enhance the biodiversity of the borough and the action plan is split into four key themes;

- Built Environment
- Gardens and Grounds
- Rivers and Standing Water
- Parks, Squares and Burial Grounds

9.3 Green Walls

Access to good quality green space and living in greener neighbourhoods can have a big impact on people’s health and quality of life, and how attractive the borough is to live, visit and do business.

Green infrastructure will be promoted through the planning system and the local biodiversity action plan. Buildings themselves will become greener, with green roofs and walls, and drainage systems that allow rainwater to flow back to the rivers and streams more naturally.



Use the planning system to protect the borough’s biodiversity, offsetting any reductions caused by new developments with increases elsewhere. Green infrastructure such as green walls has the ability to improve air quality and reduce carbon dioxide emissions. Carbon dioxide emissions from Green infrastructure projects can be quantified and these can be funded by the Carbon Fund.

9.4 Water

Water is a precious natural resource and its sustainable management is essential to protect the water environment and to meet current and future demand. Our constant demand for water both at home and at work, combined with our changing climate with increasingly frequent dry spells has highlighted the need for improved water conservation and management.

The demand for water is placing increasing pressure on rivers and waterways, affecting water table heights and raising new land use issues. Change to land use in London over the last 50 years has resulted in groundwater levels rising under central London. This threatens to damage foundations and cause flooding, but also offers opportunities for water abstraction at economically viable prices, providing suitable sites can be found.

Tower Hamlets is served by Beckton sewage treatment works (STW) and it is within Thames Water's 'London resource zone'; which is seriously water stressed. The River Thames is the primary source of public water supply in London.

There are 9 active abstraction licences in Tower Hamlets which are predominantly from groundwater sources. The majority of these licences are for the industrial, commercial and public services sector. The other abstractions are for the production of energy. The Catchment Abstraction Management Strategy (CAMS) assessment of the river in the area (River Lea) shows that there is currently adequate water available only 12% of the time to meet environmental needs.

Population, household size, growth and affluence all affect how much water we use. Climate change will also likely to put supplies under greater pressure in the future, making it important that we adopt more efficient water use patterns.

- Average consumption in Tower Hamlets is 161 litres per person per day.
- 24% of households have a water meter

Smart Meters

Tower Hamlets is served by Thames Water who are in the process of rolling out compulsory water meters which will provide more accurate consumption information and charges based on the actual consumption. Water metering will help households to consume water more efficiently and reduce consumption. However, large households will see an increase in water bills leading to affordability issues in the same way as fuel poverty. Tower Hamlets roll out of water meters is due to be completed by 2020.

Business Water Use

The business water market was deregulated in April 2017, which allows every business to tender for its water services. Thames Water will no longer provide services to the business sector all their accounts will transfer to Castle Water by April 2017).

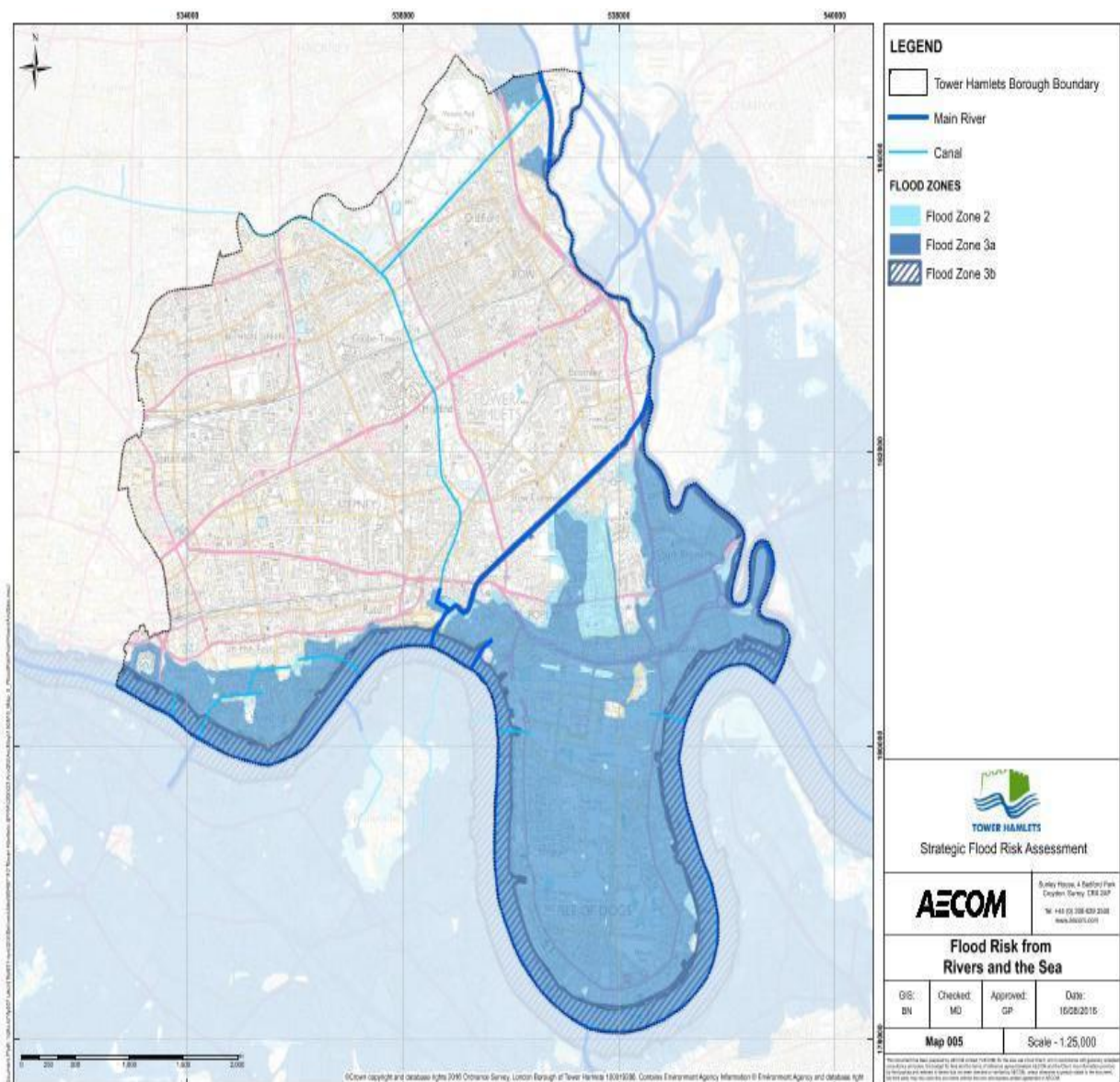
9.5 Flooding

Information provided by the Environment Agency shows that approximately 31% of the properties in Tower Hamlets are in areas at risk of flooding, mainly from tidal flooding.

However, 98% of these are in areas where the likelihood of flooding is low due to the presence of the Thames tidal defences, including the Thames Barrier.

However, flood defences can only protect London from fluvial and tidal flood risk. The city is still vulnerable to surface water and sewer flooding from storm and heavy rainfall events. This is due to the large areas of impermeable surfacing (such as roads, roofs and pavements) and the legacy of Victorian drainage systems that aren't equipped to cope. Events of this type are likely to increase in future, with the climate projections predicting more frequent intense rainfall.

Tower Hamlets have a flood prevention plan and reports on local flood risk across the borough through the Strategic Flood Risk Assessment (SFRA).



Flood Zones in Tower Hamlets (LBTH, 2016)

10 Purchasing Supply and Consumption



10.1 Sustainable Purchasing

The purchasing, supply and consumption (PSC) of goods plays an integral part in everyday life for all of us. The purchasing, supply and consumption of goods effects climate change in a variety of ways, both directly through the emissions of greenhouse gases from the manufacture and transport of goods, and more indirectly by affecting the resilience of the borough to a changing climate by boosting local supply of products and services and the 'green economy'.

If we are to meet the challenging targets set out in this strategy, the borough will need to adopt more sustainable PSC practices and behaviour. This means basing our choice and use of goods and services on maximising benefits to the environment, the economy and society, for both ourselves and the wider community.

When we can begin to understand the impact our purchases have on the local and global environment, we will be more inclined to make choices that offer wider benefits, and accordingly, the market will respond by offering products that match these preferences. Our consumption of products and food and our business activities all produce waste, which impacts on climate change in numerous ways.

London Borough of Tower Hamlets is fully aware of the responsibility we bear towards our customers, employees and communities in which we work. We are committed to ensuring that the working conditions in the Council's supply chain are safe, that workers are treated with respect and dignity, and that manufacturing processes are environmentally responsible.

The council spends over £340 million a year with about 3,500 suppliers.

Much of this expenditure is on key services to our residents that make a difference to people's lives in many ways, ranging from social care and education to housing and the environment. So it is important to ensure that all our spending decisions secure value for money in the services we deliver to our local community in an open and fair way.

Alongside cost control, the Council wants to deliver social value. This is to ensure that what is commissioned has a direct benefit to the local community. This includes such things as the use of local and small businesses, the voluntary sector and the creation of local apprenticeships.

10.2 Waste Management

The management of waste is a pressing strategic issue embedded within the London Plan. The London Plan is working towards waste self-sufficiency in London and zero-biodegradable or recyclable waste to landfill by 2026. In order to achieve this, London boroughs, the Mayoral Development Corporation (including the LLDC) and the GLA need to work collaboratively to allocate suitable and appropriate waste sites. The GLA considers that London is moving towards a future where goods are designed to be reused and recycled (a 'circular economy'). As a result, the current approaches to managing waste systems in London should be shifted from waste to reuse so that very little waste will require disposal in the future. The GLA has been working with some of the key stakeholders such as the London Waste and Recycling Board (LWARB) to develop a route map for London's transition to a circular economy.

Waste/Recycling

- 8.8 million Collections per annum
- 21% recycling rate in Tower Hamlets

"Low recycling rates are damaging both the planet and the council's finances, so we want to encourage more people to recycle in Tower Hamlets."

The Council is also keen to reduce the amount of waste generated in the borough through implementing the Waste Management Hierarchy of:

- Prevent
- Reduce
- Reuse and recycle / compost
- Recover
- Dispose.

The Hierarchy and its objectives will be applied across development of all types. This could be achieved through supporting development which:

- enables local residents and businesses to reduce and manage their waste effectively;

- reduces and manages their waste effectively during the complete lifecycle of development;
- uses recycled and reclaimed materials; and
- uses appropriate innovative solutions to waste management

10.3 The Community

We need to help general public on how their choices can help to combat climate change and there remains a major communication challenge in increasing people’s awareness of how to be sustainable consumers. Whilst there is a variety of labels and marks, and accreditation, performance and certification schemes already available, few of these give a direct measure of a product’s impact on climate change. Given the wide range of factors that consumers consider when making purchases, it is questionable whether a system of accreditation specifically for climate change would be effective. However in the future, technology and process innovations will enable consumers to invest with confidence in products offering greater efficiency savings, and greater use of renewable resources, providing more clarity on product performance and resource use.

Community networks could be used to spread messages about purchasing and consumption standards, as well as the benefits of sharing equipment, and supporting local businesses to establish resource efficient services.



To promote Fairtrade in Tower Hamlets the council produced window stickers with the Fairtrade Mark given to food outlets that sold Fairtrade products.

The London Borough of Tower Hamlets has achieved the Fairtrade borough status and has an active Fairtrade steering group, the first local authority in the country to sign up to Electronics watch.

10.4 Businesses

The larger public and private organisations that fall within the Carbon Reduction Commitment scheme tend to make ‘tangible investments’ in carbon reduction. As the corporate sector is driven by cost savings the bigger an organisation's energy and resource consumption and corresponding carbon footprint, the bigger the potential savings, therefore it is the large corporate organisations that tend to invest in longer term savings. They also tend to be driven by more formalised corporate social responsibility

policies, market pressures, and cost benefit planning, so that energy and resource saving and carbon reduction is already a priority for many of them.

The vast majority of small and medium sized enterprises (SMEs), struggling in very difficult economic times, short term financial imperatives prevail and many lack the skills, expertise and resource to be able to take advantage of low carbon opportunities such as retrofitting of buildings and renewable energy installation. This attitude may limit short term capital measures but there is still much that can be done in terms of changing behaviour, with simple energy and resource saving measures involving all staff, which can bring swift, tangible benefits.

Getting employees involved with a well-planned, joined up and clearly communicated action plan is key to progress in the wider SME sector. Businesses need to guide staff to use resources wisely, offer advice on best practice and consider incentives for responsible resource purchasing and use. Once these practices are embedded into the culture of the business, larger steps are more likely to follow. Businesses also need to be encouraged to consider new business models that generate revenue in more resource efficient ways, as well as offering customers wider benefits than simply lowest price, and advising them how to use products wisely and manage 'end of life' impacts, i.e. use less energy and recycle more waste.



Working with the Carbon Trust the council is delivering the Green Business Trust Fund Project. The Carbon Trust Green Business Fund is the energy efficiency support service for small and medium-sized companies in England, Wales and Scotland. It provides direct funded support through energy assessments, training workshops, equipment procurement support and up to £5,000 capital contribution per company towards energy saving equipment purchase.

10.5 Local Supply Chain

The low carbon economy has been identified as a sector of national importance, where local supply chains have a significant role. Local supply chains encourage more efficient

use of resources, minimise transport emissions and help develop the local area's economy.

While many businesses are gradually accepting the need to reduce their direct energy and resource consumption and consequently their carbon footprint ('operational carbon'), the additional challenge of limiting the total carbon footprint created throughout the product's life cycle ('embodied carbon') is less well understood or considered. This concept known as the 'circular economy' encourages more efficient use of, and greater reuse and recycling of, materials through the production cycle, as opposed to the conventional approach of 'take/make/waste'. With this new approach, 'end of life' products become a source of materials for new products. The approach promotes optimum resource use and minimum waste, while creating greater economic competitiveness and increases the local focus of economic activity. The producer aims to 'design out' waste, so that all resources are reused, and man-made materials that are not biodegradable are designed from the outset to be reusable in the development of new products.

Where products are bought, there are incentives in place to encourage 'end of life' return and reuse. From a business perspective this approach offers the opportunity to create new customer value and appeal, ultimately resulting in local wealth creation and employment as well as conserving resources and reducing carbon emissions.

East London Makerspace (ELM)

East London Makerspace (ELM) based in Tower Hamlets. ELM's aim is to develop unused garages/ space into a makerspace to serve as a hub for the community to develop and produce eco products, offer training, skills and jobs to the local community. ELM will provide a space for the design and production of eco products offer a furniture collection, restoration and resale for the community. It will provide a platform for eco designers and disadvantaged young people from the community. Offer advice and help to launch careers, it will provide visibility and mobility for young people in the community to foster creativity and entrepreneurial activity, whilst encouraging new circular economy business models and market development.

The public sector generally have a crucial role to play in leading on the low carbon agenda, both in terms of cutting emissions from the public sector's own estate and operations, as well as creating incentives to encourage more of the private sector to participate. The potential for increasing demand for sustainable products and services through public procurement is huge. All public authorities are required to factor in 'social value' as part of the commissioning process, considering how the services they commission and procure might improve the economic, social and environmental well-being of the area.

Sustainable Action for a Greener Environment.

The council's decision making process requires consideration of impacts on the environment.

By introducing requirements for environmental sustainability into tender specifications, the demand from public authorities could significantly increase the market for green products and drive technological innovation, as well as increasing local supply.

Public authorities (and increasingly large private sector organisations) are increasingly grouping together to make purchases.



The Big London Energy Switch is a collective switching scheme run by a number of councils in London. Residents register their interest in finding a supplier offering cheaper energy tariff. A reverse auction is held and the supplier offering the cheapest tariff wins the auction. This collective bargaining is helping to shape the competition in the domestic energy market.

11 Education communication and influencing behaviours



11.1 Understanding Climate Change

Enabling people to understand more about climate change, its impacts and the opportunities that will arise from the transition to a low carbon economy and devising a local climate “curriculum” (in and out of school) to use to communicate what is happening locally to help explain climate change and help people access the jobs, skills and enterprise opportunities is all part of the solution.



MADE in Europe launched its eco-award scheme for mosques, the first initiative of its kind, with an event featuring some of the country's most influential Muslims. The campaign was aimed specifically at educating and galvanising Muslims to become more eco-friendly in their choices of food, transport, and clothing. The scheme provides a framework for mosques in the UK to work towards becoming more environmentally sustainable.

Minimising the effects of climate change will depend on significant long term changes in everyone's behaviour across the borough, from individuals and communities to businesses and the public sector. How we behave is determined by many factors, such as our habits, beliefs about how we should behave in a given context (social norms), and cultural expectations, as well as by incentives. Although changing our behaviour and habits can sometimes feel challenging and complex, changing our social norms can have great benefits.

Research shows that understanding and awareness alone do not always motivate us to change our behaviour. Concerns about the environment do not necessarily translate into action. Equally, what people say is not always what they do in practice. Common behaviour can sometimes prove difficult to change, and unsustainable behaviours can be regarded as 'normal'.

However, despite these complexities, sustainable living can become the social norm. A coherent range of interventions will be needed over both the long and short term to encourage behaviour change – no single policy or intervention is likely to achieve change on its own. The increase in waste recycling shows how, with the right information and at the right scale, social norms can be altered.

11.2 Education

Knowledge and understanding are fundamental to behaviour change, although not always sufficient in themselves for long term change. Structured education and training have a role to play in both improving understanding and raising skills levels in sustainable services and industry. Certain key life stages, such as childhood and young adulthood, can present ideal opportunities for influencing attitudes and behaviour.

Despite the wealth of current provision, this strategy recognises the opportunity to develop this further and to promote its take-up by local residents. One particular focus is the knowledge and understanding gained by children and young people. Alongside this, workplaces should seek to educate their workforce on climate change related practices.

Project Earth Rock

It is recognised that instilling environmental values and educating young children on the importance of looking after the environment, will inspire them to protect the environment as future custodians of the planet. The council worked with singer and songwriter Jess Gold who produced an educational pack for schools linked to the school's curriculum key stage 2 that teaches about environmental protection through music and songs.

Recycling: Education Support

Learning about recycling and waste reduction in schools is a great way for children to become involved in improving our environment. The Council offers a wide range of fun educational activities for schools that enhance the national curriculum and help schools to become more sustainable.

Recycling Champions:

Being a Recycling Champion is all about encouraging your neighbours, friends, family and colleagues to reduce reuse and recycle.

Anyone passionate about recycling and environmental issues can become a recycling champion for the borough.

11.3 Communication

Good communications can be crucial to influencing people's thinking and supporting behaviour change. Techniques such as positive framing, i.e. emphasising the benefits of a low carbon future and changes in lifestyles, have been known to encourage positive responses. As well as the content of the message, we are also affected by who communicates information to us, whether it be our workplace, university, school, family or friends, and how they communicate it, whether we hear it through the internet, newspaper, radio, television or word of mouth.

Key communication aims with respect to climate change are to:

- Encourage individuals, businesses and organisations to consider climate change as part of their everyday activities and to operate and behave in ways that support the objectives on Climate Change.
- Ensure that people who live in, work in and visit the borough are aware of any new initiatives and projects they can join in with or benefit from and contribute to
- Present Tower Hamlets as serious about climate change and promote opportunities for external investors and companies looking to move to the borough.

11.4 Green Skills

As communities become more aware of the effects of climate change, there will be increased demand for electric vehicles, renewable energy, and insulated homes. The 'green economy' stimulates the creation of jobs that will help us to reduce the effects of and adapt to climate change, as well as help us manage our waste. This market has grown significantly and is set to grow further. The development and implementation of these initiatives and new technologies will require training for the current and future workforce. Whether this is in the maintenance of electric vehicles, design of 'zero carbon' buildings or the ability to install ground source heat pumps, there needs to be access to high quality training at affordable prices.

Training opportunities, whether delivered by specialist bodies, manufacturers, local training providers or government sponsored programmes, will need to be effectively signposted.

12 THE COMMUNITY



12.1 Communities

Communities can play a central role in developing a more sustainable way of life that reduces the impact that our lifestyles have on the global climate. This can be achieved through individuals being more self-sufficient, coming together as a community to share resources, and through a strong local business community.

Action to reduce its impact on climate change will be the sum of all the changes made by each individual, business or other organisations; this can be significantly enhanced through collective community action at a local level. Working with the existing community sector will benefit local action taken on climate change.

To reduce our ecological impact, prepare for inevitable climate change and build high quality low carbon lifestyles, we will need to reconsider our interpretation of 'success' to include factors relating to our overall quality of life. Our quality of life is dependent on much more than increasing our material wealth, as currently dominates our GDP, defining how successful we are as a nation.

The significance given to economic growth should be balanced with other factors which affect our well-being, such as protecting, enhancing and recognising the contribution of our local environment and our social interactions. To this effect, we should be working towards building sustainable communities.

Collective actions at the community level can help to reduce the effects of climate change and can help people to adapt to a changing climate, whilst improving communities' quality of life by helping everyone to lead their lives in a more sustainable way.

Case Study Seven: Gardening Groups



Gardening groups such as Poplar & Bow Green Network and Canal Club Gardening Group exists for those interested in gardening or growing food locally, they also promote creatively up-cycling furniture, saving money on your energy bills. It's a meeting place for likeminded people interested in getting involved in preserving the environment.

The network links people with existing groups including the 14 community gardens in the area and is a great way to find out what's going on locally, share ideas with others, start a project or apply for some funding.

Engaging neighbourhoods on climate change issues can be done in a variety of ways. For example;

- Renewable energy projects often attract attention voluntary and community groups.
- Tree planting through the opportunity to be part of an 'ethical' and beneficial shared investment or the growing of food can engage people who like being outdoors.
- Involvement with a city farm or community allotment can help build a connection with the natural environment, which may lead to a change in values, and subsequent action that will help reduce the effects of climate change.

12.2 Community Resilience

One way to increase self-sufficiency and remove reliance on energy and food brought in from a distance, at a financial and environmental cost is to increase local renewable energy production and food growing. With international supply chains at the mercy of volatile weather, a local supply can be more reliable and increase a community's resilience to climate change. A good example of low carbon living would be a community and charity sector that operates from energy efficient buildings, generates renewable energy, grows its own food and sells its waste resources, thereby saving money and /or earning an income. This is an ideal way for an organisation to become more self-sufficient and to fund its work.



Creating shared allotments and supporting more people to grow their own food is an important way of becoming more self-sufficient, with the additional benefits of reducing the carbon footprint of a product if it enters the local food supply chain.

The community sector also provides space for food growing and uses it as a mechanism to empower local people. These initiatives will promote greater availability of local food and other resource supplies. More reliable supply chains are needed in order to develop this market and to make locally grown food more accessible and affordable.

The Tower Hamlets Food Growing Network was formed in response to the resurgence of community food growing activities in the borough. The Network is made up of gardeners of all stripes and is facilitated by a partnership of organisations led by Women's Environmental Network (WEN). WEN is the local lead for Capital Growth in Tower Hamlets.

12.3 A Sharing Economy

The consumption of goods contributes significantly to the total amount of carbon released globally. The extraction of raw materials, as well as the manufacture and transportation of goods, can result in carbon emissions and environmental destruction.

Plastic, cardboard and polystyrene are all commonly used for packaging and presenting goods, and to keep them in perfect condition. This has raised consumers' expectations so

that they prefer new and pristine goods, and has significantly increased the amount of waste from packaging.

Sustainable communities have a role to play in the reduction of waste by helping to develop an economy based on sharing. This reduces the need for new goods and therefore reduces the impacts from production. A sharing economy is an economy measured by social interactions and exchanges of goods, with a culture of 'borrow rather than own'.

Changing the negative perceptions that the majority of the population hold about second hand goods will also be a challenge. There are existing re-use and service exchange that we can start to build on. Creating a market for goods developed from waste materials would help to increase the richness of community skills and stimulate creativity, as well as reducing the amount of waste going to landfill.

Freecycle

The Freecycle Network is made up of groups with members around the world, and next door to you. It's a grassroots and entirely non-profit movement of people who are giving (and getting) stuff for free in their own towns and neighbourhoods. It's all about reuse and keeping good stuff out of landfills. Each local group is moderated by local volunteers. Membership is free.

FreelyWheely

FreelyWheely is a place where you can offer your unwanted belongings, for free, to someone who can make use of them.



The ReUseIt Network is an on-line forum that serves as a tool to make connections between community members who want to help each other, themselves, and their environment. In a disposable society where many items are discarded long before they have actually outlived their use, The ReUseIt Network helps get things from people who have them but don't want them to people who want them but don't have them.

The goal is to find new uses for unwanted items that would otherwise be thrown away. The primary benefit is that it reduces the amount of reusable items that end up in the bin with a secondary benefit of reducing the overall amount of items thrown into landfills. Reusing items not only cuts down on goods in landfills, but also helps reduce the strain on

our natural resources by keeping useable items in circulation, reducing the need to manufacture additional goods.

The ReUseIt Network also provides an opportunity for those looking for an item to ask for it. Requests for items may jog the memory of someone who has an unused item stashed in the garage or basement waiting to be used. It is great ways to help get rid of those things which we may have forgotten, giving every member the chance to ReUseIt.

13 VISIONS PRIORITIES AND PROJECTS

Vision 1: Carbon Reduction

The borough will commit to achieving 60% CO₂ emissions reductions by 2025 on 1990 levels

PRIORITY 1	The borough will adopt the following Carbon Budgets		
	Budget	Carbon budget level	% reduction below base year
	1990	2,164.8 ktCO ₂ e	Base Year
	2005	2,006.8 ktCO ₂ e	7% (actual)
	2014	1,703.5 ktCO ₂ e	21% (actual)
	2017	1,618.3 ktCO ₂ e	25% (predicted)
	2020	1,298.9 ktCO ₂ e	40% (target)
	2025	865.9 ktCO ₂ e	60% (target)
PRIORITY 2	The London Borough of Tower Hamlets will adopt a strategic approach in all aspects of estate management, service delivery and community leadership with sustainable energy recognised as a priority.		
PRIORITY 3	Ensure that a cross-council single system is in place for gathering data relating to sustainable energy (including energy use in the council's estate, the energy efficiency of public and private sector housing stock, planning applications and energy use in non-domestic buildings).		
PRIORITY 4	The council should link up with the Greater London Authority and neighbouring councils to develop campaigns in partnership and establish a common method to track activity.		
PRIORITY 5	London Borough of Tower Hamlets should promote its leadership role and form a strategic partnership with key players including businesses and community groups in the local area to deliver community carbon reductions.		
PROJECTS			
RESIDENTIAL BOILER REPLACEMENT	Deliver boiler replacement and insulation projects in the residential sector for vulnerable and low income households in the borough. Link the programme to the private rental sector.		
WARMTH	Deliver home visits by qualified energy assessor providing a package of energy measures to improve energy efficiency in the home for the most vulnerable households on low incomes, with the aim of alleviating fuel poverty and maximising incomes for those particularly impacted by welfare reforms.		

Vision 2: Low Carbon Borough

Achieving exemplar energy standards in all new development by 2025, the Council, social housing developers and private sector partners will have together developed the largest proportion of high quality, lifetime, low and zero carbon new residential and commercial developments in London.

PRIORITY 6	All new residential developments will achieve a minimum of 45% CO2 emissions reductions on site with the remaining emissions off set through a cash contribution to the boroughs carbon fund to achieve zero carbon developments.
PRIORITY 7	All new non-residential developments will achieve a minimum of 45% CO2 emissions reductions on site and from 2019 all new residential developments will be zero carbon developments.
PROJECTS	
CARBON FUND	Continuously monitor the cost effectiveness of the delivery of carbon reduction projects and amend the carbon contribution calculator.
COMMUNITY RENEWABLE ENERGY	Implement an annual community fund to enable local community groups to deliver renewable energy projects in their area.
DISTRICT HEATING	Complete the Barkantine expansion feasibility study to serve heat and hot water for the whole of Isle of Dogs and South Quay area providing low cost energy to the residents and generating localised low carbon energy.

Vision 3: Our Low Carbon Council

The London Borough of Tower Hamlets will reduce CO2 emissions from Council operations by 60% by 2020 (from 2007 levels)

In order to achieve the our low carbon vision the council commits to the following;

- Implementing carbon reduction projects that will help the Council achieve its target.
- Making Carbon Reduction everyone's responsibility ensuring the aims of the programme are aligned with and not working against the rest of organisations activities.
- Targeting budgets to carbon reduction projects and seeking new external
- Funding
- Creating strong leadership and ownership of the Carbon Management within the Council
- Effective partnership working as the targets cannot be achieved efficiently without full
- Involvement and buy in from its partners.

PRIORITY 8	Comply with the CRC Energy Efficiency scheme ensuring the borough is in full compliance avoiding any financial penalties.
PRIORITY 9	Comply with the mandatory Greenhouse Gas (GHG) reporting providing annual returns to the Department of Business, Energy and Industrial Strategy (BEIS).
PRIORITY 10	Align projects with council building refurbishment programme and fund energy efficiency improvement additionally to the existing programme.
PROJECTS	
COUNCIL BUILDING REFURBISHMENT	Deliver the following carbon reduction projects

Building	Measure	Annual Fuel Cost savings (£)	Annual Carbon Savings (tonnes)	Capital Cost (£)	Payback (years)
Mulberry Place	BMS fine tuning	30,019	181	2,400	0.1
Whitechapel Idea Store	Fine tuning existing equipment	7,574	46	24,000	3.2
Cubitt Town Library	Lighting refit (T5s)	9,798	59	66,000	6.7
John Onslow House	Boiler replacement (Phase 2)	3,034	19	30,000	9.9

Building	Measure	Annual Fuel Cost savings (£)	Annual Carbon Savings (tonnes)	Capital Cost (£)	Payback (years)
John Onslow House	Upgrade boiler controls - connect to central BMS, weather compensation and optimum stop/start control (Phase 2)	1,269	8	8,400	6.6
John Onslow House	Replace T8 lighting (T5 or LEDs with sensors)	15,248	63	36,410	2.4
John Onslow House	Boiler room flange and valve insulation	353	3	1,200	3.4
John Onslow House	Remote TRVs for zone control to idea store	127	1	2,400	18.9
John Onslow House	Point of use water heaters	1,015	6	6,000	5.9
John Onslow House	Draft Lobby for idea store entrance	254	2	18,000	70.9
Shadwell centre	Boiler replacement	3,735	23	24,000	6.4
Shadwell centre	Upgrade boiler controls -	1,562	10	7,800	5.0
Shadwell centre	Boiler room flange and valve insulation	625	4	1,440	2.3
Shadwell centre	LED lighting	3,856	23	36,000	9.3
Toby Lane Depot	LED lighting	5,284	32	48,000	9.1
Blackwall Depot	LED lighting	4,523	27	48,000	10.6
Toby Club	LED lighting	1,630	10	11,146	6.8
Toby Club	Pipe work insulation (throughout rest of building)	125	1	600	4.8
Toby Club	Treat Single glazing (Thermal film or DG)	187	1	2,400	12.8
Total		90,218	519	374,196	4.1

Vision 4: Air Quality

The London borough of Tower Hamlets will seek opportunities to influence air quality policy across the borough to secure lower levels of air pollution in the borough.

PRIORITY 11	When delivering projects that impact on climate change and or air quality. The local authority will abide by the following policy choices principle.
-------------	--

	Option	Likely impact on air pollution	Actions
Policy	Corporate Policy	Positive	Agree a corporate pledge to improve air quality in the borough.
	Air Quality Strategy	Positive	Develop an air quality strategy to be agreed by Cabinet
	Local Plan Policy	Positive	Ensure a policy to consider air pollution impact and improve air quality is included in the Local Plan Policy.
	Engaging Stakeholders	Positive	Identify the areas and stakeholders who emit the most CO2 emissions and air pollutants in the borough. Set up a stakeholders steering group to address emissions and air pollutions.
			General Policy Choices and Commentary
Energy and Fuels	Energy Efficiency	Positive	Improving energy efficiency is the best method to address climate change and air quality, reductions in energy use results in reductions in costs, CO2 and air pollutant particulates. Energy Efficiency should be considered in all policy choices.
	Decarbonisation	Positive	Decarbonisation of the grid (mostly through nuclear power) will result in lower emissions; however cost of electricity will increase. There will be an increase in electricity usage to achieve CO2 reductions and a move away from onsite fossil fuel burning. This will need to be reflected in planning policy as it's likely to put more households in fuel poverty.
	Renewable Energy	Positive	This technology produces no air pollution emissions and is therefore beneficial for both air quality and emissions. Encourage installation of more onsite renewable energy technology in the borough.
	Biomass (heat)	Negative	The use of wood and biofuels for heating is likely to substantially increase in urban areas and replace natural gas and likely to be increasingly negative on

			urban air quality. Where biomass/biofuels are proposed locations of energy centres will need to be considered to minimise the impact on air quality and install effective abatement equipment for district heating.
	Decentralised Energy	Positive and Negative	Large scale uptake of Combined Heat and Power will have a negative impact on air quality. In terms of national emission, CHP will make heat and power generation more efficient, with the total emissions reducing. CHP is a critical consideration to reduce CO2 emissions. Where CHP is considered abatement equipment needs to be considered and a trade of solution with air quality may be required.
	Ground and air source heat pumps	Positive	Produces no air pollution emissions and therefore beneficial for urban air quality and, subject to the energy source used to operate the pump. Encourage the installation of more GSHP
Transport	Electric cars	Positive	Highly beneficial for urban air quality, and benefits for greenhouse gases. Install more electric car charging points and setting up of electric car clubs.
	Hydrogen fuel-cell cars	Positive	Highly beneficial for urban air quality, and benefits for greenhouse gases. Facilitate the uptake of hydrogen fuel cell cars in the borough.
	Biofuels		Some conventional biofuels could increase NOx and VOC emissions with PM emissions likely to decrease. Bio methane can deliver considerable air quality benefits relative to diesel. Where biofuels are considered for transport sector good engineering solutions to fuelling and emissions will need to be required.

PROJECTS	
Air Quality Action Plan	Deliver the Air Quality Action Plan

Vision 5: Sustainable Transport

Tower Hamlets Council will help create better connected towns and neighbourhoods. This will be achieved through the introduction of innovative, sustainable transport and place shaping measures.

PRIORITY 12	<p>Climate change – Towards zero carbon travel</p> <ul style="list-style-type: none"> • develop clear zones in Tower Hamlets • protect green areas from unnecessary loss of gardens to car parking • explore carbon trading scheme/differential parking charges • test congestion charging initiatives • increase the level of car free development • support community car clubs • Introduce Electric Vehicle Charging Points
PRIORITY 13	<p>Green city living – Promoting walking, cycling and creating better public spaces</p> <ul style="list-style-type: none"> • promote walking, cycling and training initiatives • encourage travel plans • safer streets for all <p>Promoting public transport</p> <ul style="list-style-type: none"> • promote the new rail stations • take part in travel awareness campaigns • encourage more use of waterways <p>Reducing the need to travel</p> <ul style="list-style-type: none"> • implement greener policies
PRIORITY 14	<p>Partnerships and funding – Working together</p> <ul style="list-style-type: none"> • increase links with partners and the community • investigate additional funding streams for sustainable transport measures • pilot renewable energy technology in public transport systems • capture resources to fund sustainable transport measures
PROJECTS	
ELECTRIC VEHICLE CHARGING POINT STRATEGY	Implement the electric vehicle charging point strategy

Vision 6: Natural Environment, Water Supply and Flooding Vision

To enhance and protect the boroughs biodiversity safeguarding the boroughs water resources and minimising the risk of flooding.

PRIORITY 15	Improve the quality and connectivity of natural habitats
PRIORITY 16	Encourage local community groups and businesses to become more involved in the management of local green spaces.
PRIORITY 17	Manage demand for and supply of water to reduce the expected impact of water shortages on consumers and wildlife
PRIORITY 18	Reduce the carbon footprint of water supply and water heating
PROJECTS	
RESIDENTIAL WATER METERING	Support residents in the delivery of the government's mandatory water metering roll out.
SOLAR HEATING	Invest in solar heating projects for residential and community building
GREEN INFRASTRUCTURE	Develop a carbon calculator for measuring the carbon offset for green infrastructure such as tree planting and green walls and use the Carbon Fund to deliver green infrastructure.
BIODIVERSITY ACTION PLAN	Deliver the council's local biodiversity action plan.

Vision 7: Purchasing, Supply and Consumption

- Help people and organisations understand the need for action on climate change and adjust their purchasing, supply and consumption choices accordingly, both individually and collectively.
- Reduce waste going to landfill, through producing less waste, expanding the market in the recycling and re-use of products, and by generating energy from waste.

PRIORITY 19	Run a campaign to help consumers understand Green Labels
PRIORITY 20	<ul style="list-style-type: none"> (i) Enable people to make sustainable purchasing choices (ii) Support and encourage local purchasing and the development of local supply chains (iii) Promote and encourage new business models focused around the 'circular economy' (iv) Build the commitment to sustainable procurement in both the public and private sectors (v) Reduce waste by supporting the re-use and repair of products and materials (vi) Increase recycling rates
PROJECTS	
FOOD WASTE TRIAL	Investigate the feasibility of a small scale food waste collection with an anaerobic digester.

Vision 8: Education, Communication and Influencing Behaviours

- People and organisations in the borough will understand the reasons for action on climate change; we will be aware of what we can collectively achieve and the contribution we can make.
- Equip people of all ages with knowledge and skills that will increase access to employment within the local 'green economy'.

PRIORITY 21	<ul style="list-style-type: none"> (i) Integrate sustainable behaviour promotion and practice throughout schools, colleges, universities, and workplaces. (ii) Ensure that communication which is aimed at influencing climate change related behaviour is delivered in a consistent and targeted way. (iii) Engage organisations in the private sector, including residential and commercial landlords, in effective action to reduce their carbon footprint. (iv) Develop the market for climate change related local business and the skills to ensure that local jobs are created in line with the growing low carbon economy
PROJECTS	
GREEN BUSINESS	Deliver efficiency support service for small and medium-sized companies in the borough through energy assessments, training workshops, equipment procurement support.
STAFF ENGAGEMENT	Run a campaign to engage staff on being energy efficient and recycling at work and at home.

Vision 9: The Community

People will have an understanding of how their local environment contributes towards a better quality of life; they will have the commitment and community capacity to support each other to lead more sustainable lives.

PRIORITY 22

- (i) Build community activity relating to sustainable communities
- (ii) Build community resilience to climate change and self-sufficiency (collective and individual)
- (iii) Reduce consumption by building a 'sharing economy'
- (iv) Build an 'alternative economy' focused on quality of life and emphasising sustainable communities.

PROJECTS

EDUCATION

Run a series of workshops to educate the residents about energy efficiency, air quality, recycling and the environment.

SOCIAL ENTERPRISE

Link the community renewable energy projects to benefit and deliver community social enterprise projects.

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London Borough of Tower Hamlets Air Quality Action Plan 2017-2022



SUMMARY

This Air Quality Action Plan (AQAP) has been produced as part of our duty to London Local Air Quality Management. It outlines the action the council will take to improve air quality in Tower Hamlets between 2017-2022.

Highlights of successful projects delivered through the past action plan include:

- Delivering a sustainable London Olympics
- Delivering Crossrail with reduced air quality impacts on residents and the environment
- Achieved targets for sustainable travel through the Staff Travel Plan and School Travel Plans
- Maintained the council's Ambient Air Quality Monitoring stations
- Managed emissions from council fleet through a Green Fleet Strategy and all fleet comply with the Low Emission Zone
- Successfully implemented all round one of the Mayor's Air Quality Fund projects including Zero Emissions Network and BARTS Health Project
- Implemented a cleaner air for schools project at Marner and Cubit Town Schools to engage pupils, teachers and parents on air pollution

Air pollution is associated with a number of adverse health impacts; it is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. There is also often a strong correlation with equalities issues, because areas with poor air quality are also often the less affluent areas^{1,2}.

¹ Environmental equity, air quality, socioeconomic status and respiratory health, 2010.

The annual health costs to society of the impacts of air pollution in the UK are estimated to be roughly £15 billion³. Tower Hamlets is committed to reducing the exposure of people in the borough to poor air quality in order to improve health.

We have developed actions that can be considered under nine broad topics:

- **London Local Air Quality Management:** Our statutory requirements under the LLAQM regime, such as annual reporting on pollution levels.
- **Developments and buildings:** emissions from buildings account for about 15% of the NO_x emissions across London so are important in affecting NO₂ concentrations;
- **Major Infrastructure Projects:** Ensuring any major infrastructure projects in the borough do not adversely impact air quality;
- **Public health and awareness raising:** increasing awareness can drive behavioural change to lower emissions as well as to reduce exposure to air pollution;
- **Delivery servicing and freight:** vehicles delivering goods and services are usually light and heavy duty diesel-fuelled vehicles with high primary NO₂ emissions;
- **Borough fleet actions:** our fleet includes light and heavy duty diesel-fuelled vehicles such as mini buses and refuse collection vehicles with high primary NO₂ emissions. Tackling our own fleet means we will be leading by example;
- **Localised solutions:** these seek to improve the environment of neighbourhoods through a combination of measures;
- **Cleaner transport:** road transport is the main source of air pollution in London. We need to incentivise a change to walking, cycling and ultra-low emission vehicles (such as electric) as far as possible.
- **Lobbying and partnership working:** working with stakeholders including National Government, the Greater London Authority & Transport for London to ensure policies adequately address the issue of air quality.

Our priorities are:

- Implementing a network of publicly available electric vehicle charge points
- Instigating measures at schools to reduce emissions and exposure
- Raising awareness of the pollution issue and encouraging residents to reduce their impact
- Ensure air quality policies are strengthened in the new Local Plan to minimise impacts from the high levels of development in the borough
- To lead by example by upgrading the council fleet to include more Ultra Low Emission Vehicles and ensure the new Civic Centre is as sustainable as possible and has no adverse impact on the local air quality.
- Lobbying government for stronger national action on air quality and partnership working with the GLA, TFL and other stakeholders to ensure a joined up approach

You will see in this report that we have worked hard to engage with stakeholders and communities which can make a difference to air quality in the borough. We would like to thank all those who

² Air quality and social deprivation in the UK: an environmental inequalities analysis, 2006.

³ Defra. Air Pollution: Action in a Changing Climate, March 2010

have worked with us in the past and we look forward to working with you again as well with new partners as we deliver this new action plan over the coming years.

In this AQAP we outline how the council plans to effectively use local levers to tackle air quality issues within our control.

However, we recognise that there are a large number of air quality policy areas that are outside of the council's influence (such as Euro standards, national vehicle taxation policy, taxis and buses), and so the council will continue to work with and lobby regional and central government on policies and issues beyond Tower Hamlet's influence.

RESPONSIBILITIES AND COMMITMENT

This AQAP was prepared by the Environmental Protection Department of Tower Hamlets Council with the support and agreement of the following officers and departments:

Senior Management Team of the following Sections:

- Transportation and Highways
- Planning & Local Plan
- Fleet Management
- Public Health
- Procurement
- Waste Strategy
- Sustainability
- Environmental Health & Trading Standards

This AQAP has been approved by:

Councillor Rachel Blake – Lead Member for Development and Renewal & Air Quality

Mayor of Tower Hamlets – Mayor John Biggs

Director of Public Health – Somen Banerjee

Director of Place- Ann Sutcliffe

This AQAP will be subject to an annual review, appraisal of progress and reporting to the relevant Council Committee Mayors Advisory Board. Progress each year will be reported in the Annual Status Reports produced by Tower Hamlets, as part of our statutory London Local Air Quality Management duties.

If you have any comments on this AQAP please send them to Stefanie Hughes at:

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Abbreviations

AQAP	Air Quality Action Plan
AQMA	Air Quality Management Area
AQO	Air Quality Objective
BEB	Buildings Emission Benchmark
CAB	Cleaner Air Borough
CAZ	Central Activity Zone
EV	Electric Vehicle
GLA	Greater London Authority
LAEI	London Atmospheric Emissions Inventory
LAQM	Local Air Quality Management
LLAQM	London Local Air Quality Management
NO ₂	Nitrogen Dioxide
NRMM	Non-Road Mobile Machinery
O ₃	Ozone
PM ₁₀	Particulate matter less than 10 micron in diameter
PM _{2.5}	Particulate matter less than 2.5 micron in diameter
SO ₂	Sulphur Dioxide
TEB	Transport Emissions Benchmark
TfL	Transport for London

Introduction

This report outlines the actions that Tower Hamlets plan to deliver between 2017-2022 in order to reduce concentrations of pollution, and exposure to pollution; thereby positively impacting on the health and quality of life of residents and visitors to the borough.

It has been developed in recognition of the legal requirement on the local authority to work towards air quality objectives under Part IV of the Environment Act 1995 and relevant regulations made under that part and to meet the requirements of the London Local Air Quality Management statutory process⁴.

1 Baseline air quality conditions in Tower Hamlets

The UK Air Quality Strategy (AQS), released in July 2007, provides the overarching strategic framework for air quality management in the UK and contains national air quality standards and objectives established by the Government to protect human health. The AQS objectives take into account EU Directives that set limit values which member states are legally required to achieve by their target dates.

Tower Hamlets is meeting all of the national AQS objectives other than for the gas Nitrogen Dioxide (NO₂). Tower Hamlets is meeting the current objectives for Particulate Matter (PM₁₀) but as this pollutant is damaging to health at any level, this remains a pollutant of concern.

Nitrogen Dioxide levels are high across the borough with 40% of our residents living in areas of exceedance of the annual NO₂ objective and 48 of our schools (37 primary and 11 secondary) being located in areas of unacceptable NO₂ levels⁵.

1.1 Air Quality Monitoring

Air quality is currently monitored across the borough through a network of both active and passive monitors. This includes four automatic continuous monitoring stations - two roadside and two background. The Blackwall tunnel monitoring station is managed by TFL and the other 3 are managed by Tower Hamlets. The automatic monitors monitor a range of pollutants, as per the table below.

Table 1.1 Tower Hamlets Air Quality Monitoring Stations

Location	Site type	Pollutants monitored
Mile End Road	Roadside	NOx
Blackwall Tunnel Northern Approach	Roadside	NOx, PM ₁₀ , PM _{2.5} , O ₃ , CO ₂
Victoria Park	Background	NOx, PM ₁₀ , SO ₂
Millwall Park	Background	NOx, PM ₁₀ , O ₃

Passive monitoring is carried out through NO₂ diffusion tube monitoring. There are 90 NO₂ diffusion tubes deployed across the borough giving us monthly average NO₂ concentrations.

⁴ LLAQM Policy and Technical Guidance. <https://www.london.gov.uk/what-we-do/environment/pollution-and-air-quality/working-boroughs>

⁵ London Atmospheric Emissions Inventory 2013 <https://data.london.gov.uk/dataset/london-atmospheric-emissions-inventory-2013>

Monitoring results are available online in real time for the automatic monitors and the diffusion tube results are uploaded to the Tower Hamlets website. A summary of the results is available in our most recent Annual Status Report.

1.2 Air Quality Modelling

The maps used below are taken from the London Atmospheric Emissions Inventory (LAEI) and use modelled data for the year 2013. The LAEI has been developed by the GLA as part of the implementation of the Mayors Air Quality Strategy. The 2013 dataset was the most recent available at the time of writing this report.

Figure 1 Modelled map of annual mean NO₂ concentrations (from the LAEI 2013)

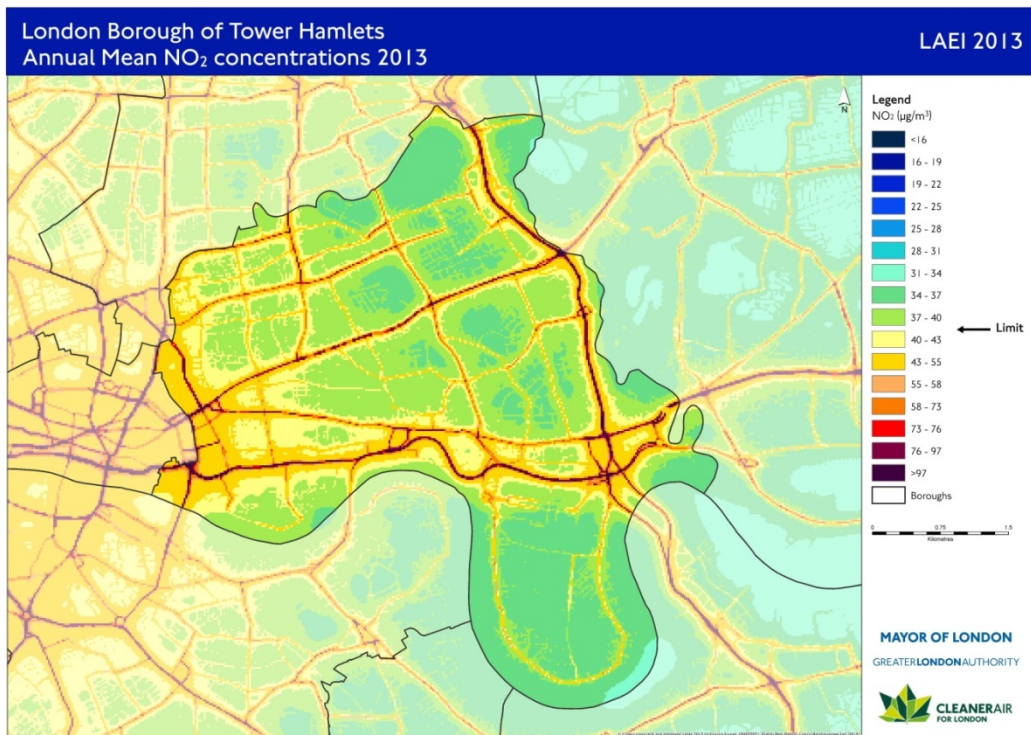


Figure 1 shows the variation in annual concentrations of Nitrogen Dioxide across the Borough. The map shows that the concentrations are highest west of the borough closest to the City, with a large area exceeding the NO₂ annual objective, and along and around the main roads across the rest of the borough, with areas such as Limehouse and Poplar exceeding the annual objective. The lowest concentrations are in the south of the borough on the Isle of Dogs.

Figure 2 Modelled map of annual mean PM₁₀ (from the LAEI 2013)

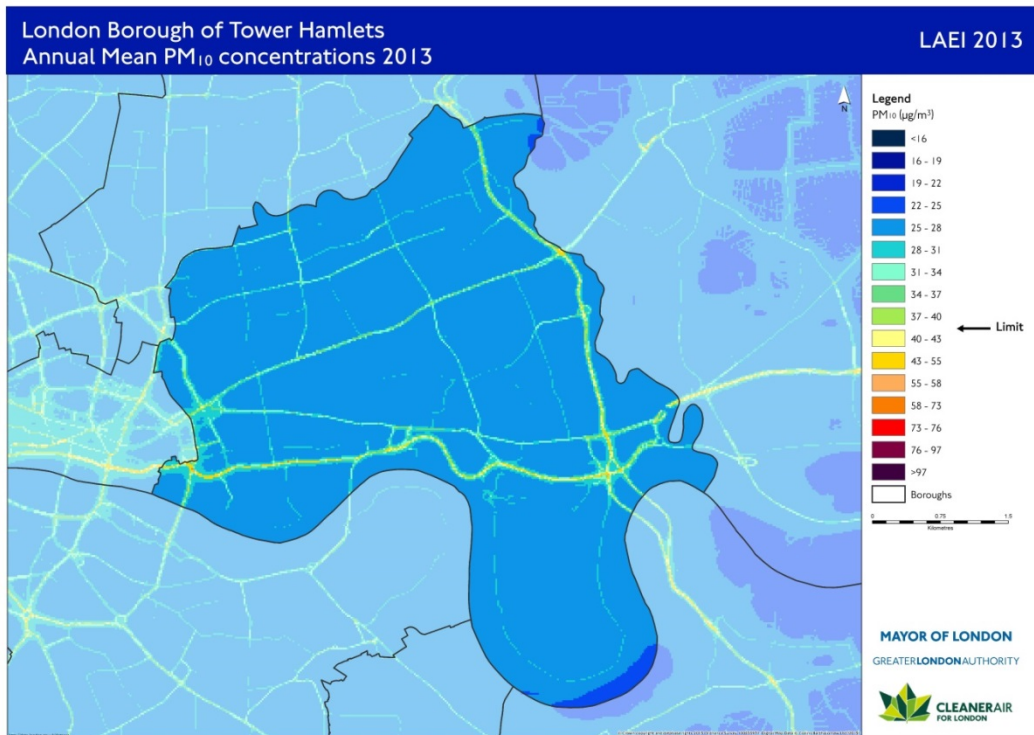


Figure 2 shows the variation in annual average concentrations of PM₁₀ across the borough. The majority of the borough has a concentration lower than the annual objective, with the highest concentrations and exceedances being along the main roads through the borough.

Figure 3 Modelled map of annual mean PM_{2.5} (from the LAEI 2013)

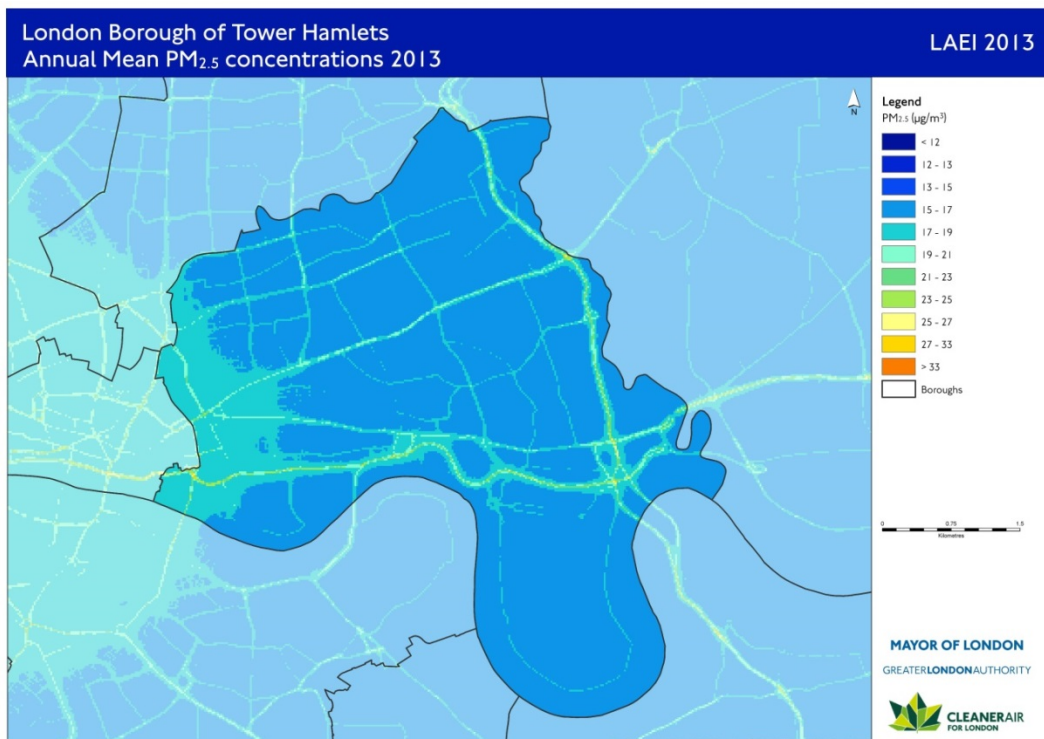


Figure 3 shows the variation in annual average concentrations of PM_{2.5} across the borough. The highest concentrations are shown in the western edge of the borough and along the main roads running through the borough.

1.3 AQMAs and Focus areas

Air Quality Management Area

In Tower Hamlets an Air Quality Management Area (AQMA) has been declared across the **whole borough**.

The AQMA has been declared for the following pollutants:

- (i) Nitrogen Dioxide - because we are failing to meet the EU annual average limit for this pollutant at some of our monitoring stations and modelling indicates it is being breached at a number of other areas across the borough.
- (ii) Particulate Matter (PM₁₀) - because although we are meeting EU Limits we are exceeding World Health Organisation air quality guideline for this pollutant and we have a formal responsibility to work towards reductions of PM_{2.5}, which is a fraction of PM₁₀. Concentrations of PM_{2.5} are measured at specific monitoring points throughout the borough.

Focus Areas

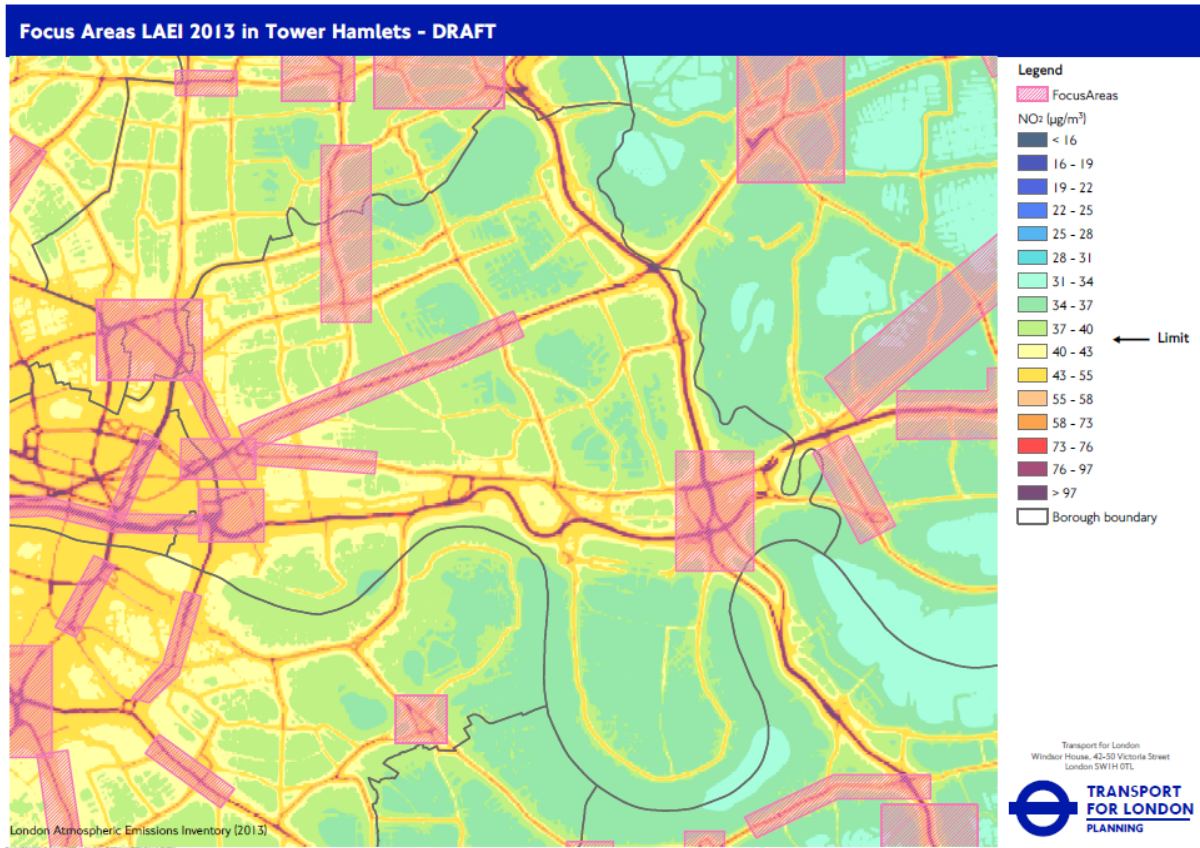
Air Quality Focus Areas are locations that have been identified as having high levels of pollution and human exposure. There are 187 Focus Areas across London, these have been determined by the GLA through analysis of monitoring data, modelled data, exposure data and local characteristics.

Focus Areas are used to inform local air quality management, the development of air quality interventions and the planning process. Under London Local Air Quality Management guidelines, boroughs are required to have regard to the focus areas in their borough when devising their air quality action plans.

The 7 focus areas for Nitrogen Dioxide for Tower Hamlets include:

A11 Whitechapel Road to Mile End junction A1205 Burdett Road
Aldgate and Aldgate East
A107 Cambridge Heath Rd/Bethnal Green Rd to Mare St/Well Street
Blackwall A13 East India Dock Road/Aspen Way/Blackwall Tunnel
Commercial Road from Aldgate East to jctn Jubilee Street
Tower Hill/Tower Gateway/Cable St/The Highway
Commercial Street

Figure 4 Map of Air Quality Focus Areas for Nitrogen Dioxide



1.4 Sources of Pollution in Tower Hamlets

Pollution in Tower Hamlets comes from a variety of sources. This includes pollution from sources outside of the borough, and, in the case of particulate matter, a significant proportion of this comes from outside of London and even the UK.

Of the pollution that originates in the borough the main sources of NO₂ are transport and domestic emissions from boilers and CHPs and the main sources of particulate matter are traffic emissions, re-suspension of particles from traffic sources e.g brake or tyre wear and emissions from construction machinery (NRMM).

Figure 5 NOx Emissions by source and vehicle type (from the LAEI 2013)

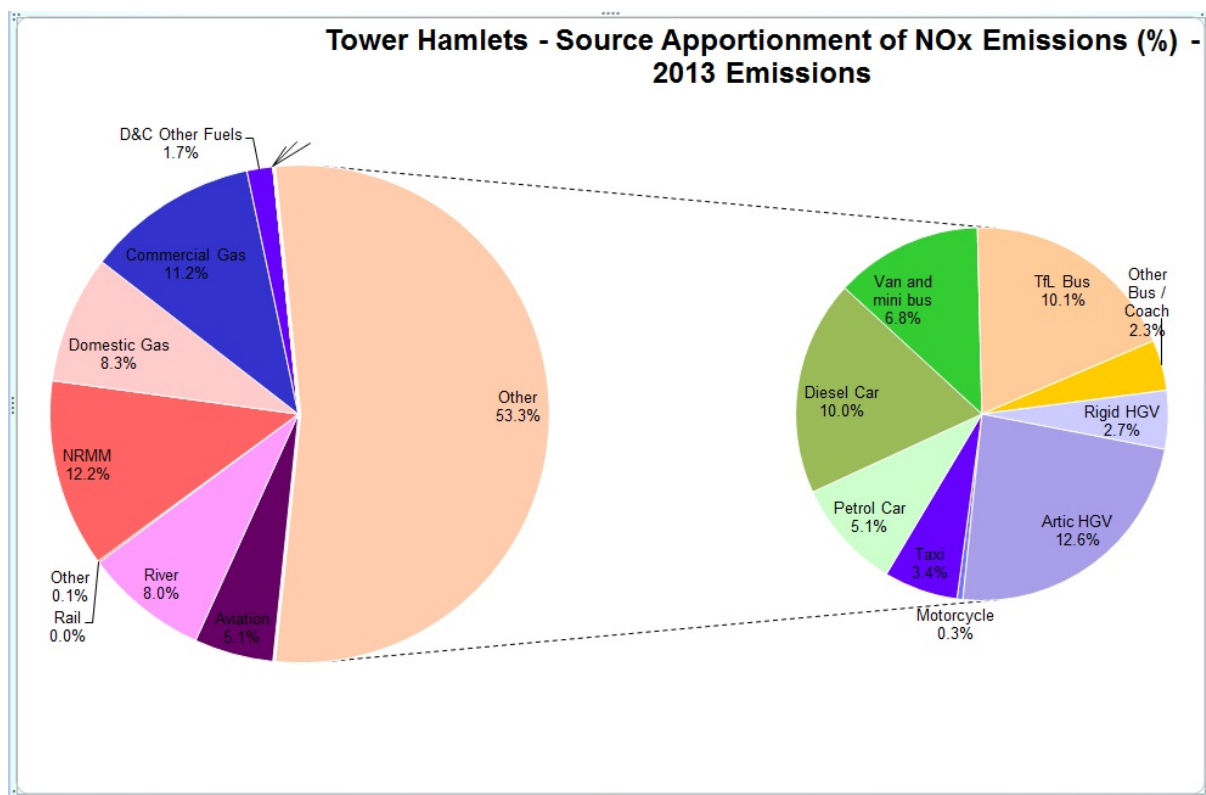


Figure 5 above shows the sources of NOx emissions in the borough. The chart on the left shows that over 50% of the boroughs NOx emissions come from transport sources. This is then broken down into type of transport on the chart on the right. Other significant sources shown in the chart are Non Road Mobile Machinery used in construction and demolition, and domestic and commercial gas used in boilers and CHPs at residential and business properties. On the transport chart it is clear that diesel cars contribute more than petrol cars and HGV's and busses are also a significant source of NOx emissions in the Borough.

Figure 6 PM₁₀ Emissions by source and vehicle type (from the LAEI 2013)

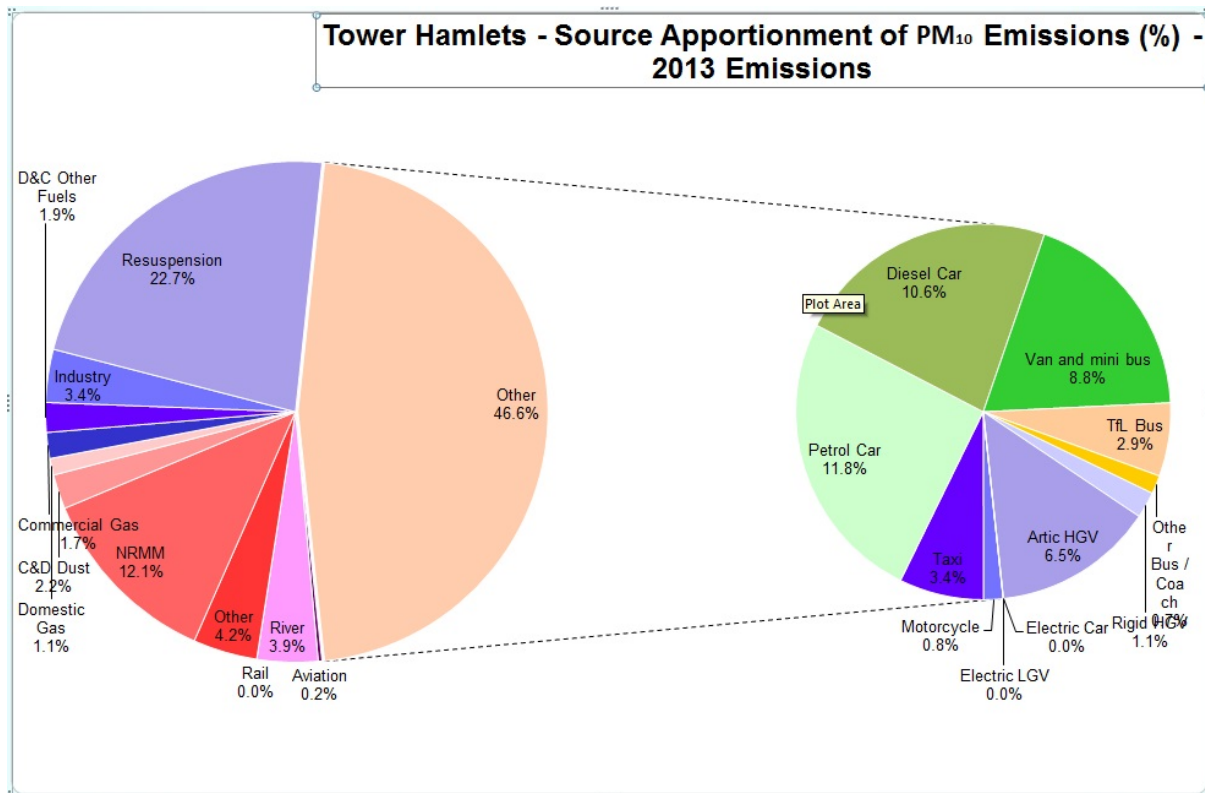


Figure 6 above shows the sources on PM₁₀ emissions in the Borough. The chart on the left shows that the major emissions source in transport and this is further broken down by transport type in the chart on the right. Diesel and petrol cars account for a similar proportion of the PM₁₀. One notable difference from the NO_x sources is the effect of particle resuspension which accounts for 23% of PM₁₀. Commercial and domestic gas are much less significant for emissions of PM₁₀ in comparison to NO_x emissions as gas does not produce much particulate matter.

Figure 7 PM_{2.5} Emissions by source and vehicle type (from the LAEI 2013)

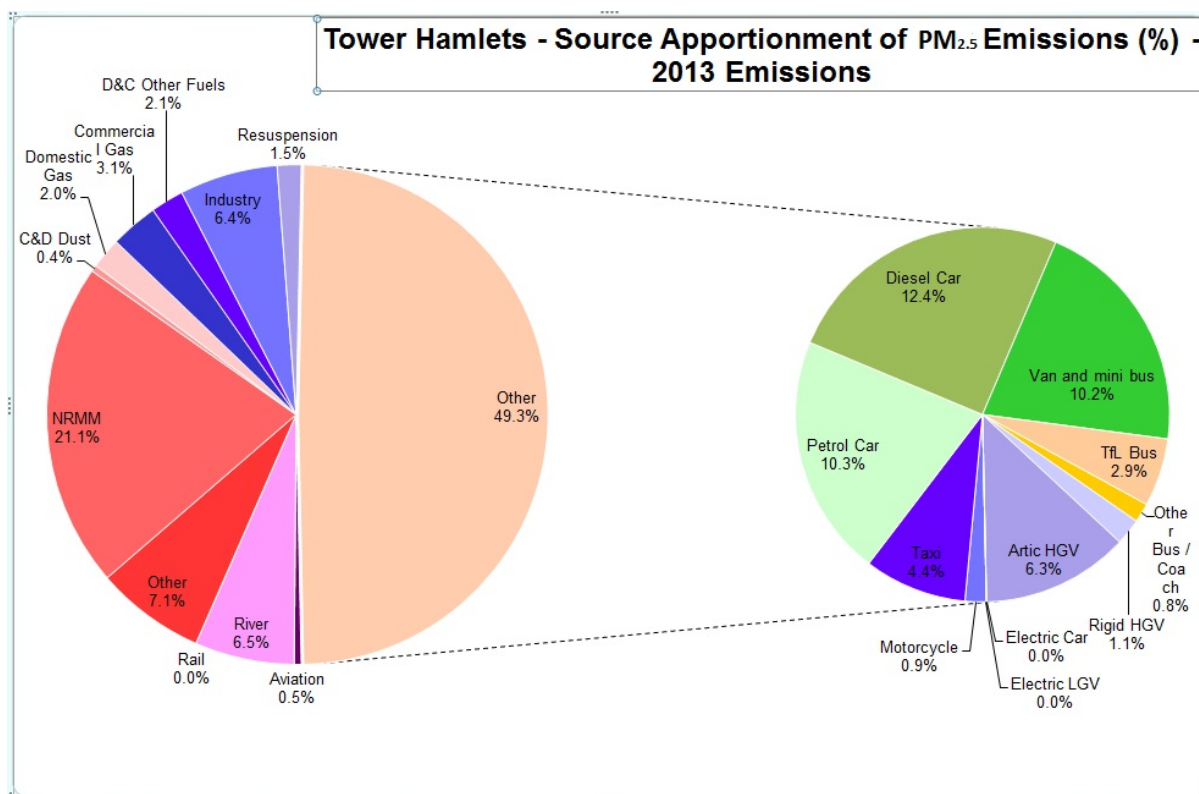


Figure 7 shows the sources of PM_{2.5} emissions in the borough. The chart on the left shows that just under 50% of the emissions come from transport with this source being further broken down on the chart on the right. Non Road Mobile Machinery is also a significant source of PM_{2.5}. In contrast to PM₁₀, resuspension only accounts for a very small proportion of the PM_{2.5} emissions.

2 Tower Hamlets’ Air Quality Priorities

We are determined to tackle poor air quality in Tower Hamlets and raising awareness and providing education about the causes and impacts of poor air quality is crucial to achieving this. We want to support residents to make a difference to the air quality that is affecting all of us.

Due to Tower Hamlet’s strategic location in London, the majority of pollution in our jurisdiction is from traffic travelling through the borough. Tower Hamlets connects East and West London via the A11 and North and South London via the A12.

Car ownership is relatively low in Tower Hamlets compared to other London boroughs, with 42,514 vehicles registered in the borough in 2015⁶. This is the 4th lowest figure for a borough in London. Therefore a key part of this action plan will aim to work in partnership with the Greater London Authority and Transport for London, as well as lobby other regional and national authorities to improve air quality in Tower Hamlets.

Tower Hamlets is experiencing unprecedented development and population increase, in 2015 the borough experienced a 38.3% population increase – the highest population increase of all Local

⁶ GLA London Data Store: <https://data.london.gov.uk/dataset/licensed-vehicles-type-0>

Authorities in England and Wales⁷. Therefore a key priority is ensuring new development does not hinder our progress on improving air quality.

However Tower Hamlets is striving to go beyond compliance with our commitment and responsibility to reduce emissions from our own operations and jurisdiction. We are therefore committing to a range of projects and localised measures to improve air quality and work towards reducing exposure to air pollution.

The key priority work areas for Tower Hamlets include:

- Raising awareness of the pollution issue and encouraging residents to reduce their impact
- Implementing a network of publicly available electric vehicle charge points
- Increasing provisions for walking and cycling to encourage a shift from car usage to sustainable transport modes
- Instigating measures at schools to reduce emissions and exposure
- Ensure air quality policies are strengthened in the new Local Plan to minimise impacts from the high levels of development in the borough
- To lead by example by upgrading the council fleet to include more Ultra Low Emission Vehicles and ensure the new Civic Centre is as sustainable as possible and has no adverse impact on the local air quality.
- Lobbying government for stronger national action on air quality and partnership working with the GLA, TFL and other stakeholders to ensure a joined up approach
- Investing and encouraging new technologies and planting systems which can tackle air quality

3 Development and Implementation of Tower Hamlets' AQAP

3.1 Consultation and Stakeholder Engagement

In developing/updating the action plan we have worked with other council departments, agencies, businesses and the local community to improve local air quality. Schedule 11 of the Environment Act 1995 requires local authorities to consult the bodies listed in Table 3.1.

The full report on our consultation and stakeholder engagement is given in Appendix A.

Table 3.1 Consultation Undertaken

Yes/No	Consultee
YES	the Secretary of State
YES	the Environment Agency
YES	Transport for London and the Mayor of London (who will provide a joint response)
YES	all neighbouring local authorities
YES	other public authorities as appropriate

⁷ Tower Hamlets Population Estimates 2015:

http://www.towerhamlets.gov.uk/Documents/Borough_statistics/Population/MYE_2015_CRU_Briefing.pdf

4 AQAP Progress

Table 4.1 shows the Tower Hamlets AQAP. It contains:

- a list of the actions that form part of the plan;
- the responsible individual and departments/organisations who will deliver this action;
- expected benefit in terms of emissions and concentration reduction;
- the timescale for implementation; and
- how progress will be monitored.

Governance and Monitoring of the Air Quality Action Plan The overall responsibility for the implementation of the plan sits with Environmental Health; however the actions within the plan will be implemented and monitored by the relevant council departments.

We will create an Air Quality Partnership Board to ensure delivery of the Plan. Quarterly meetings will be held by the Pollution Team Leader with the relevant Members/Service Heads/lead officers responsible for delivering the actions contained within the plan. The meetings will serve as an opportunity to feedback on progress with actions contained within the action plan and to highlight any new areas of work across the council that could have an impact on air quality or for any new opportunities that may arise for tackling air pollution.

The meetings will be scheduled for March, June, September and December each year so as feedback on action progress can be compiled in March and included in the Annual Status Report to be submitted to the GLA each April.

Resourcing & Budgets

The actions in the Air Quality Action Plan will be resourced through utilising existing staff members in the relevant departments.

Projects requiring a budget will be financed through existing team budgets, the new Mayor of Tower Hamlets air quality fund, the Carbon Offset fund (where actions have impacts on both local air pollutants and carbon), bespoke growth bids and external funding bids where possible, e.g Mayor of London's Air Quality Fund and Defra Air Quality Funds.

Table 4.1 Air Quality Action Plan

The actions have been grouped into six categories: Public health and awareness raising; London Local Air Quality Management (LLAQM); Developments and buildings; Major infrastructure projects; Delivery servicing and freight; Borough fleet actions; Localised solutions; Cleaner transport and Lobbying & partnership.

Action category	Action ID	Action description	Department/ Team	Expected emissions/ concentrations benefit	Timescale for implementation	Target/ monitoring	Further information
Public Health and awareness raising	1	Develop and implement a communications strategy for disseminating air quality information in the borough to raise awareness of the impacts of poor air quality and encourage behaviour change	Pollution/Communications	Indirect impact on emissions through awareness raising	March 2018	Measure – audience reached with air quality messages	
Public health and awareness raising	2	Director of Public Health to have responsibility for ensuring their Joint Strategic Needs Assessment (JSNA) has up to date information on air quality impacts on the population – Air Quality officer to be consulted on JSNA.	Public Health	Emissions reductions are indirect and unquantifiable, but enhanced co-ordination will benefit all air quality initiatives.	Ongoing	Measure – adequate consideration given to air quality in each update of the JSNA	Already included in the most recent JSNA, must ensure that up to date info is included in future assessments.
Public health and	3	Strengthening co-ordination with Public Health by ensuring that at least one public health specialist	Public Health	Emissions & concentrations	Ongoing	Measure – at least one specialist to	

awareness raising		within the borough has air quality responsibilities outlined in their job profile.		reductions indirect and unquantifiable , but enhanced co-ordination will benefit all air quality initiatives.		have AQ in their objectives	
Public health and awareness raising	4	Director of Public Health to sign off all new Air Quality Action Plans.	Public Health	Emissions & concentrations reductions indirect and unquantifiable but enhanced co-ordination will benefit all air quality initiatives.	On production of each revised action plan every 5 years	Measure – all action plans to be signed	
Public Health and awareness raising	5	Support patients with heart and lung conditions by providing air quality advice to discharged patients, particularly vulnerable & those with heart/lung conditions. This would be a continuation of the ‘Protecting Patient’ work stream from the Barts Project.	Pollution/ Public Health	Protect individual health	Tbc dependent upon funding identification	KPI- no of patients engaged with on air quality messages, no of maps given out.	See Global Action Plan website for further info on the previously run project https://www.globalactionplan.org.uk/cleaner-air-with-barts-health
Public health and awareness	6	Support and Promotion of air quality awareness programmes such as AirTEXT.	Pollution Team	Protect individual health	Ongoing	KPI – AirText - no of residents signed up to service	

<p>raising Public health and awareness raising</p> <p>Public health and awareness raising</p> <p>Public Health and awareness raising</p> <p>Public Health and awareness raising</p> <p>Public Health and awareness raising</p>	7	Encourage schools to join the TfL Sustainable Travel Active Responsible Safer (STARS) accredited travel planning programme by providing information on the benefits to schools and supporting the implementation of such a programme.	Development Team /School travel Officer	NO ₂ , PM & CO ₂	Ongoing	KPI - % of schools signed up. Target 70% by 2021. Secondary KPI - % of trips made by car for schools that are part of the scheme.	2016 – 40 schools signed up so far.
	8	Air quality at schools – Roll out the cleaner air for schools program that was previously run in 2 schools, to more schools in high pollution areas.	Pollution Team	NO ₂ , PM & CO ₂ & awareness raising	2 schools per year funding dependant	Target - project run at 2 schools per year	See : http://www.looplabs.org/case-studies/ for case study of previous project
	9	Pollution Audits in schools. Support the GLA in their program to provide air quality audits in 2 schools.	Pollution Team	Audit will generate a plan to reduce pollution levels.	Audits to be completed by spring 2018	Target - 2 school audits carried out and measures implemented	
	10	Schools anti-idling project, engagement with schools and installation of anti-idling signage at school parking areas in high pollution areas.	Pollution Team	NO ₂ , PM & CO ₂	All signs to be procured and installed by July year 2018	% of schools with signs installed, target 100%	
	11	Schools Environmental Theatre Project	Pollution Team	Awareness raising.	Aim to run at 10 schools per year	KPI – number of schools/pupils engaged	

Public Health & awareness raising	12	Investigate and invest in new technology as it becomes available to reduce pollution levels at pollution hotspots & sensitive uses e.g.schools	Pollution Team	NO2 & PM	Ongoing	Progress will be monitored by the Pollution team leader	
Public Health and awareness raising	13	Citizen Science air quality monitoring project	Pollution Team	Awareness raising.	6 month project to be completed by July 2018	Target – engage 30 people in a six month project	
Public Health and awareness raising	14	Work with Residential Providers to develop and implement a strategy for disseminating air quality information to their tenants.	Pollution Team/Communications	Protect individual health	Dec 2018	Measure audience reached with air quality messages	
Public Health and awareness raising	15	Use Health and Wellbeing Board to get existing and future public sector and RP partners to pledge to increase the number of, electric, hybrid, and cleaner vehicles in their fleets.	Public Health	NO ₂ , PM & CO ₂	Ongoing	No of pledges/updates	Link to action 45 - Eco Stars Scheme encourage fleets to sign up
LLAQM	16	Continue to run the 3 continuous monitoring stations, monitoring pollutants of concern to ensure air quality objectives are being met and to assess the effectiveness of local and regional policies. Investigate and implement further monitoring where necessary, including a new PM _{2.5} analyser at Mile End.	Pollution Team	Data collection only.	Ongoing	Pollution monitoring is reported on in the Annual Status Report.	Monitoring data is the evidence base for our AQMA declaration and for measuring the effectiveness of projects. Installation of new monitoring equipment is funding dependent.

LLAQM	17	Continue to implement the NOx Diffusion Tube Monitoring network across the borough. Investigate and implement further monitoring where necessary. E.g at schools.	Pollution Team	Data collection only.	Ongoing	Pollution monitoring is reported on in the Annual Status Report.	Supports Cleaner Air Borough Status
	18	Continue to ensure that all pollution monitoring data is available to the public and the website is regularly updated with the latest available data	Pollution Team	Information sharing and awareness raising.	Ongoing	Target – 100% monitoring data available online	New data management contract, data is available on www.airquality England.co.uk The NOx tube results are available on the Tower Hamlets Website.
LLAQM	19	Fulfil the GLA’s criteria to retain our Cleaner Air Borough Status each year	Pollution Team	NO ₂ , PM & CO ₂	Ongoing and reported annually in the ASR	Target – Cleaner Air Borough Status to be achieved each reporting year.	The criteria are under 6 themes: political leadership; taking action; leading by example; informing the public; using the planning system & integrating air quality into the public health system.
Development and buildings	20	Ensuring emissions from demolition and construction are minimised via planning applications reviews and conditions attached to planning permissions requiring Construction Environmental Management Plans, including dust mitigation and monitoring and Travel Plans encouraging sustainable travel for site workers	Pollution Team/Development Management	NO ₂ & PM	Ongoing	Reported on in annual ASR. KPI % of major planning applications, target – 100%	Air Quality Officer to be consulted on planning consultations to ensure the GLA’s Control of Dust & Emissions during construction and demolition 2014SPG (or subsequent updated guidance) is applied to all major planning applications. This policy is being strengthened in the current update of the Local Plan

Development and buildings	21	Ensuring all major developments adhere to the GLA's Non Road Mobile Machinery Low Emission Zone. I.e. All NRMM used on site must meet the emissions standards stated in the GLA's Control of Dust and Emissions during Demolition and Construction SPG 2014 (or subsequent updated guidance)	Development Management/Pollution Team	NO ₂ & PM	Ongoing.	The number of developments with the condition attached is to be reported annually in the annual status report. Monitoring will also be carried out by officers checking the NRMM website and conducting site visits.,	Development Management teams are including this requirement in the planning conditions for all major developments. This is being included as a new policy in the updated Local Plan.
Development and buildings	22	Ensuring Combined Heat and Power (CHP) and biomass air quality policies are met at all developments proposing to utilise CHP, including the NOx emission limits for heating plant as stated in the GLA's Sustainable Design and Construction SPG (or subsequent updated guidance)	Pollution/Sustainability	NO ₂ , PM & CO ₂	Ongoing	Reported on in Annual Status Report. KPI % of major planning applications, target – 100%	Air Quality Officer to review air quality assessments/energy strategies to ensure compliance. A no biomass policy is already in place for the whole borough. This policy is being included in the updated Local Plan.
Development and buildings	23	Ensuring new developments have suitable energy efficiency measures installed to reduce the demand for onsite heat generation from boilers & CHP's.	Sustainability	NO ₂ & CO ₂	Ongoing	Measure – All major planning applications to be reviewed to ensure sustainability policies are met	This is to be incorporated into the new Local Plan. The sustainable development team review the Energy Strategies for planning applications to ensure sustainability policies are adhered to.
Development and buildings	24	Ensuring Air Quality Neutral policies are complied with at all	Pollution Team	NO ₂ & PM	Ongoing	Reported on in the annual ASR.	Air Quality Officer to review air quality assessments to

		developments and exceeded where possible. Ensure all larger developments (as defined by the GLA) will be air quality positive.				KPI – % of major planning applications, target – 100%	<p>ensure compliance of new developments with the emission benchmarks as set out in the GLA’s Sustainable Design and Construction SPG (or any subsequent updated guidance).</p> <p>This policy is being included in the new updated Local Plan.</p> <p>The GLA’s new draft Environment Strategy includes a policy for larger developments to be air quality positive and shall provide further guidance on this when the final strategy is published.</p>
Development and buildings	25	Reduce the use of private cars by residents by encouraging car free developments and limiting number of parking spaces in new developments	Development Management	NO ₂ & PM	Ongoing	Measure – All major planning applications reviewed to ensure they meet the parking standards.	Parking standards for new developments are to be included in the new Local Plan.
Development and buildings	26	Ensure the layout of new developments considers air quality impacts, for example considering the locations of buildings with different proposed uses and locating the most sensitive use units in the least polluted areas.	Pollution team/ Development Management	Exposure reduction	Ongoing	Measure – All major planning applications reviewed to ensure this policy has been considered	Planning applications will be reviewed to ensure consideration of this.
Development	27	Ensuring adequate, appropriate,	Development	Exposure	Ongoing	Implementation	Currently being incorporated

and buildings		and well located green space and infrastructure, including for walking and cycling, is included in new developments with the Green Grid Strategy promoted and adhered to in all major planning applications and master planning to provide low emissions routes for walking and cycling.	Management	reduction		will be monitored through the rollout of the green grid strategy & the planning database.	into the new Local Plan. The Green Grid Strategy is currently being updated.
Development and buildings	28	Encourage new developments to install alternative mass waste collection systems, such as ENVAC, to reduce collection vehicle emissions.	Waste Strategy/ Development Management	NO ₂ , PM & CO ₂	Ongoing	Monitored by the Waste Strategy/ Development team	Currently being incorporated into the new Local Plan.
Development and buildings	29	Ensuring that the whole borough Smoke Control Zones is fully publicised and enforced.	Pollution Team	PM & CO ₂	Ongoing, Communications campaigns to be run annually in autumn/ winter	Monitor by ensuring all reports of the SCZ being breached are investigated Target 100%.of reports	
Development and buildings	30	Implement a Domestic boiler refit project using the GLA's RE:FIT energy efficiency retrofit programme.	Sustainability Team	NO ₂ & CO ₂	Ongoing	Measure – number of boiler replacements. This will be monitored by the Sustainability Team.	This project is being carried out in partnership with Groundwork London
Development	31	Implement a Schools Carbon	Sustainability	NO ₂ & CO ₂	5 boiler	Measure –	This project will utilise Carbon

and buildings		Emission Reduction Programme, providing funding towards boiler replacements and insulation schemes in schools.	Team		replacements and 4 insulation projects by end of 2017 and then ongoing project yet to be planned.	number of boilers and efficiency measures funded. Projects will be monitored by the Sustainability Team.	Offset funding to reduce both CO ₂ and NO ₂ from building emissions
Development and buildings	32	Implement a Carbon Emissions Reduction Programme for council properties including boiler replacements and insulation projects.		NO ₂ & CO ₂	2018 onwards	Measure – number of boilers and efficiency measures implemented. To be monitored by the Sustainability Team	This project will utilise Carbon Offset funding to reduce both CO ₂ and NO ₂ from building emissions
Development and buildings	33	Enderby Wharf – Ensure a thorough and robust evaluation of the Environmental statement, that methodologies used comply with current guidance and that the project will not lead to any significant adverse air quality impacts in the borough.	Pollution Team/Development Management	NO ₂ & PM	Ongoing	Measure – all consultations responded to with air quality interrogated appropriately	It is noted that LBTH are not the determining authority on this application and instead only a consultee
Development and buildings	34	Ensure applications for new developments in neighbouring boroughs that have the potential to have impacts in Tower Hamlets are	Pollution Team/Development Management	NO ₂ & PM	Ongoing & September 2017 for inclusion of	Measure – All consultations received from neighbouring	The Air Quality Officer will review the Air Quality Assessments for applications that we are designated as a

Development and buildings		reviewed for air quality impacts and that no development will lead to any significant adverse air quality impacts in the borough.			new parking policies in the new Local Plan	boroughs assessed for air quality impacts	consultee
	35	Lead by example by ensuring the councils new Civic Centre is a best practice example of a sustainable and low emissions development in regards to air pollution and CO ₂ with both air quality neutral and carbon zero policies being met.	Corporate Property and Capital Delivery/Development Management/Sustainability/Pollution Team	NO ₂ & CO ₂	Building due for completion in 2021, planning process 2017-2018.	Measure – development to be delivered to meet or exceed all sustainability and air quality standards Including BREEAM	Corporate Property and Capital Delivery team are leading on the planning application; the relevant teams will be consulted to ensure sustainability/air quality targets are met.
Development and buildings	36	Improve the energy efficiency of John Onslow House as part of the upcoming refurbishment with the aim of becoming carbon zero and any new boilers to be ultra-low NO _x	Facilities/Sustainability	NO ₂ & CO ₂	Due for completion by 2021	Measure – development to be delivered to exceed all sustainability and air quality standards. Monitoring of this will be done throughout the planning & implementation process.	
Development and buildings	37	Ensure developments that will increase river traffic, in the operational phase of development, are thoroughly assessed for potential air quality impacts and	Pollution Team	NO ₂ & PM	Ongoing	Measure – all relevant development assessed for air quality impacts	

		will not have a significant negative impact on air quality.					
Major Infrastructure Projects	38	Ensure the Tideway Tunnel infrastructure project is sustainably delivered with the Construction Code of Practice adhered to and effective emissions mitigation in place during construction & operational phases.	Pollution Team/ Planning	NO ₂ & PM	Project due for completion in 2021.	Monitoring to be done by Thames Tideway with reports provided to LBTH periodically	
Major Infrastructure Projects	39	Silvertown Tunnel – Ensure a thorough and robust evaluation of the Environmental statement, that methodologies used comply with current guidance and that the project, during both the construction and operational phases, will not lead to any significant adverse air quality impacts in the borough and that adequate mitigation is provided for any potential impacts. Ensure traffic modelling on which the air quality statements are robust.	Pollution Team/Strategic Transport	NO ₂ & PM	Public examination closing 11 th April 2017. Decision expected in 2017.	Measure – all consultation stages thoroughly reviewed for potential air quality impacts and robustness of traffic data on which the air quality assessments are based	LBTH has attended the Environmental Issue Specific Hearing and raised concerns regarding the mitigation trigger levels
Major Infrastructure Project	40	Ensure that all future major infrastructure projects are adequately reviewed and assessed through the planning process to ensure impacts on air quality are minimised.	Pollution/Development Management	NO ₂ & PM	Ongoing	Target - 100% infrastructure projects reviewed and assessed.	Guidance on this is to be included in the new Local Plan
Delivery servicing and freight	41	Continue to ensure that Procurement policies to include a requirement for suppliers with large fleets to have attained, silver	Procurement team	NO ₂ , PM & CO ₂	Ongoing	Measure – actions implemented in policies	

		as a minimum or gold as a preference, Fleet Operator Recognition Scheme (FORS) accreditation or equivalent.					
Delivery servicing and freight	42	Investigate updating Procurement policies to ensure sustainable logistical measures are implemented (and include requirements for preferentially scoring bidders based on their sustainability criteria).	Procurement Team	NO ₂ , PM & CO ₂ Reduction in pollutants associated with more sustainable logistics.	Policies updated by 2019	Measure – actions implemented in policies	
Delivery servicing and freight	43	Investigate re-organisation of freight to support consolidation (or micro-consolidation) of deliveries, by setting up or participating in new logistics facilities, and/or requiring that council suppliers participate in these.	Development Management/ Engineering Team	NO ₂ , PM & CO ₂	March 2019	Implementation of freight consolidation scheme.	Target area for freight consolidation is the Isle of Dogs, the GLA lead on the South Polpar and Isle of Dogs Opportunity Area Framework which includes priority to deliver freight consolidation centres which is being managed by TFL.
Delivery servicing and freight	44	Investigate implementing a local Eco Stars Fleet Recognition Scheme for Tower Hamlets to	Pollution Team	NO ₂ , PM & CO ₂	March 2019	Measure – no of scheme members	http://www.ecostars-uk.com/ This action is funding and resource dependent
Borough fleet/council contracted fleet actions	45	Join a recognised appropriate driver award scheme, e.g. Fleet Operator Recognition Scheme (FORS) or Van Excellence & achieve certification.	Development, Compliance and Commissioning Department – Fleet management team.	NO ₂ , PM & CO ₂	Achieve certification by Dec 2017	KPI – certification awarded.	http://www.vanexcellence.co.uk/ https://www.fors-online.org.uk/cms/
Borough fleet/council	46	Increasing the number of, electric, hybrid, and cleaner vehicles in the	Development, Compliance and	NO ₂ , PM & CO ₂	Phase 1 by Dec 2017 &	Monitoring of the fleet profile	

contracted fleet actions		boroughs' fleet.	Commissioning Department – Fleet management team.		then ongoing fleet review	& records. KPI – No of ULEV's in borough fleet	
Borough fleet/ Council contracted fleet actions	47	Accelerate uptake of new Euro VI vehicles in borough fleet, ending the purchase of diesel vehicles where feasible.	Development, Compliance and Commissioning Department – Fleet management team.	NO ₂ & PM	Total fleet upgrade to meet ULEZ Standards in time for ULEZ implementation	Monitoring of the fleet profile & records. KPI - % of ULEZ compliant vehicles in fleet.	New diesel vehicles should only be purchased when it has been demonstrated that it is not possible/financially viable to purchase an equivalent vehicle with a lower emission fuel.
Borough fleet/council contracted fleet actions	48	Real-time Telematics monitoring of fleet driver behaviour and subsequent driver training.	Development, Compliance and Commissioning Department – Fleet management team.	NO ₂ , PM & CO ₂	Phase 1 – Jan 2017, first 75 vehicles; Phase 2 – Jan 18, next 75 vehicles; Phase 3 – 2019, all others.	Number/ % of vehicles fitted with telekinetic monitoring. Number/% of drivers received training	
Borough fleet/council contracted fleet actions	49	Utilise round optimisation for council fleet to reduce vehicle miles.	Compliance and Commissioning Department – Fleet management Team.	NO ₂ , PM & CO ₂	March 2019	Fleet manager to monitor progress	
Borough fleet/council contracted fleet actions	50	Procure a cargobike for regular delivery of literature to councillors.	Travel Plan Engineering Team	NO ₂ , PM & CO ₂	To be purchased and in use by December	Monitoring will be carried out on how often the bike is used instead of a car.	

Borough fleet /council contracted fleet actions	51	Project 2020: use the procurement process to ensure all waste & Recycling collection vehicles in the new contract are as low emission as possible by prioritising tenders with the highest proportion of low emission vehicles.	Waste Strategy	NO ₂ , PM & CO ₂	2017 New collection contract commences in 2020	KPI - % of deliveries made by the bike. 100% target. This will be monitored through the contract management.	
	52	Project 2020: utilise round optimisation to reduce vehicle mileage for waste collections.	Waste Strategy	NO ₂ , PM & CO ₂	New collection contract commences 2020	Target - All rounds reviewed and amended where necessary.	
Borough fleet/council contracted fleet actions	53	Reduce 'Grey Fleet' impacts by reviewing staff parking permits to reduce number or allocate shared team permits rather than individual	Parking/fleet management team	NO ₂ , PM & CO ₂	March 2019	Measure – % or staff permit reduction	
Localised solutions	54	Investigate installing Green Infrastructure, such as green walls, green screens or living roofs at schools/residential developments in polluted areas. Linking in with the Green Grid and Open Spaces Strategy.	Pollution Team	Project still to be scoped	Project still needs to be scoped	Project still needs to be scoped	Project funding dependent
Localised solutions	55	Low Emission Neighbourhoods (LENs) – implement the City Fringe LEN in partnership with Hackney and Islington.	Pollution Team / Engineering	NO ₂ , PM & CO ₂	Project completed by end of year 2020.	Monitoring of the project will be carried out by the project board.	

Localised solutions	56	Engagement with businesses – Continuation of the ZEN Project engaging businesses with advice and grants to enable them to reduce their air quality impact.	ZEN Project Officers	NO ₂ , PM & CO ₂ . Awareness raising.	Zen phase 2 April 16 – March 19	ZEN officer to monitor. KPI – no of businesses engaged with & no of pollution reducing measures implemented.	www.zeroemissionsnetwork.com
Cleaner transport	57	Discouraging unnecessary idling by taxis, coaches and other vehicles. Anti – Idling engagement project focusing on air pollution hotspots and high risk locations such as hospitals and schools.	Pollution Team	NO ₂ , PM & CO ₂ . Awareness raising	3 year project August 16- August 19	Monitoring the number of people engaged & social media reach. Target to run 6 idling action days per year.	
Cleaner Transport	58	Enforce anti-idling regulations by becoming a designated authority to issue Fixed Penalty Notices to idling drivers.	Pollution Team/ Enforcement Officers	NO ₂ , PM & CO ₂ . Awareness raising also	Spring 2018 to become designated authority and instigate project then ongoing.	Measure – number of FPN’s issued per year.	Enforcement officers will be trained on this and delegated authority to enable them to issue FPN’s.
Cleaner transport	59	Increasing the proportion of electric, hydrogen and ultra-low emission vehicles in Car Clubs .	Parking Services	NO ₂ , PM & CO ₂	Ongoing	KPI - % of vehicles provided by car club that are ULEV’s	
Cleaner transport	60	Review parking permit fee banding to encourage lower emission vehicle choice or add an additional	Parking Services	NO ₂	Ongoing	Measure – parking fees reviewed and	Should be preceded by an education & awareness campaign

Cleaner transport		diesel surcharge to existing permit fees				amended	
	61	Installation of residential electric charge points.	Engineering/	NO ₂ , PM & CO ₂	Ongoing	Measure – no of charge points installed, target 150 by 2025.	Electric Vehicle Charge Point Strategy has targets of minimum of 150 on street charge points by 2025, with an aspirational target of 300 (including rapid chargers)
	62	Installation of rapid chargers to help enable the take up of electric taxis, cabs and commercial vehicles (in partnership with TfL and/or OLEV)	Engineering/ Pollution	NO ₂ , PM & CO ₂	Ongoing	Measure – no of rapid chargers installed	Locations needed for installation. Existing and new taxi ranks to be prioritised
	63	Investigate reprioritisation of road space to smooth traffic flow, reduce congestion, improve bus journey times, cycling and pedestrian experience, and reduce emissions caused by congested traffic.	Engineering	NO ₂ & PM	Projects yet to be scoped	Projects yet to be scoped	We will be adopting the Healthy Streets approach to design of all corridor schemes as per the MOL's Healthy Streets Plan
Cleaner transport	64	Continue to provide/ ensure provisions of infrastructure to support walking and cycling including on street residential secure parking lockers, cycle routes, cycle permeability schemes, traffic management area reviews.	Engineering/Planning	NO ₂ , PM & CO ₂	Ongoing	To be monitored by the engineering team and progress reported in annual summary reports.	This is to be included in the new Local Plan. The Cycling and Walking Plans are to be updated to account for the new Healthy Streets Guidance. The Council is committed to provided more cycle lanes and improving existing routes and may be off-road, on quiet back streets or on busier

Cleaner Transport							roads. This will be informed by the proposals emanating from TfL's Strategic Cycling Analysis including a new route along Cambridge Heath Road.
	65	Reduce traffic in the borough through the development of a new Local Implementation Plan in line with the Mayors Transport Strategy.	Engineering	NO ₂ , PM & CO ₂	New LIP to be developed by October 2018 and ongoing implementation.	The implementation on the new LIP will be monitored by the Engineering department	A Road Traffic Reduction Plan will be included as part of the new LIP.
Cleaner Transport	66	Continue to encourage staff sustainable travel by providing Dr Bike services and staff subscriptions to the TFL cycle hire scheme for site visits. Annual update of the Staff Travel Plan to ensure it remains relevant and proactive.	Staff Travel Plan, Engineering Team	NO ₂ , PM & CO ₂	Ongoing	Measure – no of Dr Bike sessions run each year & no of cycle hire trips	
Lobbying and Partnership	67	Push for Tower Hamlets to be included in the ULEZ through partaking in the TFL Consultation process.	Pollution Team/ Place DMT	NO ₂ & PM	3 rd consultation due in Autumn 2017	Measure – all consultations responded to with a cross department response by the due date	A cross departmental response will be provided considering the impacts of the proposals on residents and businesses in the borough
Lobbying and Partnership	68	Ensure responses to all government and regional consultations focus on reducing or eliminating emissions of Local air pollutants and CO ₂ .	Pollution Team/ Sustainability/ Development Management	NO ₂ , PM & CO ₂	Ongoing	Measure – all consultations to assert councils position on emissions reductions.	
Lobbying and	69	Lobby and work with TFL to reduce	Pollution Team/	NO ₂ & PM	Ongoing	Measure – no	

Partnership		emissions from busses in the borough. e.g through green bus corridors. Work with other statutory Services to reduce emissions – LFB, NHS etc	Engineering			of routes that convert to Low emission/ hybrid technology.	
Lobbying and Partnership	70	Lobby and work with TFL to reduce emissions from TfL controlled roads e.g through reprioritisation of road space.	Pollution Team/ Engineering	NO ₂ & PM	Ongoing	Monitored through attendance of meetings and meeting minutes	
Lobbying and Partnership	71	Lobby the GLA to strengthen their Air Quality Neutral Policy and lower the CHP emission limits in current guidance.	Pollution Team	NO ₂ & PM	Ongoing	Measure – all consultations responded to with a cross department response by the due date	This can be done through a response to the upcoming consultation on the Mayor of London’s new Environment Strategy and/ or new London Plan
Lobbying and Partnership	72	The development of a Mayors Air Quality fund within Tower Hamlets.	Pollution Team	NO ₂ & PM	2017/18 budget review.	Spending to be monitored by budget holder.	
Lobbying and Partnership	73	The Mayor of Tower Hamlets to hold a meeting with The Royal Borough of Greenwich and Greater London Authority to discuss reducing the environmental impact of the proposed Enderby Wharf cruise terminal. Lobby for shore-side power to be provided for the ships.	Mayor’s Office	NO ₂ , PM & CO ₂	By end of year 2017	Monitored by Mayor’s office	
Lobbying and Partnership	74	Work with the Canal & Rivers Trust, the GLA and other Boroughs with canals to devise a plan to best	Pollution team	NO ₂ , PM & CO ₂	Discussions are ongoing	Monitored via progress meetings	Canal and River Trust have jurisdiction over the canals

Lobbying and Partnership		tackle issues with emissions from canal boats. Enforcement action to be taken where necessary.					
	75	Support the Port London Authority in the development and implementation of their Air Quality Strategy for the River Thames	Pollution team	NO ₂ , PM & CO ₂	Strategy due to be published by end of year 2017	Measure – attendance at meetings and consultation feedback completed	See for further info: https://www.pla.co.uk/Environment/Air-Quality-and-Green-Tariff/Air-Quality
Lobbying and Partnership	76	Support the GLA in Lobbying national Government to provide new powers and improved coordination for river and maritime vessels, including having a single regulatory authority for the Thames and London tributaries and introduce minimum emissions standards	Pollution Team	NO ₂ , PM & CO ₂	Ongoing		This proposal is included in the Mayor of London’s draft Environment Strategy 2017.

Appendix A Report on the consultation of the Draft Air Quality Action Plan

See separate attached document.

Appendix B Reasons for Not Pursuing Action Plan Measures**Table B.1 Action Plan Measures Not Pursued and the Reasons for that Decision**

Action category	Action description	Reason action is not being pursued (including Stakeholder views)
Emissions from developments and buildings		
Public health and awareness raising		
Delivery servicing and freight		
Borough fleet actions		
Localised solutions		
Cleaner transport	Speed Control Measures	Tower Hamlets has already introduced a borough wide 20mph zone.
Cleaner transport	Free or discounted residential parking permits for zero emission cars	Residential parking permits for electric vehicles are already heavily discounted.

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Report on the Consultation of the Draft Air Quality Action Plan 2017.

Section 1: Introduction

1.1 Requirement for an Air Quality Action Plan:

Part IV The Environment Act 1995 contains the statutory requirement for the local air quality management framework. Section 83 of the 1995 Act requires Local Authorities to designate an Air Quality Management Area where the Air Quality Objectives (as set out in the Air Quality (England) Regulations 2000) are not being met. Tower Hamlets declared a whole Borough Air Quality Management Area in 2000 for NO₂ and PM₁₀ as exceedances were being recorded across the borough. This has been reviewed regularly and as exceedances are still occurring the AQMA is still in place.

Section 84 of the 1995 Act requires the local authority to develop an Air Quality Action Plan (AQAP) detailing remedial measures to tackle the problem within the AQMA.

The overseeing of the Local Air Quality Management regime for London Boroughs has been devolved to the Mayor of London who has provided London specific guidance: London Local Air Quality Management (LLAQM) Policy Guidance 2016, which we are obliged to follow.

The LLAQM guidance states that AQAP's should be updated every 5 years as a minimum. Tower Hamlets previous AQAP was published in 2003 and many changes have occurred in this time so revision and updating it is of paramount importance.

1.2 Requirement for consultation

Chapter 4 of the LLAQM Policy Guidance 2016 provides that the following should be consulted in preparation of a new AQAP:

- The Secretary of State
- The Environment Agency
- Transport for London
- Greater London Authority
- All neighbouring Boroughs
- Other public bodies as the Borough thinks appropriate
- Bodies representing local business interests and other persons/ organisations as considered appropriate.

The guidance does not specifically require that a public consultation is completed, however given the importance of the issue and the wider objective of raising awareness of air quality issues it was decided that a full public consultation would be a valuable exercise.

1.3 Aims

The aims of the consultation exercise were:

- To fulfil our statutory duty to consult on air quality action plans
- To obtain feedback and input from statutory consultees to help shape the plan
- To identify and add more practical and effective proposals where relevant

- To identify and remove unworkable, inefficient or unachievable actions where necessary
- To promote awareness of air quality issues
- To engage residents, businesses, schools, community and environmental groups for feedback on the plan

Section 2: Consultation Methodology

2.1 Online Survey

The public consultation was carried out via an online survey hosted on the council's consultations web page.

The action plan table was made available to download from the consultation webpage as well as a table providing a summary of the 9 areas in the plan. The reasons why each area was being targeted and example actions from each area were included on the webpage so people did not have to download and read the full action table if they did not wish to or did not have time.

The survey questions included questions on our key messages to firstly judge the respondents current understanding of air quality and also how important an issue they thought it is to tackle. Following this we then asked which areas and actions should be prioritised, with a space for respondents to suggest new actions or state any they thought not appropriate. Finally, equalities questions were also included.

See Appendix 1 for a full copy of the questionnaire.

The online consultation was run for a period of 6 weeks from the 15th June 2017 to the 27th July 2017.

2.2 Public Consultation

The consultation was promoted to the public via the following methods:

- Tower Hamlets website front page banner
- Tower Hamlets Twitter & retweets from Councillors
- Tower Hamlets Facebook
- Residents Newsletter
- Public stakeholder consultation event
- ZEN bulletin email to businesses
- Headteachers bulletin

2.3 Stakeholder Engagement Event

A Stakeholder Engagement Event was held on the 13th July at Bow Library. Various stakeholders were sent invitations including housing associations, tenants & residents groups, relevant council service heads and managers, Tower Hamlets Wheelers, Tower Hamlets Greens, Barts Health, Queen Mary's University, Friends of the Earth, Members of the TH Health & Wellbeing Board. The event was publicly accessible and residents were invited via the resident's newsletter and businesses were invited via the ZEN Bulletin. The event was also promoted on Council social media.

The Mayor of Tower Hamlets and the Lead Member for air quality led the event both giving an introduction to air quality issues and to the new Action Plan. The Head teacher and pupils from the school council at Chisenhale School also attended and the pupils gave a talk on the projects they had been doing. They children also presented a short song that they had written themselves about air pollution. The floor was then opened up to questions/comments from stakeholders answered by the Mayor, lead member and relevant council officers in attendance. The event was well attended with approximately 30 adults and 10 children.

2.4 Internal Council Departments

The Directors/ Service Heads for each relevant council service were sent full copies of the Draft Air Quality Action Plan and were invited to make comments. Meetings were held between the Air Quality Officer and officers in the departments that had responsibility or influence on actions in the Draft Air Quality Action Plan during the development of the plan.

The purpose of these meetings was to discuss the information and measures contained within the Action Plan; get updates on progress;, discuss any new potential measures; more accurately identify timescales for implementation and to maintain close working partnerships. Post consultation meetings were also held with the relevant services to discuss the consultation feedback and to finalise the actions and targets relevant to their services

2.5 Statutory Consultees

The following statutory consultees were consulted as per the LLAQM Policy Guidance (LLAQM PG 16). Full copies of the Draft Air Quality Action Plan were emailed and comments were requested.

- Secretary of State
- Environment Agency
- TFL
- GLA
- Neighbouring Boroughs – Greenwich, Newham, City of London & Hackney.

Section 3: Results

3.1 Online Questionnaire

Respondents:

The online questionnaire was completed by a total of 153 respondents. Of these 86% were residents, 6% work in the borough, 3% were representing an organisation, 1% were representing a school, 1% council officers and 3% other.

The Age ranges of the respondents varied and are shown in the table below.

Table 1: Age ranges of respondents

Age Range	16-24	25-34	35-44	45-54	55-64	65+
% of respondents	3%	33%	21%	27%	12%	5%

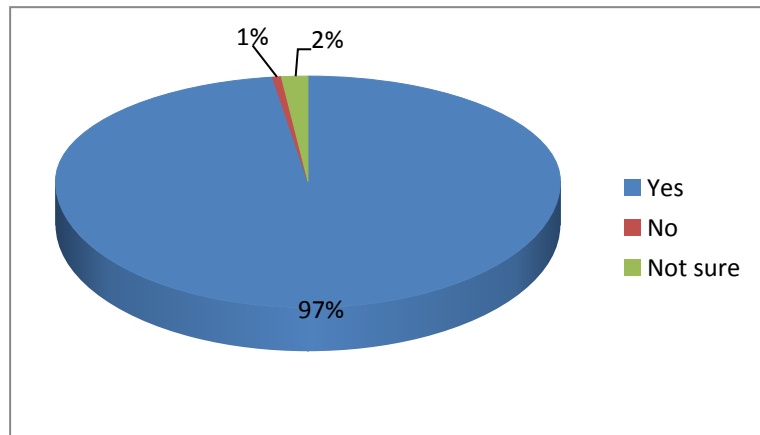
Baseline Knowledge:

The first section of the questionnaire asked participants whether they were aware of our key messages around air quality to judge a baseline of their existing knowledge.

Question 1: Did you know...

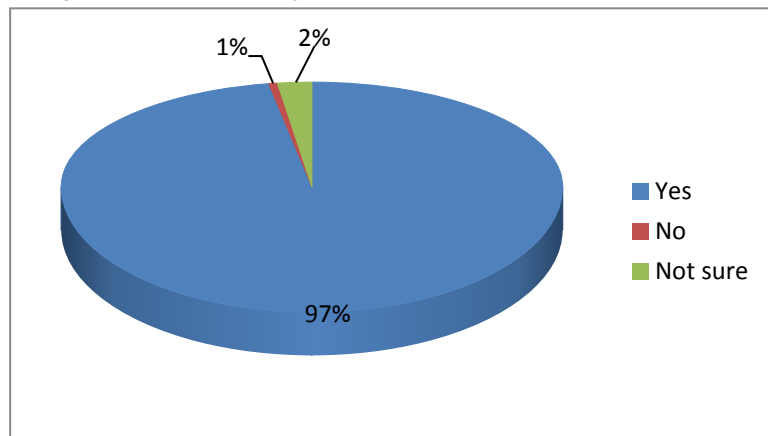
1. The easiest way to reduce pollution where you live is by swapping your car travel to walking, cycling or public transport?

Figure 1: Results from consultation question 1.1



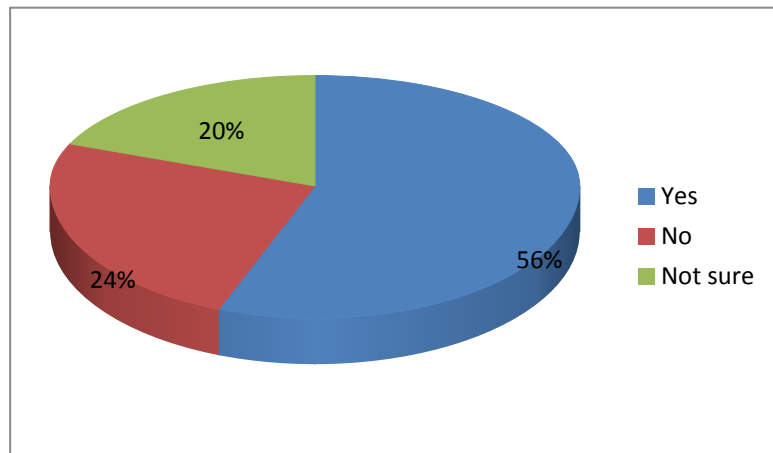
2. Switching off your engine whilst parked can reduce unnecessary pollution?

Figure 2: Results from consultation question 1.2



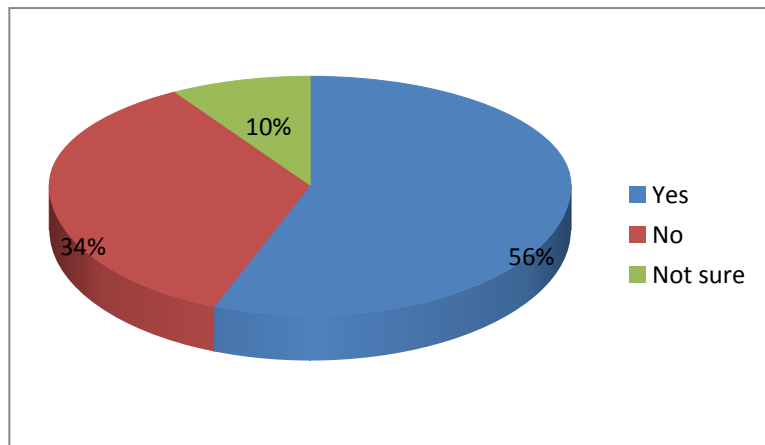
- Pollution levels are generally higher inside the car than on the street, therefore for most people it is still healthier to walk or cycle, even when pollution levels are high?

Figure 3: Results from consultation question 1.3



- You can sign up to receive alerts when pollution levels are high. These offer specific advice for those who are more vulnerable to air pollution, such as those with heart or lung problems and the elderly?

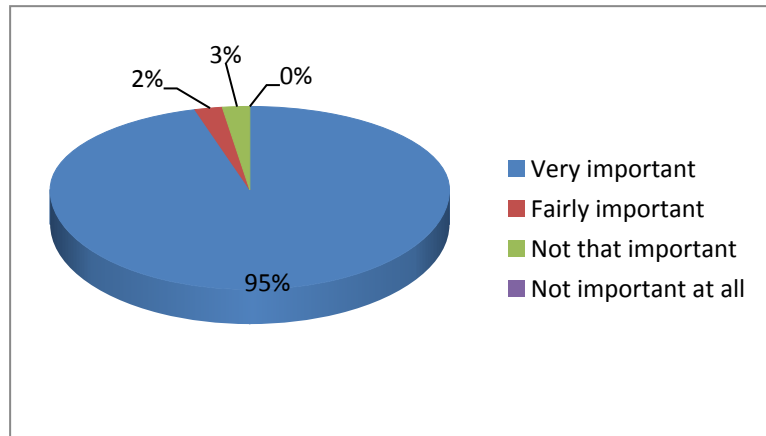
Figure 4: Results from consultation question 1.4



The results to the baseline knowledge questions show that the vast majority of the respondents are aware of how they can reduce their impact on air quality. However less people are aware that pollution exposure differs between traveling in a car or by walking/cycling. 44% of respondents either did not know or were unsure of the availability of the AirText service. These results can be used to inform air quality communications campaigns.

Question 2: How important do you think it is to tackle air pollution in the borough?

Figure 5: Importance of tackling air quality



The results show that 95% of respondents think that it is very important for us to act upon air pollution with only 3% stating that it is not that important. This result strengthens the importance and urgency for producing an ambitious plan to reduce pollution levels across the borough.

Question 3: To what extent do you agree that the Air Quality Action Plan has identified the areas of work needed to improve Air Quality in the Borough?

39% of respondents agreed that the AQAP has identified the correct areas, with 11% strongly agreeing. 20% of respondents disagreed and 41% were unsure (selecting either 'don't know' or 'neither agree or disagree').

Residents that disagreed then had the opportunity to state the reasons why. Comments included:

- Not enough to tackle pollution from traffic passing through the borough
- Action needed to stop pollution from the forthcoming Enderby Wharf cruise ship terminal
- More needed to help businesses reduce their impact
- No mention of vehicle traffic reduction/ reducing congestion
- Council employees having parking permits and driving to work. Should include use of bikes/e-bikes for staff as well as upgrading motor vehicles
- More needs to be done to tackle idling
- Lack of new parks or green infrastructure
- More needs to be done to tackle diesel emissions & smoke from canal boats

Question 4: Which areas do you think should be prioritised in the 2017 Air Quality plan?

This question aimed to rate which areas should be prioritised for action.

Table 2: Prioritisation of action areas

Action Area	Very important	Fairly important	Not that important	Not important at all
AQ monitoring	114	34	4	1
Buildings & developments	102	42	8	0
Major developments	106	38	6	0
Public Health	98	41	10	3
Delivery servicing & freight	128	20	2	0
Borough's own fleet	93	50	8	0
Localised solutions	84	58	9	1
Cleaner transport	131	18	2	1
Lobbying	113	33	3	0

The table shows that respondents think all areas are of importance with very few votes for not important at all. Cleaner transport and delivery servicing & freight are the rated as the most important areas to act upon receiving 131 & 128 very important ratings, respectively.

Question 5: Are there any specific actions from the table you feel should be prioritised?

Question 5 gave respondents the chance to select specific actions that they felt were urgent and of the most importance to prioritise. Common responses included:

- Action 54 Encouraging cycling & walking – The most common response
- Electric vehicles for borough's own fleet
- More segregated cycle lanes
- Action 53 reprioritisation of road space
- Action to reduce pollution/exposure at schools & nurseries – green infrastructure & air quality projects
- Reducing car parking for new developments
- More air quality monitoring
- Working with businesses to reduce their impact
- Educating people to stop unnecessary engine idling
- Reduce the number of vehicles on the roads by any means
- Lobbying GLA & National Government e.g. for diesel scrappage scheme
- Action 9 – green space in new developments
- Action 8 – new developments meeting or exceeding air quality neutral standards
- More on street EV charge points
- Freight consolidation schemes should be brought forward

- Raising awareness to residents/businesses about low emission vehicles
- Green infrastructure, especially in the heavily populated A12 area

Question 6: Are there any additional actions that you would like to see included in our air quality action plan?

This question sought to encourage respondents to suggest actions they think would help that we had not already included in the plan. A number of suggestions were proposed including:

- Wood burning for heating is an issue that should be addressed.
- Pedestrianisation /restricted traffic on Narrow Street i.e residents only, as this is a cycle super highway
- Consider a wider range of possibilities for providing both directly-delivered and contracted services by bike or cargobike including, for example, parking and other enforcement services.
- Ending purchase of new diesel vehicles in the councils fleet
- Emissions testing of vehicles in the borough
- Working with social housing providers & local faith institutions
- Action to stop parents driving short school runs
- Ban cars with single occupants on high pollution days
- Replace parking spaces with bike lockers
- Research into why different community groups do not walk/cycle then a resultant targeted campaigns and focus groups
- Use derelict open spaces for planting trees
- More tree planting around schools, residential areas, GP's etc
- Provide incentives to council staff for walking/cycling/public transport rather than private car usage
- Lobby for targeted scrappage scheme for charities & community groups to replace old polluting vehicles
- Better publicity of the monitoring data & link it to health
- Installation of on street signs showing the pollution levels
- Lobby Greenwich & Mayor of London to reduce the potential emissions from Enderby Wharf
- Improve road surfaces for cycling
- Using the Local Plan to reduce car ownership
- Action to reduce emissions from diesel generators
- Traffic wardens enforcing anti idling policies
- More cycle paths down backstreets
- Work with other nearby boroughs to reduce traffic, including through freight consolidation.
- Campaign to reduce engine idling
- A driver free weekend once a month
- Free parking and charging for electric cars
- Banning motor vehicles from around school areas
- Oppose Silvertown Tunnel
- Provide advice on electric vehicles as well as charge points

Question 7: Are there any actions in the plan that you feel we should not include in the plan?

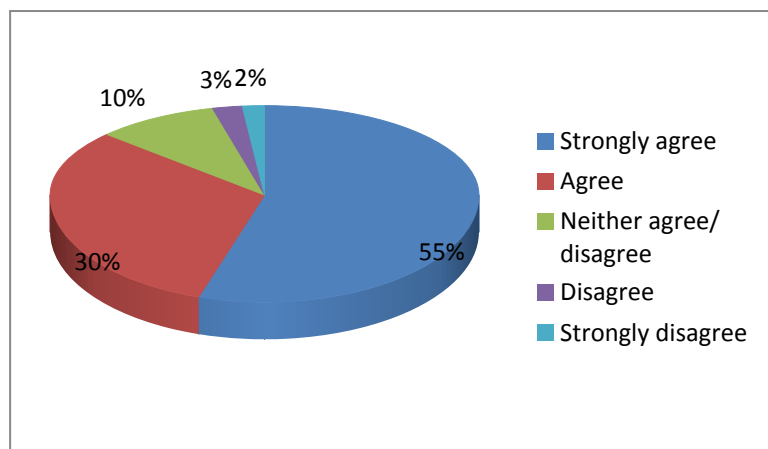
Question 7 aimed to judge whether there is any strong public opposition to any of the proposed actions. The majority of respondents who answered this question said that no actions should be removed from the plan. A few specific comments were also received including:

- Concern about increased permit costs
- Action 53 ‘reprioritising road space to smooth traffic flow’ – should only be reprioritised for walking or cycling.
- Giving out flyers could waste money
- Anti – idling signs at schools
- Plan should be rebalanced to favour cycling & walking rather than electric vehicles
- Increased parking fees for diesel vehicles

Question 8: Tower Hamlets currently has very limited provision for electric vehicle charging. Do you agree with the councils plans to install publicly accessible Electric Vehicle charging points across the borough?

One of the key priorities of the draft air quality action plan is to improve the electric vehicle charging infrastructure in the borough to encourage ultra -low emission vehicles by installing publicly available charge points. Question 8 sought the views of the respondents on this action.

Figure 6: Agreement with implementation of EV charging infrastructure

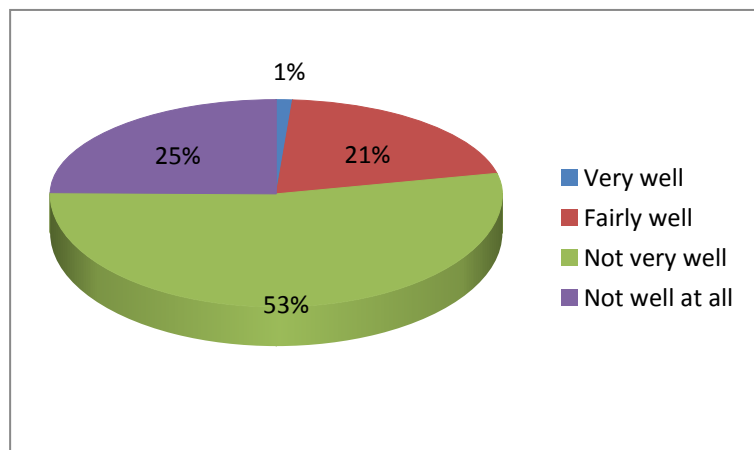


The results show that 85% of respondents agree that we should be installing publicly accessible electric vehicle charge points, with 55% strongly agreeing. This supports the Council’s ambition to increase the proportion on ultra-low emission vehicles in the borough.

Question 9: How well do you think the council communicates information about air quality around the borough?

One of the key aims of the draft action plan is to develop a communications strategy for disseminating air quality information to the community. Question 9 aimed to establish a baseline on how well we are doing at this so far.

Figure 7: How well the council communicates air quality information



The results show that the majority of respondents do not think that the council communicates air quality information well and that there is a lot of room for improvement. This emphasises the need for a new air quality communications strategy.

Question 10: How do you think the council could improve their communication and engagement with residents & businesses about air quality and related issues?

Question 10 sought to source ideas from the respondents on what communications methods they would like us to use to disseminate air quality information, in order to inform our communications strategy.

A number of useful suggestions were proposed including:

- Leaflets through doors as some people aren't computer literate
- Updating residents on the actions taking place e.g. the cycle paths that are to be built
- Linking with schools, residents teams, housing providers
- Organise steering committee including local residents (particularly those vulnerable to air pollution) and businesses, to support oversight on the delivery of the plan, including giving resident feedback on how communications could be improved.
- Better advice on the website
- Electronic signs stating pollution levels along these roads.
- Involve local faith & community groups
- Displays/posters in libraries & information days.
- Have stalls at the boroughs events and festivals
- Videos/posters that can be played in surgeries and in hospital and baby clinics waiting rooms etc
- Adverts on buses
- Swap some TH vans for bikes for couriers/deliveries so residents can see a change in attitude and culture - and explain it
- Information in the yearly letter which comes together with the new council tax bill
- Regular updates given about real time pollution levels easily accessible on website, info sent out to businesses and residents about reducing emissions

- Social media
- More AQ meetings around the borough at times when residents are able to attend
- Inform resident associations and Community Centres. Link up with NHS and health aspect. Connect with Schools and Parents. Just make it personal and how we ALL need to be mindful and responsible to tackle this massive problem
- Reporting back to residents on the actions taken and their impacts
- Awareness training in community centres for public and training for council staff so they can make the people they are working with more aware
- Connect with COPD & asthma related charities, pharmacies & hospitals etc for best practice, combined events & swap information.
- Signs in areas where there is more air pollution,
- Engagement in Idea Stores, at large supermarkets eg Sainsbury's Whitechapel, at Underground stations; workshops e.g. in mosques

3.2 Stakeholder Engagement Event

Key issues/suggestions raised by stakeholders at the event are listed below. The full list of comments are in Appendix 2.

1. Smoke and diesel fumes from canal boats. This issue was raised by several attendees
2. Lack of electric vehicle charge points for residents
3. Engine idling – issues round schools & the councils own fleet idling. Proposed that the council can apply to give fines for idling vehicles
4. Enderby Wharf cruise ship terminal
5. Work with tfl to stop rat runs on residential streets
6. More planting needed to absorb pollution

3.3 Statutory Consultees

The Greater London Authority (GLA) were the only statutory consultee to respond to our request for comments on the draft air quality action plan. The Secretary of State (DEFRA) responded only to say that the LAQM responsibilities have been devolved to the Mayor of London so they would not be commenting themselves.

The response from the GLA stated that Tower Hamlets is showing a good level of commitment to addressing pollution with this new AQAP. They also said that the draft plan is a very good example of using the LLAQM template but building on this and tailoring it to our own requirements. They also included some comments on specific actions including the bringing forward of some target dates and adding more specific information to some actions.

3.4 Other responses

Written responses were received from a few organisations, Friends of the Earth Hackney & Tower Hamlets; Tower Hamlets Wheelers and Poplar Harca Housing Association.

Section 4: Conclusions

The results of the consultation exercise showed considerable support for the council taking action to tackle air pollution. There is general agreement that the correct areas for action have been identified within the plan and that the actions are well supported by the respondents.

The baseline knowledge questions show us that people are aware of how they can reduce their impact on pollution but not so aware on reducing their own exposure to pollution. This information can be used to help tailor our communications campaign for example could focus motivating people to change their habits to reduce pollution since the survey has shown that they already have the knowledge on how to do this.

All areas of the plan were judged as important with cleaner transport and delivery, servicing and freight as the areas rated of highest importance. This shows that the respondents are aware that the highest emissions sector in the borough is transport and that actions to reduce this impact need to be prioritised.

A considerable number of the suggested actions proposed by respondents were already covered in the draft plan. There was however some common issues raised that need addressing. Actions will be developed to target these issues and will be included in the final Air Quality Action Plan. These include:

- Emissions from canal boats diesel engines and wood burning
- More actions needed to reduce traffic volume
- Tackling engine idling
- More emphasis and action is needed on cycling and walking
- Utilising the TFL cycling analysis' of cycling potential to plan cycle route expansion
- Reducing diesel usage in our own fleet
- Mitigating the impact of Enderby Wharf
- Emissions from household wood burning for heating
- Engaging more with schools, community groups, faith groups & businesses

The comments received from the GLA have all been addressed. These included bringing forward targets on certain actions, adding new targets to some and adding further information on plans for vehicle upgrades.

One of the Mayor's priorities for the plan is to improve access to electric vehicle charging infrastructure to enable a shift to ultralow emission vehicles, strong support was shown from the respondents on this proposal emphasising the importance of this. An electric vehicle charging infrastructure strategy is currently being developed by the council.

The questions regarding communications around air quality highlighted the fact that this is something the council needs to do more work on to improve. There were a number of useful suggestions from the respondents on how we could disseminate information to the public. The suggestions are very useful and will be explored whilst developing the air quality communications strategy.

The feedback from internal council departments has been used to better link the AQAP to other relevant council strategies and the process of consulting different departments on the plan has led to increased emphasis on air quality across the council and stronger inclusion of air quality issues in other council policy areas.

Appendix 1: Online questionnaire

1 Are you?

- A resident of Tower Hamlets
- A worker in Tower Hamlets
- A student in Tower Hamlets
- A council officer working for Tower Hamlets Council
- An elected member / Councillor
- The owner of a business in Tower Hamlets
- On behalf of an organisation in Tower Hamlets
- Representing a school
- Other

Age Range:

- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
- Prefer not to say

Baseline Knowledge Questions:

Did you know...

7. The easiest way to reduce pollution where you live is by swapping your car travel to walking, cycling or public transport?
 - Yes
 - No
 - Not sure
8. Switching off your engine whilst parked can reduce unnecessary pollution?
 - Yes
 - No
 - Not sure
9. Pollution levels are generally higher inside the car than on the street, therefore for most people it is still healthier to walk or cycle, even when pollution levels are high?
 - Yes
 - No
 - Not sure

10. You can sign up to receive alerts when pollution levels are high. These offer specific advice for those who are more vulnerable to air pollution, such as those with heart or lung problems and the elderly?

- Yes
- No
- Not sure

2. How important do you think it is to tackle air pollution in the borough?

- Very important
- Fairly important
- Not that important
- Not at all important

3. To what extent do you agree that the Air Quality Action Plan has identified the areas of work needed to improve Air Quality in the Borough?

Strongly Agree Agree Neither agree/disagree Disagree Strongly disagree Don't Know

If you disagree please state why:

Answer in text box

4. Which areas do you think should be prioritised in the 2017 Air Quality plan?

- Air Quality Monitoring
E.g maintaining our monitoring stations to ensure air quality data is available

Very important /Fairly important/Not that important/Not at all important
- Reducing emissions from buildings and developments
e.g using the planning system to ensure new developments do not worsen pollution levels

Very important /Fairly important/Not that important/Not at all important
- Reducing emissions from major developments
e.g Silvertown Tunnel, Thames Tideway Tunnel

Very important /Fairly important/Not that important/Not at all important
- Public health and awareness raising

e.g Running air quality projects at schools; installing anti-idling signage at schools; citizen science projects; running air quality communications campaigns, promoting air quality alerts.

Very important /Fairly important/Not that important/Not at all important

- Reducing emissions from delivery servicing and freight
e.g Use the procurement process to encourage sustainable logistics for deliveries; look into freight consolidation of deliveries.

Very important /Fairly important/Not that important/Not at all important

- Reducing emissions from the boroughs own fleet

e.g Upgrading the council fleet to Euro 6 vehicles and electric vehicles. Ensuring our contracts (e.g waste collection) use as cleaner vehicles as possible.

Very important /Fairly important/Not that important/Not at all important

- Localised solutions
e.g The Zero Emissions Network business engagement project; the Low Emissions Neighbourhood and installing green infrastructure.

Very important /Fairly important/Not that important/Not at all important

- Encouraging cleaner transport

e.g Encouraging low emissions travel by installing public electric vehicle charge points, re-banding parking fees to account for pollution emissions, providing infrastructure for walking and cycling.

Very important /Fairly important/Not that important/Not at all important

- Lobbying and partnership working with other stakeholders e.g. government, GLA, TFL.

e.g Working with stakeholders including Government, the Greater London Authority & Transport for London to ensure policies adequately address the issue of air quality.

Very important /Fairly important/Not that important/Not at all important

5. Are there any specific actions from the table you feel should be prioritised?

Answer in Text Box

6. Are there any additional actions that you would like to see included in our air quality action plan?

Answer in text box

7. Are there any actions in the plan that you feel we should not include in the plan?

Answer in Text box

8. Tower Hamlets currently has very limited provision for electric vehicle charging. Do you agree with the councils plans to install publicly accessible Electric Vehicle charging points across the borough?

Strongly Agree Agree Neither agree or disagree Disagree Strongly Disagree

9. How well do you think the council communicates information about air quality around the borough?

- Very well
- Fairly well
- Not very well
- Not well at all

10. How do you think the council could improve their communication and engagement with residents & businesses about air quality and related issues?

Answer in text box

Diversity Questions (optional to complete)

How would you describe your ethnic origin?

White British/ White Irish/ White other/ Black or Black British- African/ Black or Black British – Caribbean/ Black- British Black – Black other/ Asian or Asian British – Pakistani/ Asian or Asian British – Bangladeshi/ Asian or Asian British – other Asian Background/ mixed or dual heritage/ Vietnamese/ Chinese/ any other group/ Prefer not to say

What is your religious belief?

No religion/ Buddhist/ Christian/ Hindu/ Jewish/ Muslim/ Sikh/ any other religion/ prefer not to say.

Appendix 2: Comments from stakeholders at the Mayor's engagement event.

1. Emissions from canal boats using diesel for heating when moored.
2. Resident from Old Ford Road/Victoria Park said she also had problems from emissions from canal boats.
3. Mayor will consider ban on more planning applications for more moorings.
4. More planting could sequester pollution, eg in Lyon certain types are good for this.
5. Mayor – there is a pilot for this on the Blackwall Tunnel Approach.
6. We are the 4th lowest London Borough for car ownership. We need to get together with TfL to concentrate traffic onto the major main roads and stop the rat runs in the Borough. Create more parks, more benches and play streets. Stop trees being chopped down and create wider pavements to reduce traffic.
7. Stop the Community Support drivers from idling their vehicles when they go to collect people.
8. We are adjacent to the low emission zone (ULEZ) and this will attract more traffic to LBTH. Please consult residents if the council are going to restrict traffic.
9. Better management of the A11 needed.
10. Management of gardens – people are paving over their gardens and we are losing green space as a result.
11. Canal boats need to be licensed but they move every 14 days. Permanent moorings have an electric supply. Could potentially install electric points on canal paths.
12. On the cycling superhighway, it has been constructed so that people have to cross the traffic lights twice. There has been a peak in accidents this year since it opened.
13. National Express Coaches has a bus every 15 mins. Affects the roads in Bow.
14. LBTH residents can use parking permits across the borough. May need to reconsider this.
15. Can we manage the transfer to low emission vehicles for low income people?
16. Turning right onto Bow Road is difficult.
17. Head Teacher – the children at her primary school have changed their parents' minds on the school run and anti-idling and some walk now. We could encourage other schools to do the same.
18. Enderby Wharf. Suggested that cruise liner will emit the same emissions as 850 idling HGVs for 6 months of the year. Requested that the Mayor of TH meet the Mayor of London & Greenwich to discuss.
19. Lack of public places to plug – in electric cars.
20. Heavy traffic in Blackwall Tunnel. There is no charge for traffic going through the tunnel – Dartford Crossing is charged.
21. Silvertown Tunnel will encourage more cars to the area. (Comment by Mayor?). Also concerned about particulates from the Silvertown construction site.
22. Anti idling – fines should be given to people seen idling.

Appendix Four: EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented	Air Quality and Climate Change Strategy
Directorate / Service	Place/ Environmental Health & Trading Standards/ Energy and Sustainability
Lead Officer	David Tolley/Abdul Khan
Signed Off By (inc date)	
Summary – to be completed at the end of completing the QA (using Appendix A) The proposal is not expected to have any negative impact on any group. Overall, the impact is expected to be positive across all groups. Certain groups (the very young, the old, those with respiratory problems) may benefit more from the proposal.	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: green; margin-right: 10px;"></div> <div> <p>Proceed with implementation</p> <p>As a result of performing the QA checklist, this proposal does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> </div> </div>

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Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	The report proposes an array of actions across a number of different categories of action concerning air pollution and climate change. Tower Hamlets is committed to improving local air quality and improving public health. The Council has a statutory duty to comply with the London Local Air Quality Management (LLAQM) Regime under the Environment Act 1995 and have subsequently adopted an Air Quality Action

		<p>Plan (AQAP). Air quality is a legal responsibility of the Council, and as such, the Mayor's Advisory Board has requested that the Air Quality Action Plan be reviewed to provide stretch actions for the Council. The Air Quality Action Plan, after consultation forms a main strand of the Climate Change Strategy.</p> <p>The report also covers the criteria for the Mayors Air Quality grants</p> <p>The decision-making body is recommended to:</p> <ul style="list-style-type: none"> • Agree the criteria for the air quality grants • Approve the Air Quality and Climate Change Strategy • Approve the Air Quality Action Plan <p>The purpose of the strategy is to reduce (i) emissions of air pollution and (ii) exposure to air pollution.</p>
b	<p>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?</p>	<p>The proposed actions (via the reduction of emissions and exposure) are envisaged to benefit all residents in the borough to a greater or lesser degree.</p> <p><u>Effects on health inequalities</u></p> <p>The paper notes that air pollution exacerbates wider health inequalities, for example, because levels of pollution are higher on the busiest roads which are used more by disadvantaged people as places to live, work and shop.</p> <p>It is expected that certain groups with certain protected characteristics (the young and the old, people with disabilities, and pregnant women) will benefit more from a reduction in air pollution, as air pollution has a disproportionate impact on them owing to biological or medical factors.</p>

			<p><u>Targeted actions for certain groups</u></p> <p>Further to the differential effects on different groups, there are also some targeted actions within the plan which specifically focus on children and on those with health conditions.</p>
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	<p>The reduction in the air pollutants via the actions in the plan is based on primary data collection carried out by the air quality section and other bodies.</p> <p>Research has been cited which supports the claims made in the paper concerning impacts on different groups (see next section)</p> <p>Consultation will be used in order to help gauge further the impact on various groups.</p>
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	Some findings on the extent of air pollution, the effects of pollution on the general population, and the disproportionate effects of high levels of air pollution on certain groups, are noted in the covering note.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	The air quality service have collected primary data on air quality and consulted extensive studies to develop the Plan. The service will also conduct a consultation exercise.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	The report states the impact of air pollution/climate change on some groups in terms of (i) general health inequalities (socioeconomic factors); (ii) higher impacts on the young and the old and (iii) impact on those with certain health conditions. The air quality action plan is to reduce emissions from our own operations and jurisdiction. The action plan looks at

			committing to a range of projects and localised measures to improve air quality and work towards reducing exposure to air pollution. The implementation of the plan is expected to improve the air quality and help address the identified health inequalities in the Borough.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	There is acknowledgement of this fact. However, the proposal envisages a more disproportionately positive impact on certain groups with protected characteristics, rather than a negative impact. It is expected that the Plan will positively affect all residents.
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	<p>The Air Quality Plan and Climate Change Strategy (Appendix One) has identified those activities that will have the most effect on being able to improve air quality/climate change or provide an evidential base to permit evaluation of some of the activities identified, these activities have been assigned a high priority and are summarised in the report.</p> <p>The air quality action plan is striving to go beyond compliance with the Councils commitment and responsibility to reduce emissions from our own operations and jurisdiction. The action plan looks at committing to a range of projects and localised measures to improve air quality and work towards reducing exposure to air pollution.</p>
b	Have alternative options been explored	Yes	A 'do nothing' option was considered.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	Progress will be monitored via a number of indicators across the plan. These are detailed in the action plan. There are also internal mechanisms to monitor the progress of the proposal itself.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	No	<p>The service will monitor the impact of its actions.</p> <p>The number of patients with heart or lung conditions who are given advice will be measured. The air quality at schools will</p>

			also be monitored. Aside from the above, in terms of the health impacts across the protected characteristics, there are no mechanisms in place to <i>directly</i> examine their differential impacts. However, they are expected to be positive across all groups.
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

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<p>Cabinet</p> <p>31 October 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Denise Radley, Corporate Director – Health, Adults & Community</p>	<p>Classification: Unrestricted</p>
<p>Community Safety Partnership Plan 2017 - 21</p>	

Lead Member	Councillor Asma Begum, Cabinet Member for Community Safety
Originating Officer(s)	Denise Radley, Corporate Director- Health, Adults & Community
Wards affected	All
Key Decision?	Yes
Community Plan Theme	A safe and cohesive community

Executive Summary

The Community Safety Partnership (CSP) has a statutory duty to produce a Community Safety Partnership Plan which investigates challenges and opportunities for the borough and identifies its priorities for crime reduction.

The Plan (Appendix 1) outlines the Strategic Framework within Tower Hamlets and how the Community Safety Partnership Plan fits into this, specifically through the 'Safe and Cohesive Community' theme of the Community Plan.

It describes the Partnership's two other statutory duties in order to produce the Plan, the Strategic Assessment 2016 and the Public Consultation on community safety priorities conducted in 2016.

In 2016 the Community Safety Partnership reviewed and restructured its governance structure and operating procedures to ensure that it remains fit for purpose, implementing a strategic executive board (CSP Executive), made up of the Statutory Authorities, to drive strategic decision making and oversight.

The Community Safety Partnership have agreed on four priorities for the term of this Plan, they are:

- Anti-social Behaviour including Drugs and Alcohol
- Violence
- Hate Crime, Community Cohesion and Extremism
- Reducing Re-offending

Recommendations:

The Mayor in Cabinet is recommended to:

1. Recommend that Full Council approve the Community Safety Partnership Plan 2017-21 (Appendix 1), as per the Council Constitution.

1. REASONS FOR THE DECISIONS

- 1.1 Council must adopt a Community Safety Partnership Plan in order to meet statutory requirements set by the Crime and Disorder Act (1998). The priorities and governance structure outlined in the Plan are based on the strategic assessment exercise that was carried out by statutory partners to consider data on crime and disorder in the Borough. They have been agreed by the Community Safety Partnership to be the best model to deliver a safer and more cohesive community in Tower Hamlets. The Mayor in Cabinet is asked to consider the Plan and satisfy himself that it can proceed to Full Council.

2. ALTERNATIVE OPTIONS

- 2.1 It is a statutory responsibility for Community Safety Partnerships to produce a Community Safety Partnership Plan. Under the Council Constitution it is the role of Full Council to ratify that Plan.

3. DETAILS OF REPORT

- 3.1 To produce this plan, the Community Safety Partnership (CSP) conducted a review of its governance and operational structure which included looking at best practice of community safety partnerships nationally and locally. As part of this review and restructure, the Partnership held a workshop to agree the new structure and review the findings of both the significant public consultation exercise and the 2016 Strategic Assessment. The Partnership agreed the production process for the new CSP Plan and the requirements on partners to enable it.
- 3.2 Ultimately the new CSP Executive are responsible for the statutory duties of the CSP under the legislation, and this Plan has been produced for them and approved by both the CSP Executive (18th July 2017) and the CSP (16th May 2017). The new CSP Structure allows for consultation across the strategic partnership boards (Health & Wellbeing; Children and Families Partnership) as well as the statutory safeguarding children and adults boards via their membership on the CSP and vice versa. This has allowed these strategic

boards as well as partnership subgroups and partner agencies to have the opportunity to shape this Plan.

- 3.3 This plan has been produced in line with 'The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2011', which includes statutory duties to produce a strategic assessment for the partnership and conduct community consultation in terms of the levels crime and disorder to identify priorities in order to produce a Community Safety Partnership Plan. An amendment to the law on 1st June 2011 made the decision on the length of the plan a local one. This Plan term runs from 1st April 2017 until 31st March 2021.
- 3.4 The Plan outlines the Strategic Framework within Tower Hamlets and how the Community Safety Partnership Plan fits into this, specifically through the 'Safe and Cohesive Community' theme of the Community Plan.
- 3.5 It summarises the results of the Community Safety Plan Priorities Public Engagement and Consultation Report which identifies the public's top three crime priorities for the Plan.
- 3.6 The Plan describes the newly approved Community Safety Partnership Governance and Delivery Structure including its sub groups.

Consultation and Partnership Involvement

- 3.7 A public consultation exercise was conducted from 10th June to 12th August 2016, this asked members of the public, the 3rd sector, elected members and partner agencies to identify their top 3 community safety priorities for 1st April 2017 onwards. In total 1,389 responses were received, with 95% of respondents living, or working or a combination of the two in the borough.. A summary of the public consultation is as follows:
- 3.8 Consultees were contacted via a press article in OurEastEnd, email alerts and social media posts including Facebook and Twitter with the handle [#WhatsYourPriority](#)
- 3.9 They were given the opportunity to respond to the survey/consultation in person by attending their ward panel meeting, a Boroughwide public meeting (Community Safety Partnership Awards and Public Engagement Event), a number of outreach consultation sessions, consultation and vote casting centres (Idea Stores) across the borough. Written responses were facilitated by letter, email or on the dedicated consultation webpage on the Council Internet.
- 3.10 The consultation survey gave respondents an option of 20 community safety concerns including some specific crime types to choose from, with a further option of 'other' if their particular concern was not listed. Based on the respondents first choice, the top three concerns were 1) Drugs and Alcohol

abuse (339 or 24.4%), 2) Anti-social Behaviour (311 or 22.4%) and Gangs (130 or 9.4%).

- 3.11 Additionally respondents were asked if they felt safe in the borough, of which 998 (71.85%) agreed, whilst 391 (28.15%) disagreed and did not feel safe.
- 3.12 Elected members were made aware of the public consultation and the opportunity to take part in it via the weekly Members' Briefing, additionally paper copies were left in all Members' in-trays and they were made aware of the outreach events taking place in their ward.

Strategic Assessment

- 3.13 A Strategic Assessment on crime, anti-social behaviour, substance misuse and re-offending was carried out in August-September 2016 and the findings of this assessment were considered by the Community Safety Partnership at its Review Workshop on 27th September 2016. The final Strategic Assessment was presented to and approved by the Community Safety Partnership on 31st October 2016. The review of performance against the existing CSP Plan priorities of which there were 11 in the draft Strategic Assessment, and consideration of those that had become day to day business against those that were significant priorities moving forward resulted in a revised CSP Governance Structure and a provisional 4 new priorities.

Term of Plan and Priorities

- 3.14 The CSP agreed on the 31st October 2016, that this new Plan should cover 2017-21, so that it remained aligned in term and funding to the London Mayor's Office of Police and Crime (MOPAC) Police and Crime Plan. The four year term of this plan is 1st April 2017 – 31st March 2021.
- 3.15 The Community Safety Partnership Plan 2017-21 including its priorities, was approved by the Community Safety Partnership on the 16th May 2016 and the Community Safety Partnership Executive on 18th July 2017.
- 3.16 The Plan sets out the Community Safety Partnership's priorities (4 in total) for 2017-21:
- Anti-Social Behaviour including Drugs and Alcohol
 - Violence
 - Hate Crime, Community Cohesion and Extremism
 - Reducing Re-offending
- 3.17 Anti-Social Behaviour includes Drugs and Alcohol misuse as a priority due to the impact this has on the behaviour as well as these offences being considered as being types of anti-social behaviour under the current government definition.
- 3.18 Violence as a priority includes domestic violence and Violence Against Women and Girls (VAWG). This work also includes violence against men and boys, which is less prolific both nationally and locally in this context. There are

11 strands within VAWG including trafficking and child sexual exploitation. The Partnership works closely with specialist partners through both the Safeguarding Adults Board and the Local Safeguarding Children Board to ensure those vulnerable people in the borough are identified and supported in order to prevent abuse from occurring and/or rebuild their lives in the aftermath of it. The Violence priority also includes other forms of violence which are not domestic related, such as violence with injury, assault and Grievous Bodily Harm (GBH). Knife crime, gun crime, use of toxic substances and serious youth violence are all addressed through the Reducing Re-offending Priority.

- 3.19 Hate Crime, Community Cohesion and Extremism have been grouped together as one priority due to the links between the three as well as the impacts they can have on the wider community. This priority and specifically the extremism part of it, includes the important statutory work that the partnership carry out under the Prevent Strategy.
- 3.20 Reducing Re-offending remains a priority for the borough as it focuses partnership resources on the management of a small cohort of offenders, who are responsible for a disproportionately large number of offences in the borough. This priority also includes partnership work to combat gang related offences including robbery, violence by and against young people and acquisitive crimes conducted to fund substance misuse.
- 3.21 Each of the four priorities have been broken down in the Plan into 4 subsections to provide information on why this is a priority, what the partnership will focus on within this theme, what they aim to do in the current 12 months of the Plan and what they aim to deliver by the end of the 4 year plan term.
- 3.22 Safeguarding is a crosscutting theme and one of the core priorities in the new Plan is to reduce the crimes that cause most harm to children and young people such as knife crime, gang related violence, serious youth violence and sexual abuse. Working with the Local Safeguarding Children's Board (LSCB) and Youth Offending Board, we aim to:
- Reduce young people's chances of becoming victims of crime
 - Reduce first time entrants to the youth justice system
 - Reduce the number of young victims of knife crime
 - Tackle child sexual exploitation and other forms of criminal exploitation linked to active drug markets in the borough
- 3.23 It is important to note that the subgroups of the Community Safety Partnership produce their own action plans. These explain how they will address the CSP priorities annually throughout the term of the Plan. Each subgroup action plan will be monitored at both the individual subgroup level and through priority performance indicators at Community Safety Partnership level.
- 3.24 The Mayor of Tower Hamlets and the Council recognise the importance of tackling crime and anti-social behaviour (including related issues about

prostitution and drugs) which are key concerns for the borough residents. The Council continues to fund the Police Partnership Taskforce (PTF) of 6 police officers to support tackling ASB, drugs and prostitution and directed through the ASB Operations Group. The team works in partnership with the Council and other key partners to coordinate interventions to maximum effect.

- 3.25 The Mayor in Cabinet has recently agreed to fund further Police Officers in the borough to address crime and anti-social behaviour priorities for the Council and the communities it serves:
- 14 police officers to tackle crime and anti-social behaviour on Tower Hamlets Homes housing estates with a particular focus on drug dealing and drug misuse.
 - An additional 18 police officers to strengthen neighbourhood policing and respond to emerging community safety concerns in hotspot locations across the borough.
 - A police officer qualified as a Crime Prevention Design Advisor seconded to the borough to contribute to prevention and demand management with an understanding of environmental design and assessment.
 - This brings the total number of Council Police officers to 39 and will provide significant benefit to the borough in light of tasking, prevention, planning and problem-solving in the borough which is seeing significant population growth and development.
- 3.26 The Plan not only takes into account local policy and priorities across the partnership agencies, it also includes both national and regional (pan London) policy and priorities.
- 3.27 A number of changes have occurred since the drafting of the CSP Plan that whilst not materially impacting on the content of the Plan at present will have implications on how the borough police work to address these community safety priorities as well as carrying out their day to day functions. The MOPAC Police and Crime Plan 2017-21 proposed a new borough policing model for London, known as the 'One Met Model 2020', it aims to strengthen local policing and help the Metropolitan Police to meet the next phase of planned government funding cuts. There are proposals in this that local policing would be delivered through a revised structure, yet to be finalised once the outcome of the current pilots have been considered.
- 3.28 The 'One Met Model 2020' is based on multi-borough Basic Command Units, each comprising of more than one borough. It is envisioned that if rolled out across all London there would be between 11 and 16 of these, a significant reduction on the current 32. Test Pilots in the inner London Boroughs of Camden and Islington, as well as the outer London boroughs of Barking and Dagenham, Havering and Redbridge involve multi-borough Basic Command Units with Emergency Response Teams, Local Investigation Teams and Pathfinders that operate across borough boundaries, with a streamlined Basic Command Unit Leadership Team.

3.29 At a borough neighbourhood level a minimum of 2 Dedicated Ward Officers (DWOs) and one Police Community Support Officer (PCSO) per ward will be 'ring fenced' from abstraction (i.e. will not be able to be transferred to other areas or duties). Additional DWOs to a total of over 1700 across London will be allocated to higher demand wards through local consultation to address local priorities and it is likely that some of the wards in Tower Hamlets will benefit from this additional resource. Also proposed are 281 Youth and Schools Officers rising to 600 working full-time in schools, Pupil Referral Units (PRUs) and other educational institutions to prevent crime and protect young people – again allocated through local consultation

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 There has been significant investment in Community Safety. This is being funded from resources provided by both the Council and external organisations. The implementation of the new 4 year Plan will need to be managed within the Council's medium term financial strategy.

4.2 The Council's budget process for 2016/17 identified a number of service priorities, which align to priorities in the CSP Plan; growth of £1m was allocated for investment to both tackle ASB (£480k) and street cleanliness (£520k).

4.3 As part of the Council's robust approach to tackling ASB the 2017-18 Medium Term Financial Strategy included an additional Mayoral Priority Growth allocation of £150k. This is for the redeployment of enforcement officers to areas where they are most needed and to comply with the Landlord Licensing Scheme.

4.4 A saving of £400k will be delivered in 2017/18 by a reduction in the Street Enforcement and Response Service. This was identified as part of the service review. Whilst this is likely to have an impact on ASB resources, there is an expectation that the impact can be mitigated by the effective use and deployment of staff resources.

4.5 As part of the Medium Term Financial Plan, £2.458 million has been allocated in the Housing Revenue Account to be spent over the next 3 years to fund initiatives that reduce ASB on Council estates.

4.6 In September 2017, the Mayor in Cabinet approved £1m of annual expenditure on additional police officers for the three years from 2018-19 up to 2020-21. This is to fund 4 teams to support neighbourhood policing, each consisting of 1 Police Sergeant and 5 Police Constables, (24 Police Officers in total) and to second a Crime Prevention Design Advisor at Police Constable level to the borough, as well as associated vehicle costs.

4.7 MOPAC have reviewed, consulted and updated the London Crime Prevention Fund allocations for 4 years (2017-20). Tower Hamlets has received a significant uplift in its Year 1 allocation, whilst other boroughs have had a

reduction in funding. The entire fund is subject to a 30% top slice for Year 2 onwards, which effectively reduces our current annual allocation by £150,000 to £662,986 per annum for 2018/19 onwards.

- 4.8 London Crime Prevention Fund allocations for Local Authorities have been developed by the partnership and approved by MOPAC with the following projects being funded from our borough allocation for years 1 and 2 (2 year allocations with no carry forward into year 3 and 4). These 2 year projects will help the Community Safety Partnership to deliver against the priorities in this new CSP Plan and ultimately those in the London Police and Crime Plan, which it is aligned to. Projects resourced through this fund under the MOPAC Priority Themes are:

	2 year total (£)
Children and Young People	
<ul style="list-style-type: none"> • Youth Violence Intervention and Engagement Service • Behind the Blade (knife crime) Training Programme 	75,000 30,650
Violence Against Women and Girls	
<ul style="list-style-type: none"> • VAWG Training and Awareness Officer & Programme • Female Genital Mutilation Engagement Project • Prostitution Programme (Support to exit prostitution) 	74,000 74,459 204,000
Wider Criminal Justice System	
<ul style="list-style-type: none"> • Crime Data Analyst and Crime Intelligence Analyst • Prison Exit Team (offenders with substance misuse needs) • Assertive Outreach and Enforcement Team (support to reduce substance misuse related ASB and Crime) • Integrated Offender Management (IOM) Co-ordinator • Single Point of Contact for Police and Prison Teams 	200,000 340,000 476,000 96,000 40,000
TOTAL	1,610,109

- 4.9 £1,156,000 of the £1,610,109 total set out in the table above is for projects to be delivered by the Council's Drug and Alcohol Action Team (DAAT), in accordance with the Tower Hamlets Substance Misuse Strategy 2016-2019.

- 4.10 The Tower Hamlets Substance Misuse Strategy 2016-2019 aims to reduce the negative consequences of drug and alcohol misuse. The Council will deliver this using funding received from MOPAC and its annual Public Health grant. MOPAC have allocated the Council £1,156,000 over a two year period. This will be in equal amounts of £578,000 over the financial years 2017/18 and 2018/19 and comes from the 2017-20 London Crime Prevention Fund. This is to fund the Prostitution Programme; Prison Exit Team; Assertive Outreach and Enforcement Team; Integrated Offender Management Co-ordinator and Single Point of Contact for Police and Prison Teams (see the table above for the detailed allocations). In 2017-18, £7,335,876 of Public Health grant has been made available. This will be used to reduce harm to those at risk; empower those who are addicted or dependent on substances

to recover and tackle the anti-social behaviour and crime associated with substance misuse. The Public Health allocation of £7,335,876 takes account of £950,000 of savings to be made in 2017-18, that will be achieved largely from the re-design and re-procurement in 2016-17 of treatment services delivered. A further saving of £50,000 will be required from the Public Health allocation in 2018-19.

- 4.11 The Home Office provides the Council with annual funding for the delivery of Prevent projects and associated staffing expenditure. In 2017-18, the Council will receive £132,000 for the delivery of three Prevent projects. These projects are to increase recognition of and resistance to extremist narratives in schools (£37,500); improve governance and safeguarding processes in mosques (£30,000) and increase awareness of the dangers of radicalisation and cyber safety skills for parents who may not have this awareness and/or English as a first language (£64,500).
- 4.12 The Council also benefits from annual funding directly from the Home Office that provides third-party organisations with funding for the delivery of Prevent projects. In 2017-18, third-party organisations will receive £295,000 for the delivery of two Prevent projects. These projects are to reduce the risk of young people becoming radicalised (£210,000) and build the capacity of local practitioners to challenging extremist ideologies (£85,000).

5. LEGAL COMMENTS

- 5.1 The Crime and Disorder Act 1998 ('the 1998 Act') makes it a statutory requirement for the Council and the other responsible authorities in Tower Hamlets (e.g. the chief officer of police) to formulate and implement strategies for: the reduction of crime and disorder; combating the misuse of drugs, alcohol and other substances; and the reduction of re-offending. In formulating and implementing such regard must be had to the police and crime objectives set out in the police and crime plan for the relevant police area. This has been taken into account in preparing this plan.
- 5.2 The Community Safety Partnership discharges the functions of the strategy group required under the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007. The report confirms that the Community Safety Partnership Plan is the relevant partnership plan and has been prepared in accordance with these Regulations.
- 5.3 When planning action under the Community Safety Partnership Plan, it will be necessary for officers to have regard to the Council's statutory functions and ensure these are not exceeded.
- 5.4 The Community Safety Partnership Plan forms part of the Council's Budget and Policy Framework and therefore its adoption is for Council (see Part 2, Article 4 of the Constitution). The Budget and Policy Framework Procedure Rules (see Part 4.3 of the Constitution) requires that the Mayor as the Executive has responsibility for preparing the draft plan for submission to

Council. Therefore for this Plan to be adopted, the Mayor in Cabinet must recommend it to Council.

- 5.5 Before adopting the Community Safety Partnership Plan, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. Equalities considerations are set out in the One Tower Hamlets Section below.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The Community Safety Partnership aims through its plan, to make Tower Hamlets a more cohesive place to live, work, study and visit. The work of the No Place For Hate Forum; Tension Monitoring Group and the Prevent Board, all subgroups of the CSP, aim to carry-out this important part of work for the Partnership. Hate Crime, Community Cohesion and Extremism remains an important priority for the Partnership, please see Priority E on page 13 of the CSP Plan for further details.
- 6.2 Equalities analysis has been carried out on the priorities identified in the Plan (with recommendations made for further considerations when supporting action plans are developed).

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Crime and Disorder and anti-social behaviour levels are high compared with similar and neighbouring boroughs. Through the new CSP Plan the Partnership will continue to scrutinise existing investment/resources and how it delivers services within the multi-agency context that it works within.
- 7.2 There are potentially significant efficiency gains from working in partnership to reduce crime and disorder in the borough. The Community Safety Plan 2017-21 is a partnership document and brings together key crime and disorder reduction agencies to work together and share resources.
- 7.3 There are also further efficiencies from addressing problems before they escalate, requiring less resource than would be necessary in dealing with a more serious problem at a later stage. These efficiencies would be spread across the Council and key partner agencies. This work is integrated in to the corporate efficiency planning processes supporting the Medium Term Financial Plan.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 Implementation of the Community Safety Partnership Plan 2017-21 is expected to have a positive effect on the environment by helping to reduce anti-social behaviour. This will then reduce the amount of criminal damage, graffiti, fly-tipping and fly-posting and other environmental crimes in the borough.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The Community Safety Plan sets out an overarching structure and framework of priorities within which management of risks will take place. There are no particular risk management implications attached to the plan itself.
- 9.2 There are risks associated with the harm caused by anti-social behaviour, crime and substance misuse in terms of the quality of life, health and wellbeing of residents. This includes mental health and wellbeing. These risks are increased for vulnerable victims.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 The Community Safety Partnership Plan 2017-21 will help to reduce crime, anti-social behaviour, substance misuse and re-offending; it will also meet the Mayors priorities whilst reducing fear of crime, improving community cohesion and contributing to relevant community plan commitments.

11. SAFEGUARDING IMPLICATIONS

- 11.1 Tackling crime, anti-social behaviour and substance misuse has a significant link to safeguarding both vulnerable adults and children. Vulnerable adults and young people can be both victims and perpetrators. The Plan and subsequent delivery plans put vulnerable adults and children at the heart of the priorities and aim to ensure that they are identified as well as offered the appropriate support needed to keep them and the rest of the community safe.
- 11.2 Effective prevention can reduce the likelihood of young people becoming involved in gangs, carrying knives and otherwise becoming involved in the criminal justice system. This Plan has been developed with partners in both Safeguarding Boards and colleagues in Children's Services, it will contribute to improving and delivering effective safeguarding practice in line with the children's improvement plan.

Linked Reports, Appendices and Background Documents

Appendices

Appendix 1 – Community Safety Partnership Plan 2017-21

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

- CSP Strategic Assessment 2016
- Community Safety Plan Priorities Public Engagement and Consultation Report
- Equalities Considerations
- Equalities Screening Document
- Note – documents to be published on the community safety partnership section of the council website when final CSP published.

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Tower Hamlets

Community Safety Partnership

Plan 2017 - 21

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Foreword by Co-chairs of Community Safety Partnership Executive

This four year Community Safety Partnership Plan sets out how the Police, Council, Probation, London Community Rehabilitation Company (CRC) Health, Fire Service, voluntary and community sectors and individuals can all contribute to reducing crime, disorder, anti-social behaviour, substance misuse and re-offending to keep Tower Hamlets a safe place.

It aims to reduce the number of crimes and anti-social behaviour in the borough, but in some categories, it aims to increase the number of reports, due to under reporting where historically victims don't feel confident enough to report it to us. By increasing reporting and therefore recording, we will then be able to offer appropriate support to those victims and take appropriate action against the perpetrators.

The people in our communities are not just numbers or statistics. Crime, disorder, anti-social behaviour, substance misuse and re-offending impact on not only the victim's, but also the wider community's quality of life. We understand how important it is for you that we tackle these community safety issues in a timely, efficient and effective way.

We are confident that this Plan not only captures and addresses the priorities that have been identified through our analysis of evidential information and performance in the borough, but also the concerns of the people of Tower Hamlets.

We recognise that not only do we have a duty to continue to tackle crime, disorder, substance misuse and re-offending, but we all (both organisations and members of the public), have a duty to prevent it from happening in the first place.

As a partnership we are responsible for community safety and community cohesion. We will work with our local communities to ensure we protect the vulnerable, support our communities to develop and make Tower Hamlets a safer place for everyone.

Hello & Welcome from Mayor of Tower Hamlets

Welcome to the Tower Hamlets Community Safety Partnership Plan - our aim is that Tower Hamlets will be a safer place where people feel safe, get on better together and difference is not seen as a threat, but core strength of the borough.

To do this, we work together as a partnership, bringing those who are in a position to help make a difference. They include the Cabinet Member for Community Safety, senior officers from the Council, Police, Health, Probation, Fire Service and other key agencies with a responsibility for community safety, with additional support from housing, community groups and other organisations which represent the voice of local people, such as the Safer Neighbourhood Board and Tower Hamlets Council for Voluntary Services. Together we form the Tower Hamlets Community Safety Partnership, a statutory multi-agency board set up in response to the Crime and Disorder Act 1998.

We know we face some challenges in the borough with reductions in funding, resources and increases in confidence to report crimes putting more pressure on these stretched resources. By working together as a partnership with our local communities, we can make a positive difference to community safety and reduce the fear of crime, bringing our communities together so that we all stand up to the threats we face.

We have asked the partners, the residents, those that work, study and visit the borough what our priorities should be. We have assessed our performance as a partnership against the priorities from our last Community Safety Plan. We have listened to both what people are telling us are their priorities and what the figures say.

This four year Plan aims to address our new priorities, work together in both new as well as tried and tested ways and show how we will measure our performance against these aims.

This Community Safety Partnership Plan will tell you:

- a) What we want to do
- b) Why we have chosen these areas to focus on
- c) What we plan to achieve

What data we used and what it told us:

The Partnership has a statutory duty to produce an annual strategic assessment to measure our performance against our priority performance indicators under our CSP Plan 2013-16 Priorities. To do this, the partners agree the most effective ways to measure the impact of the community work that we do in the borough, by setting these priority performance indicators.

In the 2016 Strategic Assessment, the Partnership measured the performance in the financial year 2015/16 against the preceding financial year, 2014/15. Published data was collected and analysed against 41 priority performance indicators under the 2013-17 Plan's 11 Priorities.

For full details please visit (INSERT WEBPAGE LINK FOR STRATEGIC ASSESSMENT)

What people told us:

The Partnership has a statutory duty to consult the public on the levels of crime and disorder and to obtain their priority concerns, so that these can be taken into consideration with the data in the strategic assessment when devising its Community Safety Partnership Plan.

Over 9 weeks in summer 2016, the Partnership conducted an extensive public consultation which took the form of a short questionnaire, providing the current community safety performance levels, asking them how safe they felt in their area and for their top three priority concerns.

In total 1,389 responses were received which qualified for analysis, with over 95% of respondents living and/or working in the borough. The results below are calculated solely on votes for Priority One of the Top 3 Community Concerns question in the consultation, not results of Priority Two and Priority Three questions.

Position	Community Safety Priority One	Number of Responses	% of Overall Responses
1	Drugs and Alcohol Abuse	339	24.4%
2	Anti-social Behaviour (ASB)	311	22.4%
3	Gangs	130	9.4%
4	Road Safety	101	7.3%
5	Burglary	88	6.3%

When asked if they felt safe, 71.85% (998 people) of those questioned agreed, whilst only 28.15% (391 people) disagreed and did not feel safe.

For full details please visit (INSERT WEBPAGE LINK FOR PUBLIC CONSULTATION REPORT)

CSP Priority Setting

The Partnership met on the 26th September 2016, to review the findings of the Public Consultation and the Strategic Assessment to agree both the priorities for this new CSP Plan and re-align the CSP Governance Structure to those new priorities.

The Partnership agreed that the following will be its priorities for the period 1st April 2017 – 31st March 2021 (4 years). It also retains the right to amend these priorities annually based on performance in the borough and external factors should the need arise as part of its statutory duty to annually review this Plan.

Priority A: Anti-Social Behaviour (ASB)

Priority B: Violence

Priority C: Hate Crime, Community Cohesion and Extremism

Priority D: Reducing Re-offending

Following discussions with MOPAC regarding local Police priorities, the CSP Executive agreed that these additional Police priorities were to be reviewed by the CSP Subgroup Chairs and agreement made as to where they best sit under the new CSP Governance Structure's priority themes. It was agreed that the CSP Priorities themes would include the following Local Police Priorities:

Priority A: ASB including Drugs and Alcohol

Priority B: Violence including Domestic Abuse, Violence Against Women and Girls (VAWG), Total Sexual Offences and Non-Domestic Violence with Injury

Priority C: Hate Crime, Community Cohesion and Extremism

Priority D: Reducing Re-offending including Burglary, Knife and Gun Crime

Governance

The Partnership is statutorily responsible for community safety in the borough and is one of the Community Plan Delivery Groups. It is accountable to the Local Partnership Executive, the Council Overview and Scrutiny Committee and the Mayor's Office for Policing and Crime if it is not fulfilling its duties.

Community Safety Partnership Executive:

The CSP Executive works in partnership with all other statutory strategic boards in the borough. It offers high quality and cost effective services to the borough of Tower Hamlets. The key leadership functions of the Executive are to:

- Provide strategic leadership and vision to make Tower Hamlets a safer borough;
- Be a strategic driver, working with all partners to support the direction of the partnership;
- Delivering sustainable Community Safety Strategy priorities and any relevant targets arising from these priorities;
- Deliver statutory responsibilities held by the CSPE; and
- Have oversight, receive and agree funds and funding applications relating to community safety within Tower Hamlets.

Community Safety Partnership:

The Community Safety Partnership is responsible for:

- Delivering Community Safety Partnership strategic priorities and any relevant targets arising from these priorities on behalf of the CSP Executive;
- Fulfil statutory responsibilities held by the CSP Executive under the legislation; and
- Respond to other issues relating to community safety, which may arise, from government policies or other developments.

Linked Strategic Boards:

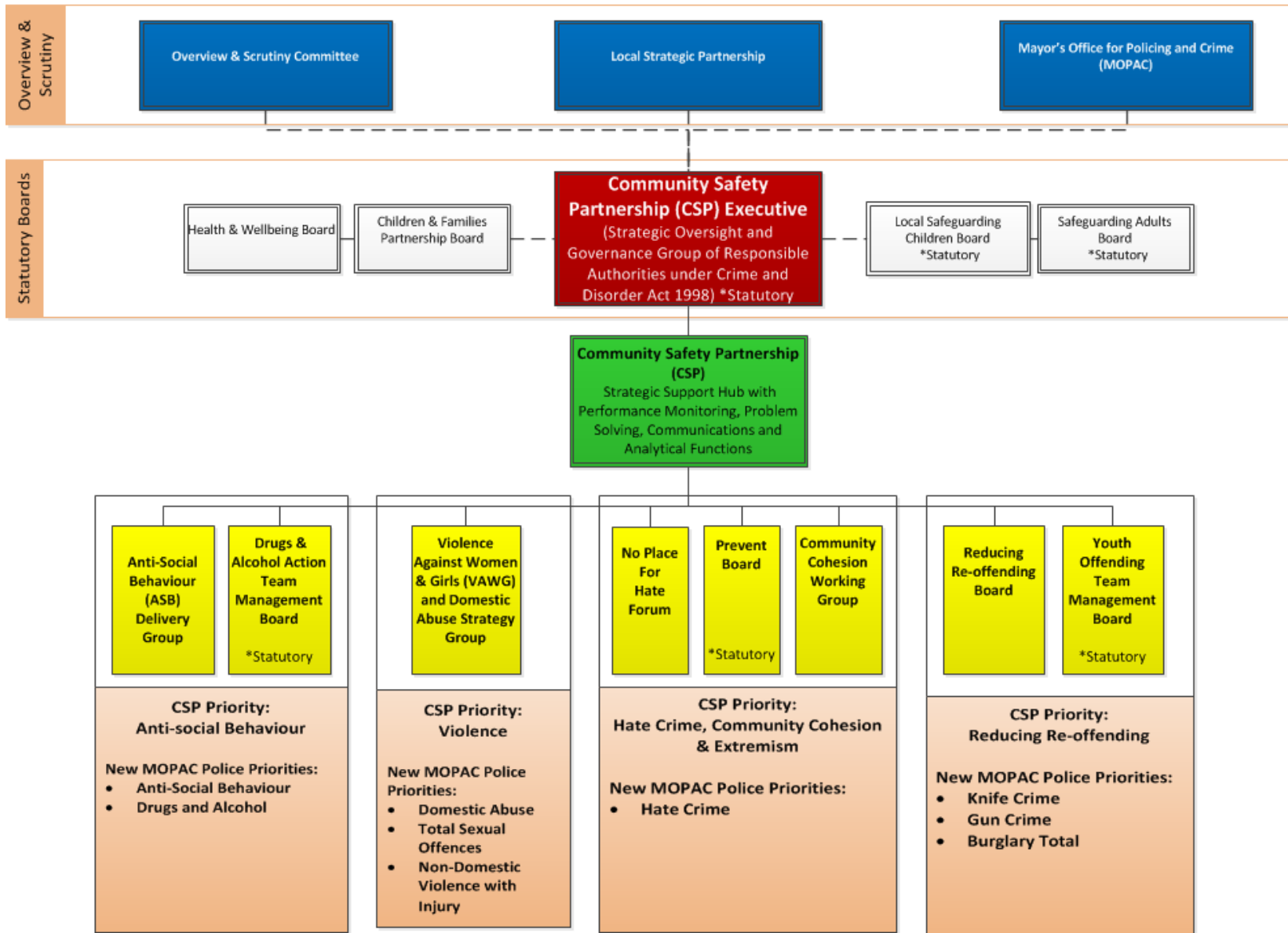
The Partnership is one of several strategic and statutory partnerships in the Borough. It works together with them to ensure that community safety priorities are embedded in other partnership strategies and in turn, those strategies are taken into account in both the CSP Plan and the work of the Partnership.

Community Safety Partnership Subgroups:

The Partnership is structured, so that it has strategic subgroups and operational groups to develop, co-ordinate and deliver activity in the various areas of crime, disorder, substance misuse and re-offending under its CSP Plan priority themes.

Each sub-group is responsible for producing annual delivery plans which aim to address these Partnership priorities, ensuring that there are resources available to deliver these plans and if required funding applications are submitted to obtain these resources. They are also responsible for ensuring that equalities analysis is carried out, to ensure that their Delivery Plans conform to duties under the Equalities Act 2010.

CSP Governance Structure 2017/18



Priority A: Anti-Social Behaviour (ASB) including Drugs and Alcohol

Why is this important?

Preventing and tackling anti-social behaviour rightly appears at the top of any list of public concerns because of the impact it has on the quality of people's lives.

In 2015/16, Tower Hamlets Police logged 16,320 reports on its 101 and 999 numbers, down 9% from the previous year. 2016/17, however, is anticipated to see an increase of 12.5% to 18,289 reports. There are lots of possible reasons for this – an increase in the number of incidents, or an increase in public confidence to report, or better data collection through a single reporting source. But whatever the reason, it is clear to the CSP that tackling ASB and drug-related crime has to be a priority for the partners.

When the CSP consulted local people about concerns for the 2016 Strategic Assessment in order to produce this Plan, drug and alcohol-related anti-social behaviour was overwhelmingly top of the list. Also on the list was ASB linked with vehicles: noise from and congregating around them, dangerous driving, and misuse of mopeds.

What is our focus?

This 4-year plan focuses on improving the six areas identified as making the biggest difference by the Council's review of the effectiveness of ASB-related partnership services:

1. Communication
2. Community Engagement
3. Early Intervention
4. Resources
5. Tasking
6. Tools and Powers

- Reduce drug and alcohol related crime and anti-social behaviour via prevention, treatment and enforcement approaches

First 12 months – what will we do?

- We will work together to implement the recommendations from the Council's ASB review and ASB Blueprint to respond to ASB more cohesively and effectively.
- Introduce a Community (ASB) Multi-Agency Risk Assessment Case-conference (MARAC) to support the most vulnerable victims and perpetrators to address this type of behaviour and ensure that safeguarding principals are followed.
- Provide an Adult Mental Health Practitioner to specialise in ASB cases, providing assessment, expert guidance to enable ASB case investigators to support vulnerable victims and help vulnerable perpetrators to address their behaviour.
- Provide an independent ASB advocate service to support victims and those affected by ASB throughout the investigation and enforcement process.

- We will map the interventions provided by statutory and other agencies which support the reduction in ASB, and promote eligibility criteria and access routes to partners.
- We will explore opportunities to work together more efficiently, and reinvest savings into early intervention opportunities.
- We will promote to residents the ways to report ASB, and opportunities to get actively involved in community safety initiatives.
- We will train frontline teams, and residents, on the tools and powers that are available to prevent and tackle ASB with the aim that they are used more effectively.
- We will manage newly commissioned treatment services to identify a larger cohort of individuals using drugs / alcohol problematically and improve the outcomes of structured treatment interventions.
- We will work closely with Childrens Services to identify and address parental substance misuse to minimise the harms and neglect experienced by children and prevent intergenerational substance misuse.
- A Late Night Levy will come into effect in June 2017. This will fund specialist interventions targeted at reducing late night and alcohol-related issues.
- We will target resources to reduce drug-dealing and misuse through supporting individuals out of dependency, disrupting supply, and prevention through education and diversion programmes focusing primarily on young people. The Substance Misuse Strategy Action Plan for 2017/18 will address the three strands of the strategy
- We will develop and implement robust pathways for drug / alcohol related ASB which will ensure individuals are required to address their substance misuse issues, using all relevant tools and powers available

What will have changed at the end of this Plan?

- Local people will feel safer.
- Local people will be clearer about how to report incidents, and who to report them to.
- Local people will understand the tools and powers available to tackle ASB, and will be working collaboratively with frontline teams to use these appropriately and effectively.
- The number of people engaging in treatment programmes for drug / alcohol addiction will increase.
- The number of people successfully completing drug / alcohol treatment programmes will increase.
- Individuals committing drug / alcohol related crime and/or anti-social behaviour will be required to address their substance misuse issues via criminal or civil orders.

Priority Performance Indicator for 2017/18 Quarterly CSP Monitoring:

- 1) ASB Demand (CAD calls (999 and 101) to Police to report ASB)
- 2) Number of ASB repeat callers to Police (999 and 101)
- 3) Number of individuals causing drug / alcohol related crime or ASB required to engage in structured treatment programme via criminal or civil orders.

Priority B: Violence

Why is this important?

There has been a historic case of under-reporting of domestic violence and abuse for a considerable time both nationally and locally. Significant partnership work has been undertaken to raise awareness of domestic abuse and violence for a number of years locally to address this under-reporting. It could be said that this is one of, if not the main reason why the borough has experienced year on year increases in both reports to the police and recorded levels.

Reports of sexual violence including rape have also seen an increase over the last few years, although a proportion of these are reports of historic incidents, with them occurring over a year before the report has been made to the Police. This increase could therefore be partially attributed to increased confidence in obtaining justice following recent high profile cases also known as the 'Yewtree Effect'.

Violence Against Women and Girls (VAWG) is a national priority, with a significant amount of work being undertaken in the borough through our VAWG Strategy 2016-19 to address these forms of violence/abuse to not only women and girls, who make up a significant proportion of the cohort, but also men and boys. The 9 strands of VAWG are:

- Sexual Violence and Abuse
- Domestic Violence and Abuse
- So-called 'Honour' Based Violence
- Forced Marriage
- Female Genital Mutilation (FGM)
- Prostitution, Trafficking and Exploitation
- Child Sexual Exploitation (CSE)
- Sexual Harassment and Sexual Bullying
- Stalking and Harassment

Non-Domestic Violence with Injury crimes have seen a recent increase in numbers, however this can be attributed to changes in recording methods including incidents formerly recorded as affray and ABH now being reclassified as this crime type.

What is our focus?

- To raise awareness of Violence Against Women and Girls in all its forms, so that victims feel confident to report earlier and obtain specialist support in order for perpetrators to be brought to justice.
- Working in partnership with the Local Safeguarding Children Board to address child sexual exploitation and other safeguarding issues in the borough.
- To raise awareness of domestic abuse so that victims feel confident to report earlier and obtain specialist support in order for perpetrators to be brought to justice.
- The partnership's core projects including Specialist Domestic Violence Court, Sanctuary, Domestic Violence One Stop Shop, IRIS and the Multi-Agency Risk

Assessment Case-conference all focus on supporting victims and prevention as a whole.

Non-Domestic Violence With Injury (VWI)

- Utilising CCTV to identify and secure convictions against the most prolific offenders
- Utilising judicial restrictions and offender management to moderate offending behaviour

First 12 months – what will we do?

- Deliver a VAWG training programme to raise awareness including VAWG Champions Project, 'whole school' approach, 3 day compulsory training for Children Social Care social workers on VAWG, Local Safeguarding Children Board Domestic Violence Training and harmful practices to improve early identification assessments and partnership approach to prevention.
- Increase number of domestic abuse reports and access to specialist services via the delivery of core projects and campaigns.
- Improve Sanction Detection rates for Violence with Injury (domestic and non-domestic), i.e. offences brought to justice
- Increase reporting of domestic abuse and sexual violence to the Police and partner agencies.

Non-Domestic Violence With Injury (VWI)

- Introduce electronic neighbourhood Watch (OWL) to provide a platform for crime prevention and the securing of community based intelligence.
- Deliver VWI victim satisfaction plan utilising 1st victim contact methodology designed by Tower Hamlet CID (mentioned above).

What will have changed at the end of this Plan?

- Reduced the number of violence victims in the borough
- Increased awareness of all forms of Violence Against Women and Girls
- Increased access to support and protection for victims of domestic abuse

Non-Domestic Violence With Injury (VWI)

- More offenders brought to justice
- Improvement to non-domestic VWI detection rate
- Uplift in victim satisfaction (as measured by the User Satisfaction Survey)
- Criminal Behaviour Order pathway to be refined & implemented
- Successful monitoring and behaviour change of known offenders through Integrated Offender Management adoption.
- Non-domestic VWI reduction within hotspot areas (known for ASB) and night-time economy areas.

Priority Performance Indicator for 2017/18 Quarterly CSP Monitoring:

- 1) Increased number of VAWG champions from wide range of professions
- 2) Increase the number of domestic abuse reports to Police

- 3) Violence with Injury reduction in hotspot areas (known for ASB) and night-time economy areas
- 4) Number of victims of Serious Youth Violence

Priority C: Hate Crime, Community Cohesion and Extremism

Why is this important?

The Borough is a diverse and tolerant place, where the vast majority of people treat each other with dignity and respect. Unfortunately there is a small minority of people who don't hold those same values and perpetuate hate. Hate crimes are committed on the grounds of prejudice against people who are different than the perpetrator in some way.

The experience of prejudice and hate isn't limited to one particular group. Hate incidents and crimes are committed against people of or perceived to be of different:

- Race / Ethnicity
- Religion / Beliefs
- Age*
- Disability
- Sexuality
- Refugee / Asylum Status*
- Gender / Gender Identity
- Any other (actual or perceived) differences*

*Included in Tower Hamlets definition, but not Metropolitan Police or Crown Prosecution Service

It is important to undertake some proactive work to challenge hate through fostering community cohesion i.e. help in creating a community where the diversity of people's backgrounds and different circumstances are appreciated and strong positive relationships are formed between people from different backgrounds. In addition to addressing hate a more cohesive community allows those from different backgrounds to have similar life opportunities and creates a common vision and a sense of belonging amongst all people in the community.

Tower Hamlets prides itself in being a welcoming and vibrant community that resists all forms of extremism both internal and external to the borough. Unfortunately the community in Tower Hamlets is not alone in having experienced the devastating effect of extremism on families living in the borough.

Extremism is defined as: *“vocal or active opposition to fundamental, British values, including democracy, the rule of law, individual liberty and mutual respect; and tolerance of different faiths and beliefs. Extremism also includes calls for the death of our armed forces.”*

What is our focus?

The Borough's diversity is one of its greatest strengths with the richness, vibrancy and energy that our communities bring. As a partnership we are committed to:

- To raise awareness of hate crime so that victims feel confident to report earlier and obtain specialist support in order for perpetrators to be brought to justice
- Strengthen community cohesion by building both community leadership and personal responsibility

- Prevent extremism and people becoming involved in it

The Partnership will work together to address all forms of hate, with specific activity targeting under-reported, more prevalent or emerging types of hate crime.

First 12 months – what will we do?

- Continue to develop and deliver action plans to impact on all forms of hate and agree and publish a borough wide approach to community cohesion.
- Increase the number of hate incidents reported and access to specialist services via delivery of core projects and campaigns
- Continue holding quarterly and emergency TMG meetings and take forward actions to prevent and mitigate community tensions.
- Deliver training and support to frontline staff and those with responsibilities under the Prevent Duty, to ensure clarity and efficiency of the referral process

What will have changed at the end of this Plan?

- A partnership action plan to address all forms of hate and a published approach to community cohesion
- Increased access to support and protection for victims of hate incidents
- Mitigated incidents of community tension and increased community cohesion.
- Better operation of the referral process following review and increased training and communication of the process itself to relevant individuals and institutions

Priority Performance Indicator for 2017/18 Quarterly CSP Monitoring:

- 1) Increased Victim Satisfaction levels with Victim Support Service
- 2) Number of incidents of hate reported to Police
- 3) Number of offences of hate reported to Police
- 4) Number of Prevent training, engagement and workshop sessions delivered per quarter

Please Note:

Community Cohesion is unable to set a quarterly priority performance indicator as [the](#) only existing and meaningful performance indicator is measured annually in Annual Residents Survey.

Priority D: Reducing Re-offending

Why is this important?

We know that 50% of all crime is committed by individuals (both young people and adults) who have already been through the criminal justice system, with re-conviction rates for some offenders reaching over 70%.

Integrated Offender Management (IOM): Like most boroughs, there are a relatively small number of people who carry out the majority of criminal acts. By targeting resources at these prolific offenders, to improve support provided for those who wish to change their lives in a positive way and fast-track the prosecution process for those who refuse to change, we aim to reduce the number of prolific offenders.

Young People: The Crime and Disorder Act 1998 created Youth Offending Teams and places all those working in the youth justice system under a statutory duty to have regard to a principal aim of preventing offending by children and young people. Our youth justice service deals with 10-17 year olds who commit an offence, or are alleged to have done so, from the first point of contact with the police through, for those convicted, to completion of sentence.

Gangs & Youth Violence: Gang related and non-gang related youth violence remain an issue for the borough; Tower Hamlets has both a high number of young people involved with gangs and gang related offending and of young people carrying bladed weapons and committing knife offences. In the year ending March 2017 the borough recorded both the third highest number of gang related offences of any London borough and the third highest number of knife offences with injury committed by people under 25, although this is a marginal improvement on the previous year, when we recorded the highest and second highest respectively.

Gun crime: Tower Hamlets doesn't currently experience the problematic levels of gun crime experienced by boroughs with similar levels of gang related offending. We will diligently monitor levels of gun crime to ensure this remains the case.

Acid Attacks: There is an emerging trend across London and nationally of acid attacks. Recently in London, these have been the use of acid and corrosive substances as a weapon for robberies. Whilst historically the majority have been honour based or domestic revenge attack motivated, however local misperceptions have been that they are hate crime motivated, which a few have been in London in the past.

The Metropolitan Police and partners in the borough remain committed to address this emerging trend, and will both welcome and utilise any further legislation from government for powers to control the sales, enforce the law and increased sentencing of perpetrators, as well as specialist support to those who have been a victim.

Working in partnership with the Local Safeguarding Children Board to reduce the crimes that cause most harm to children and young people, such as knife crime, gang

related violence, serious youth violence and sexual abuse, child sexual exploitation and other safeguarding issues in the borough.

What is our focus?

Integrated Offender Management (IOM)

- The sole purpose of IOM is to reduce adult re-offending amongst the most prolific offenders, with priority offences in-scope including burglary, motor vehicle crime and pedal cycle theft.

Reducing Re-offending & YOT Management Board Priority Performance Indicators

- Young People: YOT Reoffending Rates (Binary Rate, % of young people in the with YOT Orders who go on to re-offend)

Burglary

- Utilising judicial restrictions and offender management to moderate offending behaviour

First 12 months – what will we do?

Integrated Offender Management (IOM)

In partnership with local agencies, IOM will assist in delivering parts of the Police and Crime Plan, including a drive to utilise ASB powers with an emphasis on Criminal Behaviour Orders (CBOs) with both positive and prohibitive requirements put in place.

With Gripping the Offender extended for a further 18 months, IOM will continue to utilise all aspects of the MOPAC commissioned services to ensure all offenders are effectively targeted and provided with the help and support they require.

There will be an emphasis on working with Housing Providers to ensure tenancy agreements are not being breached, with an open communication channel in place between them and partners, to benefit from this unique position to effectively target offenders.

Explore cross-border work with neighbouring boroughs, with the opportunity to align resources and provide effective management of offenders across borough boundaries.

Gangs, Guns and Knife Crime

We will introduce and embed a truly partnership 'Multi Agency Gangs Meeting' to case manage those who pose the most risk in relation to gangs, firearms and knife crime. Establish a more tactical Gangs, Youth Violence and Exploitation Partnership Meeting to better identify and address blockages in practice and partnership working to promote an integrated community facing prevention strategy and a rapid co-ordinated response to serious incidents.

We have set up a Task and Finish Group to bring key partners together and develop an Action Plan in response to the current increases in knife crime volume for under 25 year olds and repeat victimisation. We will also conduct a long term review of the

current strategies in the borough, taking into account the implications of the new London Knife Crime Strategy 2017 and any updates to the Home Office's Strategy, in order to enhance prevention and intervention locally.

We will utilise new MOPAC funding to enhance and refine our preventative work to either not carry knives in the first place or where they are already carrying them, to desist from doing so and to support more young people to step away from gang involvement and to do so earlier.

Provide support to Secondary School Heads, so that knife crime is recognised as a borough-wide issue, not just one relating to individual schools, which will help in breaking down barriers which can arise when we try and engage with schools on this issue.

Establish a network of 'Safe Havens' to encourage more reporting of violent crime, particularly amongst young people.

Encourage the Police to utilise Stop and Search Powers in relation to knife crime.

There are too many stabbings with no known suspect, currently one of the highest boroughs in London, which stems from victims not wanting to engage with the Police. We will develop a partnership response to young knife crime victims to promote their confidence in and willingness to engage with the Police.

Other emerging weapon enabled crimes include the use of acid and corrosive substances in robberies in the borough, so we will set up a Task and Finish Group to bring key partners together to develop an action plan to address this.

Young People

Safeguarding is a crosscutting theme and one of the core priorities in the new Plan is to reduce the crimes that cause most harm to children and young people such as knife crime, gang related violence, serious youth violence and sexual abuse. Working with the LSCB and Youth Offending Board, we aim to:

- Reduce young people's chances of becoming victims of crime.
- Reduce first time entrants to the Youth Justice System.
- Reduce the number of young victims of knife crime.
- Tackle child sexual exploitation and other forms of criminal exploitation linked to active drugs markets in the borough.
- Develop analysis of trends and patterns of youth offending and re-offending.
- Continue to work effectively with partners and improve the partnership approach including the participation in a peer Review of the YOT Management Board.
- Establish a hub and bespoke delivery model for the provision of education, training and employment support for children and young people in the criminal justice system and utilise existing services including the council's new WorkPath programme

- Deliver relevant and good quality group intervention programmes in partnership

Burglary

- Secure 20 Criminal Behaviour Orders (CBOs) against prolific burglars
- Adopt 20 burglars to IOM cohort for robust management in the community
- Identify repeat venues and target harden through expert advice from Designing Out Crime Officers and commitment of landlords
- Widen reach of Met Trace
- Target second hand markets (outlet for stolen property) through regular engagement and enforcement
- Develop cross border intelligence on known offenders/groups
- Subject specific crime prevention campaigns utilising more social media tool (Facebook etc.)
- Introduce electronic neighbourhood Watch (OWL) to provide a platform for crime prevention and the securing of community based intelligence
- Deliver burglary victim satisfaction plan, to improve the victim's satisfaction with the level of service they receive from the Police and other partner agencies providing support

What will have changed at the end of this Plan?

Integrated Offender Management (IOM)

- Partner agencies will be working together to avoid duplication

Young People

- The current trend of increasing numbers of First Time Entrants to the Youth Justice System will be reversed

Gangs, Guns and Knife Crime

- A greater partnership integration and problem-solving in relation to gangs, knives and guns in the borough

Burglary

- Uplift in victim satisfaction (as measured by the User Satisfaction Survey)

Priority Performance Indicator for 2017/18 Quarterly CSP Monitoring:

- 1) Multi-Agency Public Protection Approach (MAPPA): Number of L3 offenders committing a serious offence within the period of supervision
- 2) IOM: Number of Red to Amber offenders with a substance misuse need versus the number where that need has been met
- 3) Number of Red and Amber offenders with an Education, Training and Employment (ETE) need versus the number where that need has been met
- 4) Number of First Time Entrants to the Youth Justice System

Linked Strategies and Evidential Documents

The Community Safety Partnership does not exist in isolation, it is part of a series of key strategies in the borough which set out how local services will support and improve the lives of local residents. Sitting above this collection of strategic plans is the overarching 2015 Tower Hamlets Community Plan, which itself is based around 4 key themes:

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

There are also 4 cross-cutting themes:

- Empowering residents and building resilience
- Promoting healthier lives
- Increasing employment
- Responding to population growth

The Community Safety Partnership Plan 2017-20, the strategic aims and the activity against these aims are linked to other community plan delivery groups' strategies and their subgroup delivery plans, which all aim to improve the lives of people in Tower Hamlets:

- Tower Hamlets Community Safety Partnership Strategic Assessment 2016
- Community Safety Plan Priorities, Public Engagement & Consultation Report
- Joint Strategic Needs Assessment – this evidential product (similar to the CSP Strategic Assessment) is used to inform both the Health and Wellbeing Strategy and the Community Safety Partnership Plan.
- Health and Wellbeing Board Strategy
- Gang Strategy
- 2016-19 Children and Families Plan
- Partnership Anti-Social Behaviour Blueprint & Action Plan
- London Policing and Crime Plan 2017-20
- Violence Against Women and Girls Strategy 2016-19
- MPS Control Strategy
- Prevent Strategy
- Knife Crime Action Plan

<p>Cabinet</p> <p>31 October 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Corporate Director of Children’s Services - Debbie Jones</p>	<p>Classification: Unrestricted</p>
<p>Funding for additional Youth Activity</p>	

Lead Member	Councillor Abdul Mukit, Cabinet Member for Culture and Youth
Originating Officer(s)	Ronke Martins-Taylor and Claire Belgard
Wards affected	All
Key Decision?	Yes
Community Plan Themes	A Great Place to Live A Safe and Supportive Community A Healthy Community

1. EXECUTIVE SUMMARY

- 1.1. This report summarises the additional funding required for Youth Service from Council reserves for the year 2017-18 and how the projects identified will be funded in future years.
- 1.2. The report also introduces the new youth service outcomes framework which has been coproduced with stakeholders and will be used to measure outcome of the service
- 1.3. Additional funding of £300,000 is requested and this will be allocated to the following three projects
 - A youth innovation fund delivered through an annual youth grant
 - A Youth Service eleven year old pilot; and
 - A Team Arts
- 1.4. This proposal has been discussed with the Mayor and Lead Member.

Appendices to the report

Appendix A – Outcomes Framework

The outcomes framework has been coproduced with stakeholders over a series of events and meetings between June and September 2017.

The keywords included in the framework are Agency, Accountability, Accessibility, Trust and Safety

The Youth Council have developed these keywords into a series of / pledges / statements that represent the youth services offer to young people in Tower Hamlets and the changes sought by 2020

The Youth Council will be presenting their pledges to Cabinet

RECOMMENDATIONS

The Mayor in Cabinet is recommended to:

1. Approve the allocation to the Youth Service of £300,000 additional funding from Council reserves on the items set out in the main body of this report.

2. ALTERNATIVE OPTIONS

- 2.1. A number of alternative restructure options were considered to transform the youth service these are set out below:

2.1.1. **Do nothing:** The option to do nothing was considered but this was rejected.

2.1.2. **Youth innovation fund:** The priority to deliver a youth innovation fund was identified in the 2016 youth consultation of young people. The option to fund this from existing base budget was explored but this would impact on the activity budgets available for universal youth hubs and would have a negative impact on the activities available so was rejected for the year 2017-18.

2.1.3. **Eleven year old youth activity:** The Council and partners provide a range of services for children and young people of all ages through youth services, children's centres, holiday childcare schemes and a thriving local voluntary sector. Through consultation in 2016 the youth service made a decision to extend access to its universal youth hubs to 12 year olds but rejected a proposal to reduce this to 11 year olds. Children between the ages of 11 and 12 may be in need of additional support as they transition from primary to secondary school and this pilot will identify and support the most vulnerable of this cohort. Alongside this the youth service will complete a mapping of voluntary sector provision for this age group and ensure this information is available to the Family Information Service as well as exploring further the practicalities of introducing 1:1 support through the Early Help and Transitions Team.

2.1.4. **Team Arts:** The A Team Arts is recognised as a valuable and award winning specialist arts provision that the Council wishes to retain but which could not be supported in 2017-18 from the youth service base budget. Funding from Council reserves is requested for this financial year whilst a base budget growth bid

has been submitted for future years. A Team Arts moved from Arts and Events to the Youth Service in April 2017 as this will enable the services provided to be embedded into the universal youth hubs and increase accessibility to a wider range of young people.

- 2.2. Having considered the options, funding of £300,000 from Council reserves is requested for the year 2017-18.

3. DETAILS OF THE REPORT

- 3.1. At the meeting of Cabinet on 10th January 2017 the Mayor announced an intention to provide an additional £300,000 funding for the Youth Service for one year.

- 3.2. This report sets out the intentions for this funding in the following areas:

- 3.2.1. **A Youth innovation fund delivered through an annual youth grant:** When consulted sixty-three percent (63%) of young people surveyed in 2016 indicated that they wanted the Youth Service to create a youth innovation fund.

The Youth Service intend to create a £60,000 fund and to commission a community or voluntary sector (CVS) organisation to run the youth innovation fund on Youth Service's behalf. The CVS organisation would receive applications from young people under the following youth leadership categories which were identified by young people in the 2016 youth survey:

- Young Mayor's priorities
- Culture /community cohesion/ integration;
- Youth innovation and technology
- Youth enterprise and business

The long term plan for the youth innovation fund is for service users to determine whether they wish to continue the fund in future years, if this is the decision of service users it will be accommodated within the £320,000 activity budget as part of Youth Services base budget

- 3.2.2. **A Youth Service eleven year old pilot:** When consulted in 2016 eighty-nine (89%) of young people indicated that they wanted the Youth Service to prioritise working with younger people aged 12 years plus. As a result, the Youth Service will provide youth activities for young people from age 12. Following Youth Services's restructure, Children's Centres provide youth activities for young people up to their 11th birthday. However, there is a gap in the provision of youth activity for 11 year olds (i.e. children who are aged 11 and up to their 12 birthday).

It is proposed to use the funding to provide a £70,000 pilot junior youth activity programme for children in their 11th year (from the first day of their 11th birthday up to the last day of their 11th year). The pilot junior youth activity programme will have two parts to it:

- 3.2.3. **A term-time only targeted programme:** This will be aimed at eleven (11) year old children (at the end of year 6 and in year 7 but who are not yet aged 12) who have been referred to the targeted programme for additional support by, for example, the youth service's targeted youth support team, primary schools, secondary schools, or children's centres. Through the targeted programme, children will be supported to participate in specific programme activities and to have fun in a safe environment. The outcome for this programme is that through early identification children, who may, for various reasons, be at risk of disengagement due, for example, to early signs of adolescent mental health issues, worries about transition to secondary school etc. will through the additional support offered be less likely to need targeted service in future.
- 3.2.4. The targeted programme will be delivered afterschool, on 1 day of the week, over a rolling 10 week period during term-time. It will offer children opportunities to play and to participate in short (half hour) topic led sessions which could include, for example, sessions on "what makes me angry"; "the most difficult people in my life". The targeted programme will be held afterschool from 3.30 pm to 5.30 pm;
- 3.2.5. **A universal access holiday programme:** All children who attend the term-time targeted programme will be expected to attend the universal holiday programme; and in addition a wider group of 11 year olds will also be offered the opportunity to attend the free day-time holiday programme which will run 2 days a week during the holiday period. The outcome from this is that we would like children from this age group to be engaged in constructive activities through the holiday periods.
- 3.2.6. **Referral to the pilot programme:** Referrals of children to the targeted programme will be received via an application form sent through the Youth Service.

The long term plan for the 11 year old pilot is for the youth service to enable a mapping of the provision for 6-11 year olds who do not have a younger sibling engaged with children's centres and for 11-12 year olds who do not have access to youth centres and ensure this is promoted through the Family Information Service.

Additionally the youth service will provide a dedicated 1:1 service for the most vulnerable 11-12 year olds through the Early Help and Transitions Team from April 2018. The number that can be supported through this service will be determined through evaluation of the pilot.

- 3.2.7. **A Team Arts:** At the meeting of Cabinet on 10th January 2017 the Youth Service Transformation Report was presented and agreed by Cabinet. The report included the three year budget for the youth service which had been developed through the Medium Term Financial Planning Process. The Cabinet report included staffing

costs and the costs of Universal and Specialist Commissioning. The report did not include the costs for funding the A Team Arts, a team located in Arts, Parks and Events which had received £170,000 of youth service funding over several years.

The Youth Service is proposing to use £170,000 of funding from Council reserves as a temporary budget for A Team Arts in 2017/18. The £170,000 includes a £62,000 project budget. A growth bid has been submitted for an increase in base budget from April 2018 to cover the cost of A Team Arts in future years.

If the funding for A Team Arts is not drawn down there is a risk the Youth Service will overspend against its 2017/18 budget. The £1.8 million savings required of the Youth Service in 2017/18 mean that the Service's budget cannot be stretched further to accommodate the unfunded costs associated with A Team Arts.

The A Team Arts delivers high quality programmes and achieves good outcomes for its participants including accredited qualifications. A Team Art has good record of its participants continuing to study the arts at degree level however the numbers participating are relatively low. In April 2017 The A Team Arts moved from Arts and Events into the Youth Service as a specialist arts hub operating from The Brady Centre. In addition to this The A Team is now working closely with the Universal Youth Hubs and commissioned providers to deliver more outreach and taster sessions, aimed at extending access of this quality provision to a wider range of young people.

The long term plan for A Team Arts is to support the project through an increase in base budget from April 2018 which has been requested through a growth bid. If this bid is unsuccessful it may be necessary to further reduce staffing numbers or the number of directly delivered universal hubs in order to continue to support A Team Arts but this would be subject to consultation with members.

- 3.3. The Youth Service is requesting £300,000 funding from Council reserves for 2017-18 and has laid out in this report how we intend to sustain these projects in future years.

4. CONCLUSION

- 4.1. This proposal has been discussed and agreed with the Mayor and Lead Member.
- 4.2. As part of the next steps, and subject to Cabinet approval, the Youth Service will undertake an electronic request for quotation procurement exercise for the youth innovation fund delivered through a youth annual grant; and for the Youth Service eleven year old pilot.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1. The Youth Service has a budget of £3.992m for 2017/18. There is currently an unfunded budget pressure of £0.170m in 2017/18 for the A Team Arts costs. If this pressure is funded from Council reserves in 2017/18, there would be a requirement for a growth bid as part of the Council's MTFs process to fund the team from 2018/19 onwards.
- 5.2. The balance of £0.130m represents the amount required to fund the Youth Innovation Fund and 11-year old Youth Service pilot projects in 2017/18. Due to the delay in the commencement of the pilot, it is expected that the costs will run over into 2018/19. Therefore, there will be a requirement to draw down the total funds from Council reserves during 2017/18 and 2018/19.

6. LEGAL COMMENTS

- 6.1. 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.
- 6.2. The Mayor, Executive, Committees of the Executive and any officer may only take decisions which are in line with the budget. If a decision which is contrary to or not wholly in accordance with the budget approved by Council, then that decision may only be taken by Council.
- 6.3. Whilst there is no strict legal definition of grant, a grant is in the nature of a gift and is based in trust law. However, grants are often given for a purpose so it is sometimes unclear whether a grant has been made or the arrangement is a contract for services.
- 6.4. There will be many grants which are made by the Council for the purpose of discharging one of its statutory duties. However, as a grant is in the nature of a gift, it is considered there must be some element of discretion on the part of the Council as grantor as to whom a grant is made to and whether this is made. If the Council is under a legal duty to provide a payment to a specific individual or organisation, and cannot lawfully elect not to make such a payment, then that should not amount to a grant.
- 6.5. In the case of a Youth innovation fund delivered through an annual youth grant, the Council is not under a legal duty to make the payments and as the payment is discretionary, it is therefore a grant and as this is a grant then pursuant to the Mayor's Executive Scheme of Delegation the Mayor has delegated decisions in relation to grants to the Grants Determination Sub-Committee. Therefore any decisions in relation to the awards of such a grant are to be made by the Grants Determination Sub-Committee.
- 6.6. When considering whether to allocate additional funding to Youth Service budget, regard must be given to the Council's Best Value Duty. The Council

is obliged as a best value authority under section 3 of the Local Government Act 1999 to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness” (the Best Value Duty).

- 6.7. 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. There are no specific equalities implications associated with this proposal.
- 7.2. The continued delivery of innovative youth activity and A Team Arts ensures that the Council has due regard to the need to advance equality of opportunity and foster good relations between young people who share the protected characteristic associated with age.

8. BEST VALUE (BV) IMPLICATIONS

- 8.1. Commissioning the aforementioned provision will ensure that the Council achieves best value for the provision of future services.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1. None specific to this report.

10. RISK MANAGEMENT IMPLICATIONS

- 10.1. None specific to this report.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 11.1. The delivery of this proposal will support the reduction of crime and disorder committed by children and youth people.
- 11.2. The provision of a high quality youth activity for 11 year old, youth innovation and the continued delivery of A Team Arts will ensure that young people at risk of involvement in anti-social behaviour or crime are provided with additional support. This will support the Council's efforts to resolve such behaviours where they occur in the community.

12. SAFEGUARDING IMPLICATIONS

- 12.1. The delivery of this proposal will support the safeguarding of children and young people.

12.2. The provision of a high quality youth offer for vulnerable young people will support the Councils efforts to ensure that young people at risk are appropriately safeguarded.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix A – Outcomes Framework

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

- None

By 2020, all young people in Tower Hamlets will be inspired to take ownership of their lives and their futures, and to effect positive change in their communities					
Young people will have an increased sense of agency in their lives and their communities		Young people feel more optimistic about their futures	Young people are better able to access holistic and supportive opportunities across the borough of Tower Hamlets	Young people increase their critical thinking skills	
User voice measures	Quality measures	Output measures	Progress indicators	Change sought by 2020	Leading to
<p>Do you feel able to hold decision makers to account? (yes/no)</p> <p>Do you feel able to access the information you need to made decisions about your future? (1-5)</p> <p>Do you feel safe and included in your local community? (1-5)</p> <p>Do you feel able to create positive change in your community? (1-5)</p> <p>Do you feel able to make the decisions you need to make to create positive change in your life? (1-5)</p> <p>Do you feel able to take an informed view on key issues affecting you or your community? (yes/no)</p> <p>What else could we offer here? (open)</p> <p>Micro survey – regular completion dependent on nature of provision (i.e. could be monthly, weekly etc) with three questions at a time, rotating</p> <p>Quarterly focus groups with young people (could link to existing youth forum)</p> <p>Data collated and fed back to staff and young people in real time, alongside “you said.. we did...”</p>	<p>Young people have an active role in service design, delivery and evaluation and know how their involvement influenced change</p> <p>Young people are supported to identify, articulate and record their goals by the third engagement with the youth service</p> <p>Higher level need is identified early, and a programme of support in place</p> <p>Staff engage regularly in reflection and peer review</p> <p>Proportion of young people engaged in service design, delivery and evaluation projects</p> <p>Proportion of young people who sustain their engagement, and/or progress onto other youth voice and associated initiatives</p> <p>Proportion of delivery settings that communicate on an ongoing basis about the outcomes of youth engagement</p> <p>Proportion of young people articulating and recording goals, and supported to review regularly</p> <p>Time between first contact and ISP</p> <p>Regular reviews of ISP suggest progress being made (including feedback from young person)</p> <p>Proportion of staff engaged in reflection and peer review quarterly</p>	<p>Engagement of young people as a proportion of Tower Hamlet’s youth population</p> <p>Proportion of young people engaged and on IYSS</p> <p>Numbers of volunteers</p> <p>Accredited outcomes</p> <p>Numbers on ISPs tracked over time</p> <p>Proportion of young people with a consistent relationship with youth worker (on ISP)</p>	<p>Numbers of young people involved in participation projects has increased as a percentage of overall young people engaged</p> <p>Overall positive direction of travel against goals</p> <p>Increase in numbers of referrals being picked up and acted upon universal service</p> <p>Increased numbers of volunteers</p> <p>Increased numbers of young people on ISPs with a consistent relationship with a youth worker</p> <p>Improving feedback scores from young people</p>	<p>More young people have an increased sense of agency in their lives and their communities than the 2017-18 baseline</p> <p>More young people feel more optimistic about their futures than the 2017-18 baseline</p> <p>More young people are better able to access holistic and supportive opportunities across the borough of Tower Hamlets than the 2017-18 baseline</p> <p>More young people increase their critical thinking skills than the 2017-18 baseline</p> <p>Note: set targets after baseline</p>	<p>Accountability</p> <p>Accessibility</p> <p>Trust</p> <p>Safety</p> <p>Agency</p>

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<p>Cabinet</p> <p>31 October 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Debbie Jones, Corporate Director of Children's Services</p>	<p>Classification: Unrestricted</p>
<p>Youth Service Scrutiny Challenge Session Action Plan</p>	

Lead Member	Councillor Abdul Mukit, MBE, Cabinet Member for Culture & Youth
Originating Officer(s)	Afazul Hoque, Interim Service Manager, Strategy, Policy & Performance (Governance) & Ronke Martins-Taylor, Interim Divisional Director of Youth and Commissioning (Children's Services)
Wards affected	All Wards
Key Decision?	No
Community Plan Themes	A Great Place to Live & A Safe & Cohesive Community

Executive Summary

This report submits a report and action plan in response to the recommendations of the Scrutiny Challenge Session on Youth Services.

Recommendations:

The Mayor in Cabinet is recommended to:

- Note the report and recommendations of the Scrutiny Challenge Session on Youth Services as set out in Appendix 1.
- Approve the action plan in Appendix 2 which sets out the Council's response to the recommendations of the Scrutiny Challenge Session.

1. REASONS FOR THE DECISIONS

- 1.1 The Council's constitution requires the Executive to respond to recommendations from the Overview and Scrutiny Committee. The action plan within this report outlines the Executive response to the 8 recommendations from the Scrutiny Challenge Session on Youth Services.

2. ALTERNATIVE OPTIONS

- 2.1 To take no action. This is not recommended as the proposed recommendations are strategic, measurable and attainable. A timetable for delivering the recommendations has been agreed by the Directorate and is attached in appendix 2.
- 2.2 To agree some, but not all recommendations. All of the recommendations are achievable at little additional cost to the organisation.

3. DETAILS OF REPORT

- 3.1 As part of its work programme for 2016/17 OSC agreed that it would hold a challenge session on Youth Services which was led by Councillor Julia Dockerill (Scrutiny Lead for Children's Services at the time).
- 3.2 The challenge session was carried out in the context of an ongoing consultation on a proposed reorganisation of the Integrated Youth and Community Service ("the youth service").
- 3.3 The challenge session was prompted by concerns about whether the significant changes made to the youth service (i.e. the interim delivery model put in place from July 2016) and the larger changes to come as a result of service review and reorganisation, adequately address the "lessons learned" from previous shortcomings in service delivery and provide the right service for local young people.
- 3.4 The challenge session aimed to ensure that the future plans for the youth service had properly absorbed "lessons learned" from past work and that innovative approaches had been explored to achieving the desired outcomes.
- 3.5 Three main areas of focus during the challenge session were:
 - the resilience of the service;
 - the staffing of the service; and
 - the approach to outreach.
- 3.6 The investigations and reviews carried out by, and into, the youth service had identified a range of practice issues that required addressing. These ranged from very serious allegations of fraud and malpractice; to poor communication with and engagement of young people in the youth service.
- 3.7 A number of these practice issues were discussed during the challenge session in addition to other related topics. The report appended sets out the practice issues, lessons learned, and summary of discussion in relation to them, and recommendations arising from this.

3.8 In summary the recommendations are:

Recommendation 1: The youth service should work with other Council departments, as well as other public and private sector employers, to take best advantage of potential apprenticeships as a means of offering work experience and career opportunities for all youth service users.

Recommendation 2: The youth service to work with the community and voluntary sector to develop a new performance and outcomes framework, that is aligned to the wider directorate and corporate frameworks, that includes activity, input, output, outcome and impact indicators; and which is more nuanced to the communities in which young people live and where youth activity is delivered.

Recommendation 3: The youth service should, as part of its regular consultation activity, ensure that the opinions and preferences of female service users are proactively sought.

Recommendation 4: Following implementation of the new organisational model in the youth service (and within a year), convene a focus group of service users to assess the impact of changes to the service with a view to them reporting back to Overview & Scrutiny Committee.

Recommendation 5: The youth service should work with its own internal youth workers, commissioned youth activity providers and independent youth activity providers to produce a joint timetable of youth activity for the benefit of Tower Hamlets' young people.

Recommendation 6: The youth service should ensure that all mainstream and commissioned provision of youth activity and services is appropriately connected, through referral mechanisms and relevant fora, to the services supporting vulnerable children and families e.g. early help services and social care.

Recommendation 7: The youth service should build on the successful pilot of joint-working between the Police, the Council's Rapid Response Team and commissioned providers or Council youth workers, and have a more direct role in the Anti-Social Behaviour tasking group.

Recommendation 8: The youth service should explore alternative funding sources to supplement the existing resources available in order further develop facilities and expand its offer to young people.

- 3.9 A comprehensive action plan has been developed (Appendix 2) responding to the eight recommendations set out in the scrutiny challenge session report in Appendix 1. This includes a number of actions that the youth service has already taken and has agreed to undertake to meet the recommendations.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The action plan is informed by the recommendations from the Scrutiny Challenge Session on Youth Services. Implementation of the action plan will be funded from within Youth Services 2017/18 budget of £3.8m. Assurances have been provided that these actions can be carried out within existing resources. The costs of implementing these works will be monitored monthly as part of the Council's budget management process.

5. LEGAL COMMENTS

- 5.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework for the Executive to provide a response and it is reasonable for the Committee to be provided with progress updates.
- 5.2 The recommendation set out in this report to approve the action plan is consistent with a number of general duties of the Council. The Council has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness by virtue of section 3 of the Local Government Act 1999. This is known as its Best Value Duty
- 5.3 Pursuant to section 507B of the Education Act 2006 the Council has a duty to provide facilities for education and recreational leisure time activities for all 13 to 19 year olds and some 20 to 24 year olds. This duty can be achieved either by in-house provision or under contract. The Council also has a duty under section 10 of the Education and Skills Act 2008 to exercise its functions so as to promote the effective participation of young people in its area who are under a duty to be in employment, education or training. The Council must ensure that when making decisions in respect of the design of Youth Services, it continues to comply with these duties.
- 5.4 When deciding whether or not to approve the action plan, Cabinet must also 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 characteristics and those who do not (the public sector duty). This must consider both the impact on service users, as well as the impact on staff.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The focus of this review has been to ensure a good quality service for all young people in the borough. The recommendations note the need to ensure user feedback is sought and used to ensure that the service offer is appropriate for all users, and makes particular reference to the needs of female service users being addressed more actively. These recommendations support the Council's duties under the Public Sector Equalities Duty.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Several of the recommendations and actions aim to achieve better value for the Council within the resources available. There are recommendations around the youth service exploring external funding and the use of apprenticeships which will assist the Council in achieving value for money and achieving its Best Value Duty.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no direct greener environment implications arising from the report or recommendations.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 There are no direct risk management implications arising from the report or recommendations.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 The report considers the interface between the youth service and anti-social behavior and makes recommendations for how the service can support efforts to reduce anti-social behaviour

11. SAFEGUARDING IMPLICATIONS

- 11.1 There are no direct safeguarding implications arising from the recommendations and actions.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – Youth Service Challenge Session Report (including its own appendices)
- Appendix 2 – Action Plan

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

- List any background documents not already in the public domain including officer contact information.

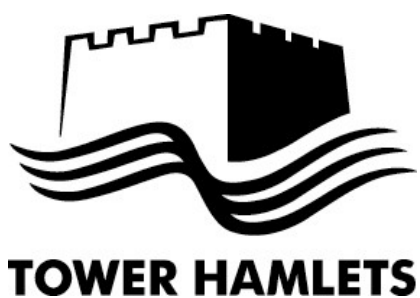
- None

Officer contact details for documents:

- N/A

Youth Services

Scrutiny Challenge Session Report



London Borough of Tower Hamlets

March 2017

Tower Hamlets' youth service has had an extremely rocky ride over the past few years following allegations that council resource had been seriously misused. The workforce is demotivated, user numbers have been declining and the residential population has lost confidence in the council's ability to engage our borough's young people in a positive and purposeful way.

The youth service has also been delivering poor value for money, with £1031 spent on each person with which the youth service has come into contact, equivalent to £278.59 per head of the total 13 to 19 population - significantly higher than the per head cost in comparable boroughs such as Greenwich (£56.42), Lambeth (£147.51) and Southwark (£81.55). The council has also failed to meet even halfway its own targets on annual contacts, which in 2015/16 stood at only 6790 against a target of 13 782. We must now start demanding far more robust outcomes for this cost outlay, and from the youth service's 171 employees.

In July 2016, an interim delivery model was put in place in order to address the challenges facing the youth service. This saw the closure of eighteen of the borough's twenty-six youth venues, with the remaining eight turned into youth hubs. The Cabinet subsequently agreed in January 2017 to restructure the youth service using this hub-based model alongside a 'mixed economy' of services – some internally delivered, others provided by external partners.

My scrutiny of the youth service aimed to establish a sense of whether the borough has properly learned the lessons from previous shortcomings in service delivery and whether the interim model and new organisational structure are likely to provide the right service for our young people and for residents.

The engagement of external partners, service users and councillors in this exercise was unfortunately relatively limited and it should therefore be borne in mind that the recommendations in this report are not based on as comprehensive a picture of current services as I would have liked. Nonetheless, I wish to thank those partners who did engage with the Challenge Session – it was an interesting, enlightening discussion, conducted in a constructive spirit uncharacteristic of full council debates on the youth service.

I should also like to thank Ronke and Claire, the two officers who are leading the youth service reforms. Both have a genuine desire to make ours the best youth service in the capital, and have expertise from their work in other boroughs to impart. Theirs are ambitious aims and I dearly hope they succeed in fulfilling them. Insofar as I may offer a recommendation to the council's leadership, it would be to empower them to be as bold and user-focused as they would like to be. The greatest risk, as I see it, is that Tower Hamlets orthodoxy will take hold and the council will continue to spend huge resource in areas which do not deliver the most positive outcomes to service users. Indeed I was struck by the observation of one Labour councillor, with many years' experience in the borough, that 'we all

know the youth service has been a mess for thirty years'. It would be a terrible shame for this mess to continue when the ingredients are in place for substantial improvement to take hold.

The council leadership has made its decision on which service model to pursue and the recommendations of this report therefore sit within those parameters. However had those parameters not been in place, I would have liked to recommend a sea change in approach in which the borough offers a much more targeted service to those young people in the borough who would benefit the most from a tailored programme of mentorship and support while external partners, currently operating very successfully within the borough, could aim to fulfil the universal service that Tower Hamlets wishes to offer all young people. Many external providers run extremely well-attended, enriching youth sessions while the council's own youth centres sit empty. I would also like to see much more robust outreach work that makes contact with those young people persistently behaving in an anti-social way. We must end the culture which sees youth workers sit idly in empty centres while our young people, only a stone's throw away, smoke drugs and drink alcohol for want of better things to do.

I wish the council the very best in turning around the youth service in the years ahead and hope that this report proves a constructive contribution to that process.

Cllr Julia Dockerill

St Katharine's & Wapping (Conservative), Scrutiny Lead for Children's Services.

Recommendations

Recommendation 1: The youth service should work with other Council departments, as well as other public and private sector employers, to take best advantage of potential apprenticeships as a means of offering work experience and career opportunities for all youth service users.

Recommendation 2: The youth service to work with the community and voluntary sector to develop a new performance and outcomes framework, that is aligned to the wider directorate and corporate frameworks, that includes activity, input, output, outcome and impact indicators; and which is more nuanced to the communities in which young people live and where youth activity is delivered.

Recommendation 3: The youth service should, as part of its regular consultation activity, ensure that the opinions and preferences of female service users are proactively sought.

Recommendation 4: Following implementation of the youth service's new organisational model (and within a year) convene a focus group of service users to assess the impact of changes to the service with a view to them reporting back to Overview & Scrutiny Committee.

Recommendation 5: The youth service should work with its own internal youth workers, commissioned youth activity providers and independent youth activity providers to produce a joint timetable of youth activity for the benefit of Tower Hamlets' young people.

Recommendation 6: The youth service should ensure that all mainstream and commissioned provision of youth activity and services is appropriately connected, through referral mechanisms and relevant fora, to the services supporting vulnerable children and families e.g. early help services and social care.

Recommendation 7: The youth service should build on the successful pilot of joint-working between the Police, the Council's Rapid Response Team and commissioned providers or Council youth workers, and have a more direct role in the Anti-Social Behaviour tasking group.

Recommendation 8: The youth service should explore alternative funding sources to supplement the existing resources available in order further develop facilities and expand its offer to young people.

1. Introduction

- 1.1 The challenge session was carried out in the context of an ongoing consultation on a proposed reorganisation of the Integrated Youth and Community Service (“the youth service”).
- 1.2 The challenge session was prompted by concerns about whether the significant changes made to the youth service (i.e. the interim delivery model put in place from July 2016) and the larger changes to come as a result of service review and reorganisation, adequately address the “lessons learned” from previous shortcomings in service delivery and provide the right service for local young people.
- 1.3 The challenge session aimed to ensure that the future plans for the youth service have properly absorbed “lessons learned” from past work and have explored innovative approaches to achieving desired outcomes. Three main areas of focus during the challenge session were:
 - the resilience of the service,
 - the staffing of the service, and
 - the approach to outreach.
- 1.4 The investigations and reviews carried out by and into the youth service identified a range of practice issues that required addressing. These ranged from very serious allegations of fraud and malpractice to poor communication and engagement of young people in the borough.
- 1.5 A number of these practice issues were discussed during the challenge session in addition to other related topics. The sections below set out the practice issues, lessons learned, and summary of discussion in relation to them, and recommendations arising from this.

1.6 The challenge session was held on 10th March 2.30pm-5.00pm and chaired by Cllr Julia Dockerill.

1.7 Members that were present at the session were:

Cllr. Julia Dockerill (Chair)	St Katharine's & Wapping (Conservative), Scrutiny Lead for Children's Services
Cllr. Peter Golds	Island Gardens (Conservative), Leader of the Conservative Group
Councillor Andrew Wood	Canary Wharf Ward (Conservative), Chair of Isle of Dogs Neighbourhood Planning Forum

1.8 The session was supported by

James Coumbe	Community Insight Manager, Children's and Health, Adults and Community Directorates
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1.9 Evidence was received from a range of officers and experts:

Claire Belgard	Interim Head of Youth and Community Service
Ronke Martins-Taylor	Interim Divisional Director Youth
Dan Rose	Director (Spotlight, PoplarHARCA)
Shabbir Ahmed Chowdhury	Parent Governor, and co-opted O&S member
Rukon Hassan	Manager (Aasha Gang Mediation & Ex Offenders Programme, Osmani Trust)
David Burbage	Chair of Healthwatch, and co-opted O&S member)

2. National and Local Context

2.1 The table below sets out a timeline of events relevant to services and this challenge session

Month/Year	Activity/Event
January 2016	Service User / Public Consultation begins
February 2016	
March 2016	First survey consultation exercise
April 2016	Youth Services moves to Children Services directorate
May 2016	
June 2016	
July 2016	Interim delivery model implemented
August 2016	
September 2016	
October 2016	Second survey consultation exercise
November 2016	
December 2016	
January 2017	Cabinet report on “Youth Service Review” sets out recommended option and case for change. Cabinet agrees option to move to a “hub based” model for future delivery.
January 2017	Staff Consultation carried out
February 2017	
March 2017	
March 2017	10 th March – Youth Services Challenge Session
April 2017	
May 2017	
June 2017	Planned implementation of new structure for youth services

2.2 The work of the youth service is underpinned by statutory duties set out in the Education Act 1996 and the Education and Skills Act 2008. The youth service provides informal education opportunities and positive activities to young people aged 13 – 19 and up to age 25 if they have a disability.

2.3 In July 2016 the youth service began delivering a temporary “interim delivery model” (see Appendix 1 for the youth service structure) in response to operational pressures arising from performance and practice issues. Through a network of 16 youth service run youth centres and commissioned youth activity providers this interim model provided:

- Universal services: Delivered from eight local authority run youth centres;
- Commissioned youth activity: Delivered by voluntary sector organisations on behalf of the youth service. Poplar Harca, Newark Youth, Osmani Trust, Ocean Youth Connexions and Society Links deliver from 8 centres offering:
 - universal youth activity,
 - drop-in information support sessions,
 - personal planning sessions,
 - access sporting activities,
 - leisure activities,
 - arts, crafts and music activities,
 - and themed youth activity programmes lasting circa 6 weeks.
- Targeted Youth Support: This provides provided information and advice to vulnerable young people;
- Peer Education: This provides provided sexual relationship education in schools, and supports the Young Mayor and the Youth Council;
- Core business support: including administration, apprentice/volunteer co-ordination, quality assurance, service development, training and senior management;
- Service Level Agreements: which are maintained with organisations for the delivery of specialist youth activity in sailing, the arts, volunteering and for the provision of youth activity for young people who have special educational needs and disabilities (SEND) or who are Lesbian, Gay, Bisexual or Transgendered (LGBT).

2.4 As at October 2016 there were circa 171 staff, by head count, employed in the youth service which is equivalent to 93.2 full-time equivalent staff. Appendix 1 shows the structure of the interim delivery model.

2.5 The interim delivery model is a short-term response to the need to address performance issues in the youth services. A longer-term restructuring of the

service was also considered necessary because of service-wide performance issues, and the need to ensure that long term changes are made to address the significant issues that had emerged through investigations into the service. The restructuring of the service would also create a financially viable model for the longer term, in the context of reducing council budgets. The performance issues are set out in more detail below.

- 2.5.1 Over the last 3 years the youth service has struggled to achieve its performance targets, particularly for contact and participation. The decline in contact numbers highlights the struggle that the service has had in attracting young people to attend youth activities which indicates a poor programme offer or poor local youth work practice.
- 2.5.2 Workforce reform and service restructure offers both an opportunity to deliver a better quality of service and to attract staff into newly created full-time roles. It also offers the opportunity to address long standing workforce equality issues which are believed to be directly linked to the lack of diversity in young people that the service attracts.
- 2.5.3 The youth service has had a complex history of investigations into serious matters which have resulted in operational pressures that have impacted on service delivery from youth centres. These operational pressures resulted in the service needing to change the way activity was delivered from youth centres as young people were faced with ad hoc youth centre closures and poor programme delivery.
- 2.5.4 The Council has made a strong commitment to take action (including legal action where necessary) against individuals who have, or are believed to have, contributed to wide scale malpractice within the youth service. It should be noted that there is no evidence that all staff members in the youth service have been involved in this malpractice and it is clear that in some cases malpractice has been facilitated by weak management controls and

ineffective corporate processes which are a wider corporate issue. Whilst individuals are being dealt with there is a fundamental issue with the underlying culture within the youth service which cannot be eradicated by removing a few individuals.

2.6 In January 2016 the Council began a review of the youth service to address these issues and to ensure that it understands service user priorities. Consultation events were held in order to identify a clear set of priorities for the service to underpin future service delivery and transformation. See consultation reports at Appendix 2. The service priorities identified through consultation, and underpinning the review, are set out below:

- Priority 1 – Promote youth participation and engagement
- Priority 2 – Deliver high quality youth programmes
- Priority 3 – Develop youth centre building standards
- Priority 4 – Publicise the youth offer
- Priority 5 – Improve partnership working
- Priority 6 – Commission community and voluntary sector organisations to deliver youth activity in places where the youth service doesn't

2.7 The delivery of a restructured and transformed youth service is intended to ensure the Council provides the highest quality services for young people so that it can deliver on its broader ambitions for children and young people as articulated in its strategic plans:

- Strategic Plan (2016-2019) Priority 1 - to create opportunity by supporting aspiration and tackling poverty thus enabling young people to realise their potential.
- Children and Families Plan (2016 – 2018) has the following youth-related priorities:
 - To provide support to vulnerable children and young people and those that have extra caring responsibilities, e.g. for a parent or relative, so that they can engage in positive activities;

- To provide enjoyable, engaging, positive activities which children and young people can access after school in an informal education setting in order to support their achievement and aspirations;
- To ensure that as part of the youth service review the views of children and young people are taken into account and acted upon;
- To ensure that information is available on the range of positive activities, “the youth offer”, that children and young people can participate in.

2.8 In January 2017, Cabinet agreed a proposal to restructure the youth service using hub based model, and a mixed economy of internally delivered services and externally commissioned services, that would:

- lead to reduced layers of management;
- prioritise professional, frontline youth workers who are located in youth centre hubs;
- focus on supporting vulnerable young people;
- offer commissioned youth activities;
- provide central support functions; and
- deliver integrated working.

2.9 The hub model of delivery will feature a larger proportion of full-time youth service staff, enabling staff to have time to properly plan, record and deliver activities, and for the service generally to be better placed to meet the priorities identified through consultation.

2.10 The staff consultation on these changes concluded on 9th March, It was therefore hoped, subject to due process around restructures, that the new service would be implemented by end of June 2017. The commencement date for the new service will depend on finding mutually acceptable concessions to any Union-led “failures to agree”.

3. Key Findings and Recommendations

3.1 Practice issue: failure to effectively represent the needs of female service users and staff

3.1.1 Lessons learned:

- Develop an attractive youth offer
- Develop youth outreach work
- Develop a core youth service staff training programme
- Promote career opportunities
- Recruitment and selection processes

3.1.2 It was discussed that historically there had been low numbers of female service users and female staff within the youth service. At the time of the challenge session 33% of the staff were female; only 28% of those responding to the March to April 2016 youth service review consultation (see appendix 2) user consultation were female. However, 45% of young people who responded to the October to November 2016 youth service review consultation were female.

3.1.3 The youth service understands, through its two consultation exercises and from other evidence, that male and female service users want different things from the youth service. In general, girls tend to be more career or academically focussed.

3.1.4 Furthermore, it is recognised that engaging with girls and encouraging their interaction with the youth service is more challenging, they are less likely in general to “walk in” to a youth service centre or hub; and therefore targeted outreach activity and/or a very clear and well communicated offer is needed to encourage take up and participation.

3.1.5 A revised staff training offer intended to address how best to encourage participation by girls was delayed to allow for current restructure process to conclude. It is anticipated that the restructure could result in staffing changes, and therefore the delay is intended to make sure that training is delivered to staff who will be part of the long term changes being made to the youth service, and part of its new, more full time workforce.

3.1.6 It is not necessarily anticipated that the post-restructure workforce will be more evenly balanced in terms of gender. Therefore, there may be an ongoing need for more external recruitment to encourage a better mix between male and female staff.

3.1.7 As part of the ambition to promote career opportunities to encourage female participation in youth service activities, it was noted that the new Government push to increase the number of apprenticeships being offered presented a good opportunity for the youth service to support more career-focussed young women to obtain useful employment experience and development opportunities.

3.1.8 *Recommendation 1: the youth service should work with other Council departments, as well as other public and private sector employers, to take best advantage of potential apprenticeships as a means of offering opportunities for all youth service users.*

3.2 Practice issues: Fraud and other serious investigations; staff failing to declare their interests in organisations requesting grants/funding from the IYCS; poor management and oversight of IYCS staff; and failure to carry out Disclosure and Barring Service (DBS) checks on some IYCS staff.

3.2.1 Lessons learned:

- Develop new recruitment and selection processes
- Development of a new youth service employee code of conduct
- Hold staff to account using supervision and appraisal processes
- Create new job descriptions and person specifications for the new youth service structure
- Carry out DBS checks

3.2.2 The session discussed the outcome of previous investigations into youth service employees. In particular, issues relating to the misuse of payment cards by some youth service employees.

3.2.3 It was noted that the police did not take forward a number of proceedings, as the Police believed that Council rules around payment cards were not tight enough to bring criminal proceedings. Since then, the youth service has worked with HR/finance colleagues to tighten internal controls. An internal audit has been carried out on purchase card use, which has identified that certain Council policies need to be revised.

3.2.4 Internally, Council disciplinary procedures were taken forward. A panel was established, which identified individuals, and worked through the disciplinary process.

3.2.5 In the youth services payment card use has been reduced and new limits and controls have been applied with any spend over £100 checked off by a

manager. Better planning and procurement arrangements have also been put in place.

3.3 Practice issue: Failure to deliver universal youth work to performance targets or service plans

3.3.1 Lessons learned:

- Implement robust Quality Assurance processes
- There is a need to professionalise the job of a youth worker. It needs to be about more than just holding a youth work degree, with softer skills developed as part of employees' development.

3.3.2 There was a wide ranging discussion about the role and purpose of the youth service. Based on the outcomes of consultation and review, the youth service stated that it wants to:

- Empower young people to realise their best potential;
- Provide opportunities for young people's personal and social development;
- Ensure that there is sufficient, high quality, leisure and informal educational courses and activity
- Maximise the participation of young people in the Service.

3.3.3 Historic performance was presented as low in relation to contacts¹ and participation². Contacts have reduced from 9,479 in 2013/14 to 6,790 in 2015/16 (against an annual target of 13,732), and for 2016/17 (as at December 2016) there had only been 3,094 contacts.

3.3.4 Participant numbers have reduced on a similar scale, from 6,167 in 2013/14 to 4,172 2015/16. It is however, only more recently that outcome measures³ have significantly deteriorated.

¹ A Contact is made with any young person who is registered at a youth centre and attends an additional youth activity programme session for the first time.

² A participant is a young person who attends five additional youth activity programme sessions.

³ A recorded outcome refers to the course or one off programme of training from which the young person obtains a certificate, An accredited outcome refers to the programme or course of activity undertaken by a young person that is subject to either independent internal verification by awarding organisation or that is externally assessed by an awarding body.

Tower Hamlets youth service 3 year performance									
	2013/14			2014/2015			2015/2016		
	Target	Achieved		Target	Achieved		Target	Achieved	
		No.	%		No.	%		No.	%
Contacts	12,393	9,479	76.5%	13,446	8,992	66.9%	13,782	6,790	49.3%
Participants	6,866	6,167	89.8%	7,695	5,844	76.0%	7,868	4,172	53.0%
Recorded Outcome	4,120	3,998	97.0%	4,158	3,282	78.9%	5,027	2,460	49.9%
Certified Outcome	1,426	1,744	122.3%	1,595	1,716	107.6%	1,631	1,083	66.4%
Accredited Outcome	715	1,349	188.7%	851	845	99.3%	868	665	76.6%

3.3.5 In relation to participation, it was noted that typically a youth service would seek to target approximately 30% of the 13 to 19 age population. Furthermore, despite the ambition to maximise participation of young people, there was general agreement that the job of youth services and youth workers in future could not simply be to “chase the numbers” in terms of contact/participation figures for young people. As a performance measure in isolation, the number of contacts has little to do with the overall quality of the service being provided, and can lead to counter-productive activities, i.e. competition between in-house youth service providers and other providers in the marketplace catering to similar needs.

3.3.6 It was noted that there was a good relationship between in-house youth services and the five commissioned providers now delivering services under the interim delivery model. Youth services management are clear that the future operating model for the youth service will be much more orientated to monitoring the progression and achievements of young people in terms of outcomes that meet their individual needs.

3.3.7 To this end, youth services are exploring the options for a suitable outcomes / performance framework which can provide the right incentives to the service and its staff to deliver the desired impacts and outcomes for young people. They are seeking to:

- Co-produce with commissioned providers and youth service users
- Capture added value by taking into account additional resources that the sector can lever into the youth service
- Create a framework that provides information on both inputs and activities, as well as outcomes and impacts

3.3.8 *Recommendation 2: The youth service to work with the community and voluntary sector to develop a new performance and outcomes framework, that is aligned to the wider directorate and corporate frameworks, that includes activity, input, output, outcome and impact indicators; and which is more nuanced to the communities in which young people live and where youth activity is delivered.*

3.3.9 *Recommendation 3: The youth service should, as part of its regular consultation activity ensure that the opinions and preferences of female service users are proactively sought.*

3.3.10 *Recommendation 4: At a suitable point following implementation of the new youth service hub based delivery model (and within a year) a focus group of service users should be convened to assess the impact of changes to the service. The focus group should report back to Overview & Scrutiny Committee.*

3.4 Practice issue: Failure to work with partners on shared objectives and/or projects targeted at young people

3.4.1 Lessons learned:

- Develop collaborative and partnership working

3.4.2 It was noted, by the representatives of the current commissioned providers who attended the challenge session, that in some respects, this “challenge” comes too late, given that under the interim delivery model the current youth service management team are seen to be doing good work, and providers are being actively listened to.

3.4.3 There is considered to be a strong market in youth provision in the borough, with much youth activity ongoing which is independent of local authority direction and funding. For example, Spotlight has a history of delivering youth services for Poplar Harca. In addition to this it has seen 400 young people as part of its contract with the youth service commissioned by Tower Hamlets. However, but it expects to see 2,500 a year overall as part of a wider set of youth activities funded from a range of different sources. Spotlight has a diverse creative arts and sports offer for young people, and some 4,000 members.

3.4.4 It was felt that the mixed economy approach, which sees the youth service using both internally delivered youth activity as well as externally commissioned youth activity providers, offers stability, particularly during a time of further change for the Council’s youth services as they plan a transition from the current interim delivery model to the future permanent structure.

3.4.5 It was recognised that there is a range of other, independent youth activity providers in the borough who are not commissioned directly by youth service, and who could provide useful resources for young people in Tower

Hamlets. Uniformed organisations such as the Scouts and Cadets are very established.

3.4.6 Recommendation 5: *The youth service should work with its own internal youth workers, commissioned youth activity providers and independent youth activity providers to produce a joint timetable of youth activity for the benefit of Tower Hamlets' young people.*

3.5 **Practice issue: Integration of work with vulnerable groups of young people**

3.5.1 Lessons learned

- Ensure the integration of vulnerable groups into universal youth settings

3.5.2 For 2016/17 the youth service has a number of Service Level Agreements in place with organisations for the delivery of specialist youth activity, which includes young people who have special educational needs and disabilities (SEND) or who are Lesbian, Gay, Bisexual or Transgendered (LGBT). It remains a longer term aspiration to more fully integrate provision of these vulnerable groups within universal youth hub settings.

3.5.3 The youth service provides additional targeted support aimed at more vulnerable young people who have specific risk factors such as those who are not in education, employment or training, who are at risk of involvement in crime or antisocial behaviour or who are at risk of exclusion.

3.5.4 Both commissioned providers in attendance at the challenge session highlighted the high levels of vulnerability that their staff had identified in some of the young people who they were engaging with. In particular, the risk of child sexual exploitation for girls, especially through social media, was considered to be a very serious issue. The commissioned providers had responded by seeking expert assistance from NSPCC & Docklands Outreach.

3.5.5 As a result of the increasing prevalence of such issues the role of the youth worker, was considered to be changing in response to the changing needs of young people. Youth workers were increasingly dealing with issues more aligned to those touched by social work. There was a consensus that in the light of these changes youth workers would benefit from specific training in order to equip them to undertake their role in a changing more integrated professional climate.

3.5.6 The question of “what is a youth worker?” was considered in its historical context. Those attending the challenge session articulated the view that *youth work became specialised towards anti-social behaviour as previous national priorities drove funding and targets*. Whilst it is not evident that there is a clear national vision for the alternative, it was considered possible for youth workers to fulfil a broader role.

3.5.7 The youth service is keen to work in partnership with other teams across the Council, including the Early Help Hub, Children’s Social Care and the Youth Offending Service.

3.5.8 *Recommendation 6: The youth service to ensure that all mainstream and commissioned provision of youth services is appropriately connected through referral mechanisms and relevant fora to the services supporting vulnerable children and families e.g. early help services and social care.*

3.6 **General discussion regarding outreach activities and anti-social behaviour**

- 3.6.1 The challenge session made a distinction between “outreach” youth activity and “detached” youth work. “Outreach” was defined as youth workers coming out from a community/youth centre hub into the immediate surrounding area in order to support and encourage young people in the vicinity to use the community/youth centre hub; whilst “detached” youth work was defined as youth work that was substantively practiced in a street based setting with no expectation that the young people encountered would use the facilities of a community/ youth centre hub.
- 3.6.2 The role of the youth service in disrupting behaviour considered to be anti-social by local residents was discussed. It was noted that particularly in the summer, complaints from local residents about young people “hanging out” increase, and that some kind of outreach activity or detached youth activity may have a role in mitigating this problem.
- 3.6.3 It was highlighted that part of the issue was about perceptions of what constituted “young people” in the minds of residents i.e. there are young people, aged 19 or under, who fall into the target group of the youth service, and then there are young people, 20 or above who do not have a learning difficulty or disability, who are not the remit of the youth service’s work.
- 3.6.4 In relation to the former group, outreach and detached activity does take place. For example, housing associations, like Poplar Harca, use Spotlight to help identify and disrupt anti-social behaviour within the vicinity of the youth centre. Additionally, a pilot scheme took place bringing together the work of the Police, the Council’s Rapid Response Team and the Osmani Trust (a commissioned provider) which allowed for a longer presence being maintained in an identified problem area as a result. The pilot was considered successful, and the new full time contract arrangements to be implemented in youth service should make similar approaches easier to resource in future.

3.6.5 Currently, the anti-social behaviour (ASB) tasking group, meets on a monthly basis and is not considered responsive to changing needs in the borough with regard to youth ASB. It was suggested that the youth service needs to be involved in ASB tasking to take away actions. A move towards more localised Tasking (through the proposed Neighbourhood Management) model may support this.

3.6.6 *Recommendation 7: the youth service should work with Community Safety to ensure that it has a more robust role in ASB tasking.*

3.7 General discussion around facilities and funding

3.7.1 The session discussed alternative funding options for youth services:

3.7.1.1 Public Sector Mutuals - the 10th January Cabinet report on the restructuring of the youth service assessed the creation of a public sector mutual as an alternative option. This option would have seen the creation of a youth public sector mutual or cooperative to deliver youth services on behalf of the Council. However, given the uncertain economic climate, setting up a new business to deliver youth service was deemed to be a significant risk. Ruling out a public sector mutual reduces the opportunities for access to independent income or grant funding for the youth service in the future.

3.7.1.2 Social Impact Bonds (SIBs) - SIBs were proposed as a potentially relevant vehicle for securing investment into youth services. A SIB is a public-private partnership which funds services through a performance-based contract. They are a relatively new form of investment in public services, and a relevant model would need to be found or developed for youth services.

3.7.1.3 Corporate social responsibility / partnership working – there is more that could be done to access funding from the private sector. Section 106, Community Interest Levy and other funding streams - the session was informed that there is unspent funding linked to Section 106 and Community Interest Levy agreements and asked how this could be converted into projects or better facilities to improve the youth service offer. Work is ongoing on a Community Hubs strategy – looking at how the Council uses its buildings – the youth service needs to be a part of this discussion.

3.7.2 *Recommendation 8: The youth service should explore alternative funding sources to supplement the existing resources available in order further develop facilities and expand its offer to young people.*

Appendices

Appendix 1 - Old, interim and future youth services structures

Appendix 2 – Youth Service user consultation data

Appendix 3 – Challenge Session Youth Service Presentation

Appendices

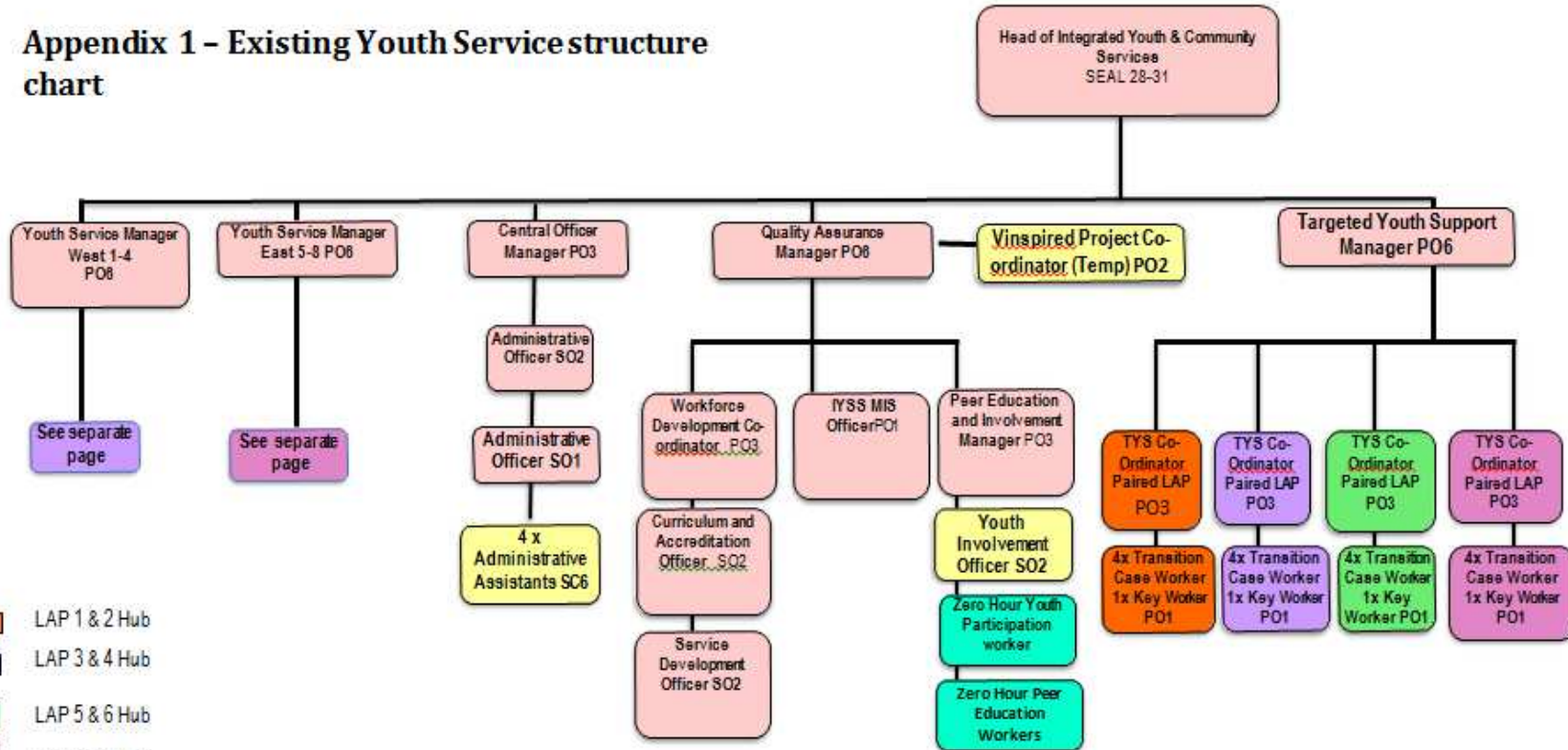
Appendix 1 - Old, interim and future youth services structures

Appendix 2 – Youth Service user consultation data

Appendix 3 – Challenge Session Youth Service Presentation

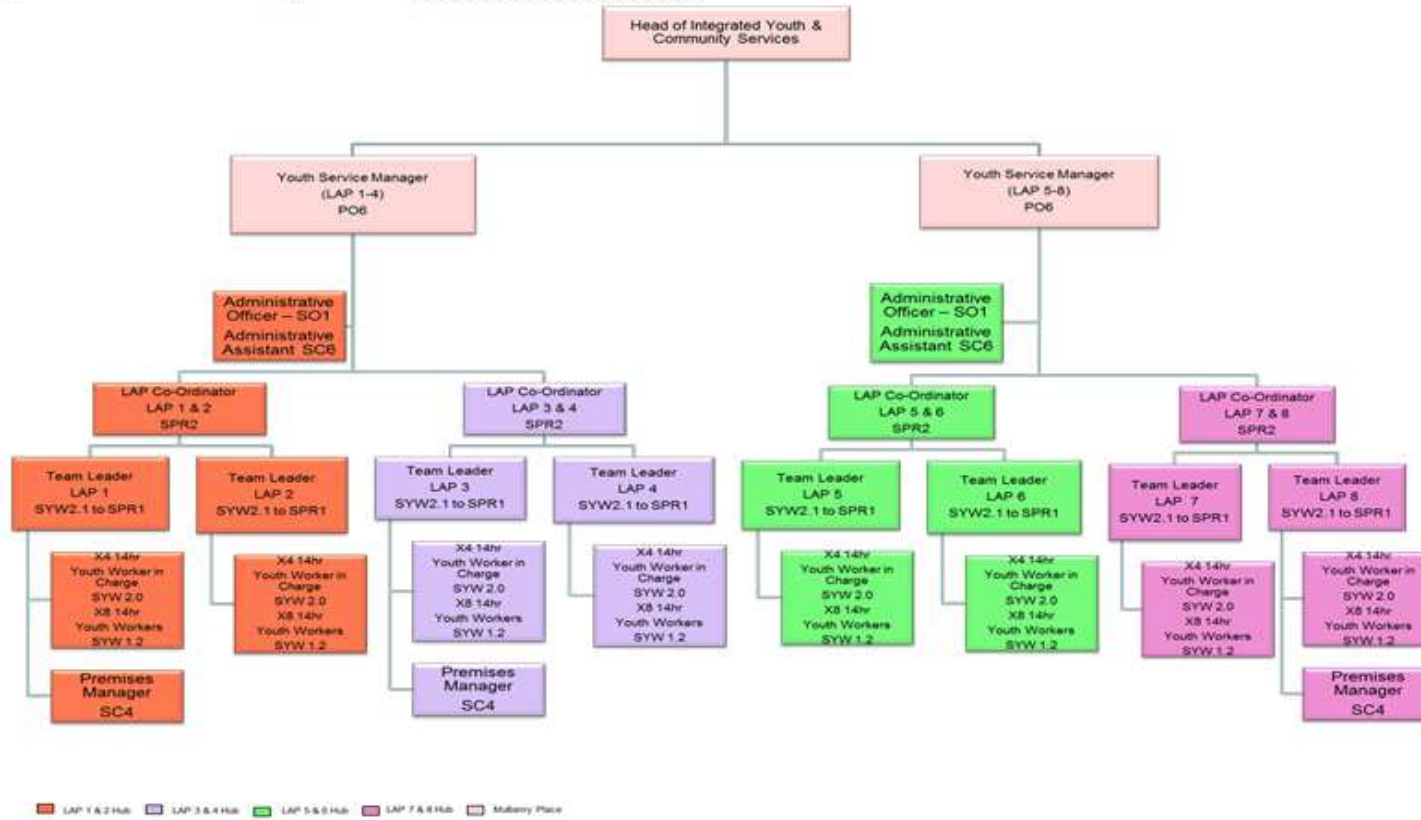
Current youth service structure

Appendix 1 - Existing Youth Service structure chart



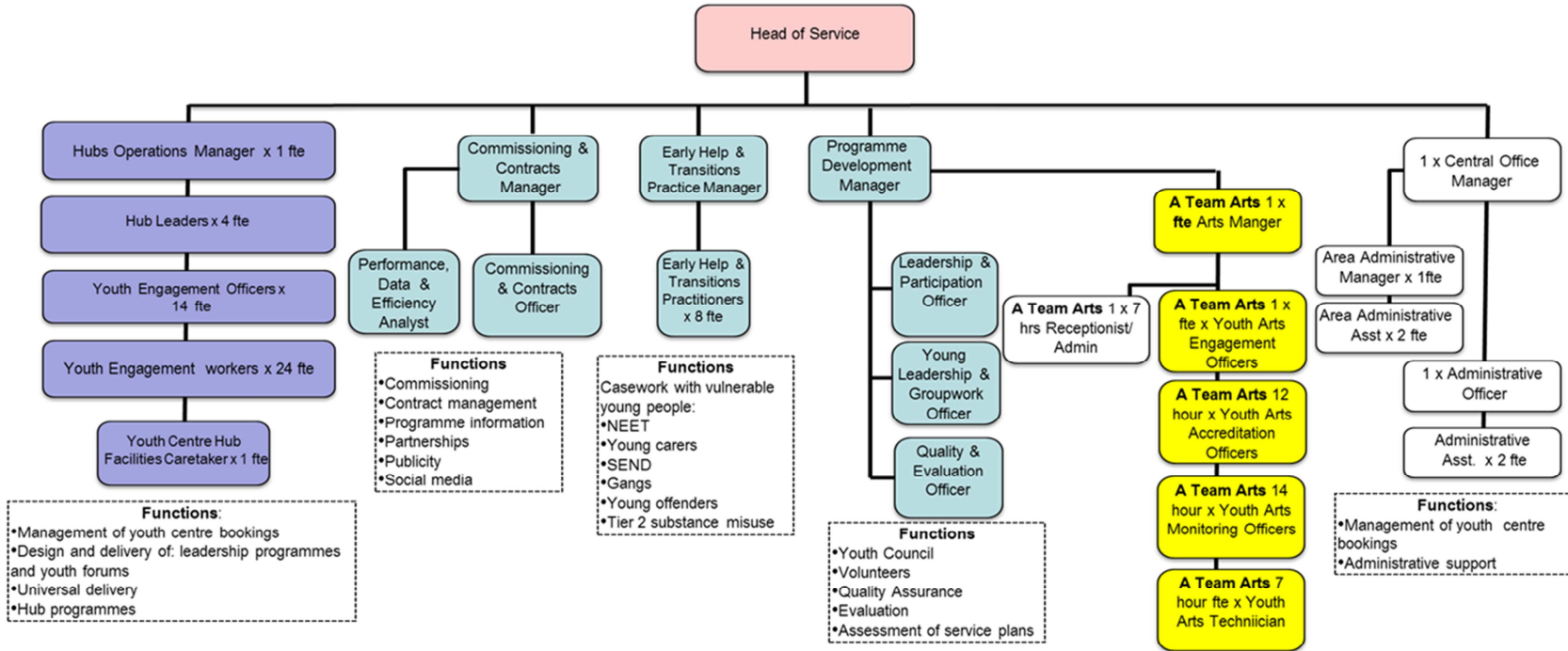
- LAP 1 & 2 Hub
- LAP 3 & 4 Hub
- LAP 5 & 6 Hub
- LAP 7 & 8 Hub
- Mulberry Place
- Borough Wide
- Zero Hour Workers

Appendix 1 - Existing Youth Service structure chart



Future youth service structure

Youth Service restructure – Hub based model including A Team Arts



Third Sector Commissioning

Comments

1.Functions job descriptions define relative functional responsibilities between roles.

2.Assumptions:

Functions and services may be commissioned

A stable and flexible service is better delivered with a full-time frontline staff team where members have the time to attend training meeting and to complete recordings.

Salaries costs assume top of the scale and include on-costs

All posts are subject to evaluation

JNC green book terms and conditions for all staff

3.Premises Management: Confirm with Corporate Asset Management the integration that they would expect with the Premises Management staff

4.Admin Review: No changes are anticipated in 2017/18 to the service's administrative support structure due to the proposed Children's Services Support Service Review.

The Youth Service Review First Consultation Findings March to April 2016

Introduction

In January 2016 a review commenced of youth services in the London Borough of Tower Hamlets which sought to identify future delivery options for the service.

three on-line questionnaires were created, aimed separately at young people, stakeholder organisations and parents/carers to elicit information on the priorities of each of the groups for the delivery of youth service activity. Between March and April 2016, 575 surveys were completed by young people, parent/carer and 98 stakeholders. The specific numbers completing are set out below:

- 446 young people surveys were completed
- 31 parent surveys were completed
- 98 stakeholder surveys were completed

The objective of the surveys was to elicit information on the priorities of each of the groups for the delivery of youth service activity.

The results from the three Youth Service Review surveys will be used to inform the Council as it decides on options for the future delivery of youth services in London Borough of Tower Hamlets; and will be used by the Integrated Youth and Community Service (IYCS) to identify gaps in youth service provision.

Methodological approach

Three on-line questionnaires were created for the consultation aimed separately at young people, stakeholder organisations and parents.

A separate template was created to enable young people who were taking part in group work activity to complete an aligned young people's survey in group setting.

Paper versions of the young people and parents surveys were also made available on request.

Before the young people's survey went live on-line it was piloted with young attending groups run by the youth service. As a result revisions to the young people's survey was made.

In addition to the production of the on-line two stakeholder consultation events were held with groups of youth activity providers, on 4th March 2016, and with young people on 19th March 2016.

Demographic information

The basic demographic information of those who completed the survey is set out below:

Young people: Basic demographic information

- **Gender:** 72% (253) of the respondents were male; and 28% (96) of were female.
- **Age:** 81% (284) of the respondents were aged 13 to 18 years.
- **Ethnicity:** 46.2% (157) of the respondents identified as Asian Bangladeshi; with the next largest ethnic group being Asian British (14.1% (51)).
- **Religion:** 74.5% (251) of the respondents identified their religion as Islam; with the next largest group identifying their religion as Christian (15.1% (51)).
- **Disability:** 4.6% (16) of the respondents indicated that they had a disability.
- **Attending youth centres:** 82% of those who answered this question indicted that they did attend a youth facility. Only 16% of those completing this part of the survey indicating that they did not attend a youth facility. Young people indicated that they were members of 74

youth centres, youth projects or youth organisations. Most, 82% (287), of young people indicated that they attended facilities between one and three times a week.

Parents/Carers: Basic demographic information

- **Age of children:** The majority of respondents had a child or children who were aged 10 (34.6%), 11 (19.2%), 15 (26.9%) and 17 (19.2%).
- **Ethnicity of children:** 40% (10) of respondents identified their child or children as having English/Welsh/Scottish/Northern Irish/British heritage.
- **Comment:** There was a significant variation between the ethnicity of young people who completed the young people's survey who were primarily (46.2%) Asian Bangladeshi and the ethnicity of the children of parents/carers who completed the parent/carer survey whose children were English/Welsh/Scottish/Northern Irish/British (40%). However, the numbers completing the parent/carer survey was low relative to the number of young people who completed the young people's survey
- **Religion:** 56% (14) of respondents identified the religion of their child or children as Christian; with the next largest group identifying their child or children's religion as Islam (28% (7)).
- **Comment:** There was a significant variation between the religion of young people who completed the young people's survey which was 74.5% Islam and the religion of the children of the parents/carers who completed the parent/carer survey which was primarily (56%) Christian.
- **Disability:** 26.9% (7) of the respondents indicated that they had a child or children with a disability.
- **Children attending youth centres:** Most parents/carers (96% (28)) had up to 3 children attending youth centres. Their children attended a total of 27 organisations; with 75% (21) attending those organisations up to 3 times a week.

Stakeholders: Basic demographic information

- **The organisations and groups:** The respondents represented the views of 30 organisations or groups from the voluntary or community sector (24.5%), borough residents (16%); educational institutions (schools/academies/free school/college/university) (12.8%); registered social landlords (6.4%); or some other type of group (38.3%).
- **Youth activities provided by stakeholders:** The stakeholder survey was specifically targeted at organisations that provided youth activities for young people aged 11 - 19 and up to (25 if the young people had disabilities). However, 38 of the respondents indicated that their organisation provided activities to children aged from 0 to 10 years. As a result, respondents indicated that they provided activities for children including parent, toddler and play groups. However, the bulk of respondents were representing organisations that provided activities for young people including sporting activities, sexual health advice, employment support, uniformed groups, activities for young people with special educational needs and disabilities, music and art education, outdoor activities, coaching and mentoring to name but a few.
- **Targeted and specialist work:** 44% (24) of respondents provided youth activity to young people who had specialist or targeted needs. The activities provided included SEND and all ability youth sessions; lesbian, gay, bisexual and transgendered fora; mentoring; student leadership groups; group and one-to-one work with young people at risk of involvement in gangs, drugs and at risk of exclusion; and young carers.

Survey analysis

A brief analysis of those that completed the surveys is set out below. The full consultation report is currently being compiled and will be available shortly.

Young people survey data analysis:

- The top five activities that respondents indicated that they were interested are set out below:
 - 30.9% were interested in sporting activities
 - 23.5% were interested in workshops /courses or training
 - 15.9% were interested in day trips

- 7.9% were interested in indoor activities
- 4.1% were interested in outdoor activities.

Similarly, in an aligned finding, 64.5% (19) of parent/carer respondents indicated that they were interested in their child or children participating in either sporting activities or workshop/ courses or training.

- Young people also indicated that they placed a high priority on doing the following top three activities at a youth facility:
 - 54% indicated that being able to participate in a planned trips through a youth facility was extremely important to them
 - 48% indicated that receiving advice about employment, education or training through a youth centre was extremely important to them
 - 47% indicated that achieving an accredited qualification through a youth facility was extremely important to them.

Parent/Carer survey data analysis

- 51.7% of respondents indicated that they knew about the activities that took place at their local youth facility but they wanted to be kept informed and updated about those activities by email (55%).
- Parents/Carers indicated that they placed a high priority on the following when their child or children attended a youth centre:
 - 96.3% indicated that knowing that their child or children was supported by professional youth workers or caseworkers was extremely important to them
 - 96% indicated that knowing that their child was safe when they went to a youth centre was extremely important to them
 - 55.6% indicated that knowing that their child or children could learn things at a youth centre that they did not learn at school was extremely important to them
 - 55.6% indicated that knowing that their child or children got to have a say about the content of the youth centre or youth project programme was extremely important to them

Stakeholder survey data analysis:

- **Youth issues of concern to stakeholders:** 37% (21) of the respondents were concerned about youth anti-social behaviour and youth crime; 19% (11) were concerned about the lack of youth activities; 7% were concerned with youth unemployment; 19% (11) were concerned about all of the issues (youth crime/ anti-social behaviour/ lack of activities/ youth unemployment) and 37% (21) were concerned with other local youth issues including lack of information about sexual health for young people, substance misuse; lack of resources for young females; lack of provision for young people with a faith, domestic violence and young people, Child Sexual Exploitation, violence against women and girls; and lack of youth voice on the issue of regeneration.

- **Priorities for partnership working:** Respondents indicated their key priorities for partnership working with the youth service included:
 - Ensuring the continuation of funding
 - Developing a local approach to youth provision
 - Community cohesion
 - Provision of targeted work to support at risk young people
 - Embedding health initiatives in youth centres
 - Expanding youth provision
 - Working in partnership with other local youth organisations to provide an inclusive safe provision for young people
 - Using the youth budget more effectively to ensure the absence of gaps in provision
 - Bringing a youth work perspective to school provision
 - Ensuring the provision of youth services to Looked After Children and other vulnerable groups
 - Enabling young people to explore faith
 - Encouraging young people to participate by working in partnership with schools and youth workers
 - Provision of training opportunities e.g. safeguarding (3)
 - more partnership work with Tower Hamlet's youth teams
 - Daytime SEND activities of young people aged 19 - 25
 - Information sharing

- Sharing resources
- Partnership work to reduce youth crime and anti-social behaviour
- Provision of places for children to play
- More co-ordination
- Shared learning

Training priorities: Respondents indicated that their organisational priorities for training included:

- Continuous professional development for youth workers
- Training on current legislation, safeguarding, quality assurance, equal opportunities
- Youth work training at level 2 and 3

Training support from the youth service: Respondents indicated that they wanted to receive the following training support from the youth service:

- The provision of free, subsidised or affordable training
- The provision of support through on-going professional development
- Pooled funding for young people to be trained as youth workers
- Joint delivery of training to promote efficiencies
- The provision of restorative justice training
- Being kept updated on best practice in youth work/ youth engagement
- The provision of a comprehensive list of available projects
- The facilitation of joint working between the voluntary and statutory sectors
- The provision of accessible resources for activities and presentation
- Support in liaising with schools

- **Communicating with stakeholders:** respondents indicated that they wanted to be kept informed about the available youth activity run by the youth service by email (53.7%).

Recommendations

Eight key recommendations have been identified from the survey findings. These include:

Young people:

- a) Ensure that young people's views are embedded as a key feature of the youth service review.
- b) Ensure that young people are consulted and their views acted upon in relation to the activities that they are interested are taken into account in any future IYCS commissioning activity for youth provision
- c) Provision of a youth activities programme that cover the core areas that young people are interested including the provision of :
 - Sporting activities
 - Courses/Training or Workshops
 - Leisure activities
 - Outreach activities
 - Innovative summer projects
- d) Ensure that young people are provided with sufficient physical space in well-equipped youth centres.

Parents:

- e) Ensure that processes and systems are developed to support parents/carers being updated about youth activity programmes available through the IYCS.
- f) Ensure that youth activity programme information and timetable is available via email or some other electronic media.

Stakeholders:

- g) Regular partnership work should be undertaken with stakeholders to address their concerns for young people; and their priorities for partnership working with the IYCS.

h) Consideration to be given to the creation of an IYCS and stakeholder partnership forum.

**Youth Service Review consultation
Second consultation findings
October to November 2016**

1. Update on the Youth Service Review

1.1. The data from the second stakeholder consultation exercise undertaken in October/November 2016 has now been analysed and is set out below. The second consultation exercise sought to obtain further information on matters that had been suggested through the first consultation exercise that took place in March/April 2016. This suggested the following areas for further exploration:

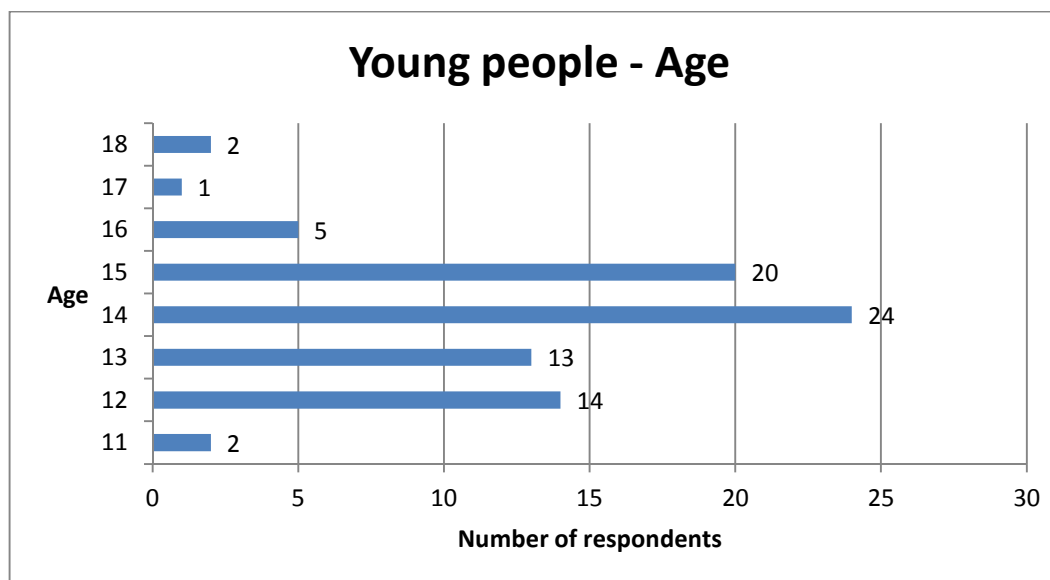
Service user age: Stakeholder organisations had expressed an interest in seeing the youth service work with younger aged service users. The consultation was therefore an opportunity to explore the option of the service providing its services to 11 year olds and 12 year olds.

Funding: Stakeholder organisations wanted a funding relationship with the youth service. The consultation was therefore an opportunity to explore the areas of youth activity that the youth service might seek to fund the voluntary and community sector to deliver.

Youth centre building standards: Young people had indicated that they wanted their youth centres to have high quality building standards. The consultation was therefore an opportunity to explore the development of minimum youth centre building standards.

Youth led funding and innovation: Young people had indicated that they wanted the youth service to continue to offer funding opportunities and with the ending of the youth opportunity fund in 2015 the consultation was an opportunity to consider how the service might reinstate funding.

- 1.2. This second consultation was also an opportunity for the service to explore the what priority areas of work that all stakeholders, organisations and young people felt the youth service should be engaged in as a potential indicator of the areas of work that the service should focus its delivery on as it considers the challenges of having to make budget savings in 2017/18.
- 1.3. The consultation ran for a month across October and November 2016. Ninety-eight young people completed surveys; and 15 stakeholder organisations completed surveys. This was a significant reduction on the 495 young people and 98 stakeholder organisations that completed the initial consultation that ran from March to April 2016.
- 1.4. The young people that completed the survey were aged as follows:



Analysis of age of young people responding: In total 78 out of the 98 young people that completed a survey responded to this question. Eighty-eight percent of young people that completed the survey were aged 12 (17%), 13 (16%), 14 (30%) and 15 (25%).

- 1.5. Fifty-five percent (43) of the young people that completed the survey were male and 45% (35) were female.

1.6. The survey responses are set out below:

- a) **Youth service priorities - young people's responses:** Young people who completed the survey gave the highest priority to the following areas of the youth services work:

Question: What areas of work do you want the Youth Service to prioritise?		
Rank	Youth service priorities	Percentage
1	Youth work with vulnerable young people	83%
2	Accredited awards	76%
3	Youth led funding or innovation	65%
4	Supporting youth apprenticeships	60%
5	Supporting the youth council	57%
	Sexual Relationship Education in schools	
6	Supporting youth volunteering	51%
7	Outreach work	50%
8	Delivering youth work from youth centres	47%
9	Detached youth work	46%
10	Sexual Relationship Education in youth centres	34%

Analysis of the top three priorities: Young people clearly understand the priority that the Youth Service has to work with vulnerable young people with 83% prioritising this area of the service's work. The continued provision of accredited awards such as ASDAN, Arts Award, Duke of Edinburgh was also highly valued (76%). Young people were keen to be funded in order to develop their own innovative projects and 65% of respondents prioritised the provision of youth led funding by the youth service. The is further nuanced information on what young people want youth led funding to look like in section c, below.

Recommendations:

That the youth service:

- Continues to prioritise the delivery of its work with vulnerable young people

- Continues to provide accredited awards with a view to ensuring, wherever possible, that its programmes of activity are largely accredited
- That the youth service develop a youth led funding strategy.

b) **Youth Centre standards - young people's responses** Young people who completed the survey prioritised youth centre standards as set out below:

Question: What features would you prioritise to be included in a high quality youth centre		
Rank	Youth centre standards	Percentage
1	Wifi access	76%
2	A dedicated sports area	65%
	Meeting rooms for more targeted one-to-one work	
3	A chill out zone or space for young people to meet in	62%
4	ICT suite/facilities; and Access to outdoor space/garden	57%
5	Access to gym facilities	56%
	Access to workshop space	
6	Safe space for bikes	55%
7	A multi-use games area	53%
8	Kitchen facilities to support the delivery of courses e.g. cooking programmes.	52%
9	Changing rooms	46%
10	Access to music studio	42
	Access to studio facilities (e.g. video editing).	
11	Public facing cafe facilities	39%
12	Rock climbing facilities.	7%

Analysis of the top three priorities: Seventy-six percent of young people prioritise having wifi access in youth centres and the youth service will need to reflect on the inclusion of this in all of its youth centres taking particular care to ensure that high levels of on-line safeguarding and security standards are achieved. Young people jointly wanted access to a dedicated sports area (65%) and meeting rooms for one-to-one work (65%). The youth service will need to reflect on the feasibility of implementing this building standard given that youth centres often do not have the space to accommodate a

sports area or meeting rooms. Alternatively, the youth service will need to consider how such facilities could be accessed by all youth centres even if the facility was not directly available on site.

Recommendations:

That the youth service:

- Works to introduce wifi access in all of its youth centres; subject to due consideration being given to on-line security and safeguarding.
- Considers the feasibility of having dedicated sports areas and one-to-one meeting rooms in all of its youth centres; or to consider how these facilities can be accessed by youth centres.

- c) **Youth led funding or innovation – young people’s responses:** Young people who completed the survey prioritised the ways in which they might be funded by the youth service in order to implement their own initiatives or innovative ideas as set out below:

Question: How should the youth service support youth led funding or innovation?		
Rank	Youth Innovation	Percentage
1	Providing an annual youth grant that young people can apply for	63%
2	Providing small budgets for young people to work on their own	52%

Analysis of the top priorities: More young people wanted to be provided with the opportunity to apply for an annual youth grant than to be given small budgets by the youth service; with 63% of respondents indicating a preference for the youth grant.

Recommendation:

That the youth service:

- Considers the best way to administer youth led funding that takes into account the lessons learned from the past administration of youth service grants.

- d) **Youth led funding or innovation project categories – young people’s responses** Young people prioritised youth funding or innovation categories as set out below:

Question: What do you think the youth funding or innovation project categories should be?

Rank	Area for youth funding	Percentage
1	Technology	94%
2	Enterprise (Business development)	86%
	Sport	
3	Environment	82%
4	Culture	77%
5	Music	70%
6	Dance	64%

Analysis of the top 3 categories: Young people prioritised youth funding in the categories of technology (94%) and enterprise (business development) and sport (86%).

Recommendation:

That the youth service:

- Ensures that the categories for youth funding identified through the consultation are used in any youth led funding system that is devised.

- e) **Working with younger service users – young people's responses:** Young people prioritised the youth service working with younger aged users as set out in the table below:

Question: Should the youth service prioritise working with younger people aged 11 and 12 years:		
	Response	Percentage
Age 11 years.	Yes	66%
	No	34%
Age 12 years.	Yes	89%
	No	11%

Analysis: Eighty-nine percent of the young people who responded were in favour of the youth service working with 12 year olds; whilst only 66% of young people who completed the survey were in favour of the youth service working with 11 year olds.

Recommendation:

That the youth service:

- Considers the implications of working with younger aged service aged 12 users with particular regard being given to any safeguarding issues that would need to be taken into account.

2. Youth service priorities - Stakeholder organisation responses:

a) Stakeholders that completed the survey gave the highest priority to the following areas of the youth services work:

Question: What areas of work do you want the Youth Service to prioritise?		
Rank	Stakeholder - Youth service priorities	Percentage
1	Youth work with vulnerable young people	87%
2	Delivering youth work from youth centres	73%
3	Supporting youth apprenticeships	67%
4	Youth led funding	64%
5	Supporting youth volunteering.	60%
6	Detached youth work	53%
	Outreach work	
7	Accredited awards	43%
8	Sexual Relationship Education in schools	40%
	Sexual Relationship Education in youth centres	
9	Supporting the youth council	27%

Analysis of the top three priorities: Like young people, stakeholder organisations clearly understand the priority that the Youth Service has to work with vulnerable young people with 87% prioritising this area of the service's work.

The continued delivery of work from youth centres was also a high priority at 73%. Interestingly, only 47% of young people made this a priority area of work which suggests that young people understand that the youth service delivers services for young people in locations other than youth centres.

The provision of youth apprenticeships was also deemed to be a high priority with 67% of respondents responding to this question. Interestingly, 60% of young people also made this a priority area of work.

Recommendations:

That the youth service:

- Continues to prioritise the delivery of its work with vulnerable young people
- Continues to provide youth apprenticeships

b) **Youth service commissioning priorities - Stakeholder organisation responses:** Stakeholder organisations that completed the survey identified the following commissioning priorities for the youth service:

Question: What types of specialist or targeted youth activity should the youth service commission the community and voluntary sector to deliver on its behalf?		
Rank	Stakeholder - Youth service commissioning priorities	Percentage
1	Services for young people with special educational needs or disability	86%
2	Sporting activities	79%
3	Services for Lesbian, Gay, Bisexual and Transgendered young people	71%
4	Accredited training	64%
	Specialist youth community cohesion work	
	Youth volunteering	
5	Girls' only work	54%
6	Outreach youth work	50%
7	Specialist youth gang and anti-social behaviour work	46%
	Specialist detached youth work	
8	Specialist arts activity	43%

Analysis of the top three commissioning priorities: Eighty-six percent of stakeholder organisations prioritised the youth service commissioning specialist services for young people with special educational needs or disabilities; whilst 76% of stakeholder Services for young people with special educational needs or disability r organisations prioritised the commissioning of specialist or targeted sporting activities and 71% prioritised the commissioning of services for lesbian, gay, bisexual or transgendered young people.

Recommendations:

That the youth service:

- Takes into account the commissioning priorities identified by stakeholders as it seeks to commission youth activities to be delivered by the voluntary and community sector.

2.1. **Recommendations:** The full set of recommendations arising from the second youth service review consultation are set out below:

That the youth service:

- Continues to prioritise the delivery of its work with vulnerable young people
- Continues to provide youth apprenticeships
- Continues to provide accredited awards with a view to ensuring, wherever possible, that its programmes of activity are accredited
- Works to introduce wifi access in all of its youth centres; subject to due consideration being given to on-line security and safeguarding.
- Considers the feasibility of having dedicated sports areas and one-to-one meeting rooms in all of its youth centres; or to consider how these facilities can be accessed by its youth centres.
- Develops a youth led funding strategy and considers the best way to administer it taking into account the lessons learned from the past administration of youth service grants; and that it embeds the categories for youth funding (technology, enterprise (business development), sport, environment, culture, music, and dance) in that funding strategy.
- Considers the implication of working with younger aged service users aged 12 with particular regard being given to any safeguarding issues that would need to be taken into account.
- Takes into account the commissioning priorities identified by stakeholder organisations as it seeks to commission youth activities to be delivered by the voluntary and community sector.

Appendix

Young people survey - Prioritising areas of the Youth Service's work				
Question	Total no. of respondents	Responses	No. of respondents	Percentage
1. Youth Service priorities What areas of work do you want the Youth Service to prioritise?				
a) Delivering youth work from youth centres ?	90	High priority	42	47%
		Medium priority	48	53%
		Not a priority	0	0%
b) Youth work with vulnerable young people ?	89	High priority	74	83%
		Medium priority	14	16%
		Not a priority	1	1%
c) Supporting the youth council ?	91	High priority	52	57%
		Medium priority	34	37%
		Not a priority	5	5%
d) Supporting youth volunteering ?	94	High priority	48	51%
		Medium priority	44	47%
		Not a priority	2	2%
e) Supporting youth apprenticeships ?	87	High priority	52	60%
		Medium priority	34	39%
		Not a priority	1	1%
f) Sexual Relationship Education in schools?	87	High priority	50	57%
		Medium priority	31	36%
		Not a priority	6	7%
g) Sexual Relationship Education in youth centres?	90	High priority	31	34%
		Medium priority	38	42%
		Not a priority	21	23%
h) Detached youth work ?	89	High priority	41	46%

		Medium priority	41	46%
		Not a priority	7	8%
i) Outreach work?	90	High priority	45	50%
		Medium priority	40	44%
		Not a priority	5	6%
j) Youth led funding?	91	High priority	59	65%
		Medium priority	32	35%
		Not a priority	0	0%
k) Accredited awards?	91	High priority	69	76%
		Medium priority	18	20%
		Not a priority	4	4%

Young people survey - Youth centre standards

Question	Total no. of respondents	Response	No of respondents	Percentage
2. Youth Centre standards What features would you prioritise to be included in a high quality youth centre:				
a) A multi-use games area?	90	High priority	48	53%
		Medium priority	35	39%
		Not a priority	7	8%
b) A dedicated sports area?	88	High priority	57	65%
		Medium priority	30	34%
		Not a priority	1	1%
c) Gym facilities?	90	High priority	50	56%
		Medium priority	37	41%
		Not a priority	3	3%
d) Changing rooms?	91	High priority	42	46%
		Medium priority	37	41%
		Not a priority	12	13%
e) Safe space for bikes?	89	High priority	49	55%
		Medium priority	35	39%
		Not a priority	5	6%
f) Workshop space?	89	High priority	50	56%
		Medium priority	35	39%
		Not a priority	4	4%
g) ICT suite/facilities?	90	High priority	51	57%
		Medium priority	35	39%
		Not a priority	4	4%
h) Music studio?	85	High priority	36	42%

		Medium priority	40	47%
		Not a priority	12	14%
i) Studio facilities (e.g. video editing)?	89	High priority	37	42%
		Medium priority	39	44%
		Not a priority	13	15%
j) Meeting rooms for one-to-one work?	91	High priority	59	65%
		Medium priority	30	33%
		Not a priority	4	4%
k) Wifi access?	88	High priority	67	76%
		Medium priority	14	16%
		Not a priority	7	8%
l) A chill out zone or space for young people to meet in?	89	High priority	55	62%
		Medium priority	31	35%
		Not a priority	3	3%
m) Kitchen facilities to support the delivery of courses such as cooking programmes?	88	High priority	46	52%
		Medium priority	36	41%
		Not a priority	6	7%
n) Public facing cafe facilities?	89	High priority	35	39%
		Medium priority	42	47%
		Not a priority	12	13%
o) Outdoor space/garden?	89	High priority	51	57%
		Medium priority	32	36%
		Not a priority	6	7%
p) Rock climbing facilities?	88	High priority	6	7%
		Medium priority	62	70%
		Not a priority	20	23%
q) Other?				

Young people survey - Youth innovation

Question	Total no. of respondents	Response	No of respondents	Percentage
3. Youth innovation How should the Youth Service prioritise delivering youth innovation.				
a) Providing small budgets for young people to work on their own projects.	84	High priority	44	52%
		Medium priority	36	43%
		Not a priority	4	5%
b) Providing an annual youth grant that young people can apply for.	87	High priority	55	63%
		Medium priority	31	36%
		Not a priority	1	1%
c) What do you consider to be youth innovation project categories.				
• Enterprise (Business development).	81	Yes	70	86%
		No	11	14%
• Technology.	80	Yes	75	94%
		No	5	6%
• Environment.	80	Yes	66	82%
		No	14	18%
• Sport.	79	Yes	68	86%
		No	11	14%
• Music.	81	Yes	57	70%
		No	24	30%
• Dance.	80	Yes	51	64%
		No	29	36%
• Culture.	79	Yes	61	77%
		No	18	23%
• Other. Please state below:	79			

Young people survey - Work with younger service users				
Question	Total no of respondents	Response	No. of respondents	Percentage
4. Should the youth service also prioritise working with younger people:				
Age 11 years.	77	Yes	51	66%
		No	26	34%
Age 12 years.	80	Yes	71	89%
		No	9	11%

Young people survey – About you			
Question	Total number of respondents	Number of respondents	Percentage
5. Age: How old are you.			
11	81	2	2.5%
12		14	17.3%
13		13	16.0%
14		24	29.6%
15		20	24.7%
16		5	6.2%
17		1	1.2%
18		2	2.5%
6. Gender:	78		
Male		43	55%
Female		35	45%

Stakeholder survey - Prioritising areas of the Youth Service's work

Question	Total number of respondents	Response	Number of respondents	Percentage
4. Youth Service priorities What areas of work do you want the Youth Service to prioritise.				
a) Delivering youth work from youth centres .	15	High priority	11	73%
		Medium priority	3	20%
		Not a priority	1	7%
b) Youth work with vulnerable young people .	15	High priority	13	87%
		Medium priority	1	7%
		Not a priority	1	7%
c) Supporting the youth council .	15	High priority	4	27%
		Medium priority	5	33%
		Not a priority	6	40%
d) Supporting youth volunteering .	15	High priority	9	60%
		Medium priority	5	33%
		Not a priority	1	7%
e) Supporting youth apprenticeships .	15	High priority	10	67%
		Medium priority	3	20%
		Not a priority	2	13%
f) Sexual Relationship Education in schools.	15	High priority	6	40%
		Medium priority	6	40%
		Not a priority	3	20%
g) Sexual Relationship Education in youth centres	15	High priority	6	40%
		Medium priority	6	40%
		Not a priority	3	20%
h) Detached youth work .	15	High priority	8	53%
		Medium priority	4	27%
		Not a priority	3	20%

i) Outreach work.	15	High priority	8	53%
		Medium priority	5	33%
		Not a priority	2	13%
j) Youth led funding.	14	High priority	9	64%
		Medium priority	3	21%
		Not a priority	2	14%
k) Accredited awards.	14	High priority	6	43%
		Medium priority	3	21%
		Not a priority	5	36%

Stakeholder survey – Commissioning priorities				
Question	Total number of respondents	Response	Number of respondents	Percentage
5. Youth Service commissioning priorities: What types of specialist or targeted youth activity should the youth service commission the community and voluntary sector to deliver on its behalf.				
a) Sporting activities.	14	High priority	11	79%
		Medium priority	2	14%
		Not a priority	1	7%
b) Accredited training.	14	High priority	9	64%
		Medium priority	4	29%
		Not a priority	1	7%
c) Specialist arts activity.	14	High priority	6	43%
		Medium priority	5	36%
		Not a priority	3	21%
d) Services for young people with special educational needs or disability.	14	High priority	12	86%
		Medium priority	2	14%

		Not a priority	0	0%
e) Services for Lesbian, Gay, Bisexual and Transgendered young people.	14	High priority	10	71%
		Medium priority	2	14%
		Not a priority	2	14%
f) Specialist youth gang and anti-social behaviour work.	13	High priority	6	46%
		Medium priority	5	38%
		Not a priority	2	15%
g) Specialist detached youth work.	13	High priority	6	46%
		Medium priority	5	38%
		Not a priority	2	15%
h) Outreach youth work.	14	High priority	7	50%
		Medium priority	6	43%
		Not a priority	1	7%
i) Specialist youth community cohesion work.	14	High priority	9	64%
		Medium priority	4	29%
		Not a priority	1	7%
j) Youth volunteering.	14	High priority	9	64%
		Medium priority	4	29%
		Not a priority	1	7%
k) Girls' only work.		High priority	7	54%
		Medium priority	3	23%
		Not a priority	3	23%
l) Other commissioned activities.		<ul style="list-style-type: none"> • Training for staff and volunteers in the community a high priority • First aid • A Youth Violence Reduction Intervention • Offer funding to local voluntary groups to run youth projects for the council • A service to match young people with appropriate roles, I always wanted to volunteer but visible opportunities were few and far between • Boys work 		

Stakeholder survey – More about you

What is the name of the organisation that you work for or represent:

E1 Consortium

The Tower Project

Teviot action group

LB Tower Hamlets YJFIS

The Methodist Church in Tower Hamlets

LBTH

Resident of Tower Hamlets affected by youth ASB

Tower Hamlets Friends and Neighbours

Positive East

Youth Services Challenge Session

Claire Belgard, Interim Head of Integrated Youth and Community Service
Ronke Martins-Taylor, Youth Services Development Manager

10th March 2017

Contents

- Lessons learned
- About the Youth Service
- The interim delivery model
- The Youth Service ambition
- Details of proposed structure, principles of service
- Data evidencing demand/need for services and impact/outcomes of existing service
- The Youth Service Review

Lessons learned

It is important that lessons are learned from past practice as there is a risk that poor practice could be replicated in the new youth service that will be created following the Youth Service Review which commenced in January 2016.

Practice issues	Lessons learned
<p>Failure to effectively represent the needs of female service users and staff</p>	<ul style="list-style-type: none"> • Develop an attractive youth Offer • Develop youth outreach work • Develop a core youth service staff training programme • Promote career opportunities • Recruitment and selection processes
<p>Failure to engage in the statutory Prevent Duty</p>	<ul style="list-style-type: none"> • Provide Prevent Awareness training: • Continued youth service representation on the Community Safety and other relevant strategic partnerships
<p>Fraud and other serious investigations</p> <p>Staff failing to declare their interests in organisations requesting grants/funding from the IYCS.</p> <p>Poor management and oversight of IYCS staff</p> <p>Failure to carry out Disclosure and Barring Service checks on some IYCS staff.</p>	<ul style="list-style-type: none"> • Develop new recruitment and selection processes • Development of a new youth service employee code of conduct • Need to hold staff to account using supervision and appraisal processes • Create new job descriptions and person specifications • Carry out DBS checks

<p>Poor monitoring of Positive Activities for Young People grants (PAYP) and IYCS Service Level Agreements (SLAs)</p>	<ul style="list-style-type: none"> • Develop new funding arrangements
<p>Failure to deliver universal youth work to performance targets or service plans</p> <p>Expenditure of the budget on events and trips that was not aligned with planned youth work programmes or service planning.</p>	<ul style="list-style-type: none"> • Implement robust Quality Assurance processes. • Develop a community based, marketing strategy • Managing the service on a reduced budget
<p>Failure to respond to legitimate complaints made by partners about youth work and management practices</p>	<ul style="list-style-type: none"> • Develop an effective complaints procedure
<p>Failure to work with partners on shared objectives and/or projects targeted at young people</p>	<ul style="list-style-type: none"> • Develop collaborative and partnership working
<p>Integration of work with vulnerable groups of young people</p>	<ul style="list-style-type: none"> • Ensure the integration of vulnerable groups into universal youth settings
<p>Failure to publish the IYCS youth offer</p>	<ul style="list-style-type: none"> • Publish the youth offer
<p>Poor communication with IYCS staff</p> <p>Lack of progression opportunities for staff</p>	<ul style="list-style-type: none"> • Create a new communication strategy • Host regular all youth service staff conference • Develop a workforce strategy

The Youth Service

The Integrated Youth and Community Service (the “Youth Service”) delivers a universal, open access, youth service, targeted youth support, peer education, youth participation projects; and SLAs offering SEND; specialist sports, LGBT and performing arts provision. The Youth Service is supported by admin staff, quality assurance, volunteering and other support functions.

The Interim Delivery Model

Universal, open access youth work is currently delivered through a temporary interim delivery model that provides:

- 8 youth centre hubs
- 6 day a week opening
- High quality term-time and holiday youth activity
- Specialist youth projects
- Commissioned youth activity delivered by 5 local providers

Five Commissioned Providers

Poplar Harca, Newark Youth, Osmani Trust, Ocean Youth Connexions and Society Links deliver from 8 centres offering:

- Universal youth activity
- Drop-in information support sessions
- Personal planning sessions
- Access sporting activities, leisure activities, arts and crafts activities, music
- Themed youth activity programmes lasting circa 6 weeks

The Youth Service Vision

- To transform the Council's Youth Service with a bold ambition so that it becomes the recognised leader in providing diverse communities, across Tower Hamlets, with inspiring, positive activities and programmes for young people to use both now and as they transition into adulthood. Enabling young people to realise their full potential and create better futures.
- The youth service will work in *partnership* to ensure that a *high quality youth offer* is available for the young people of Tower Hamlets.

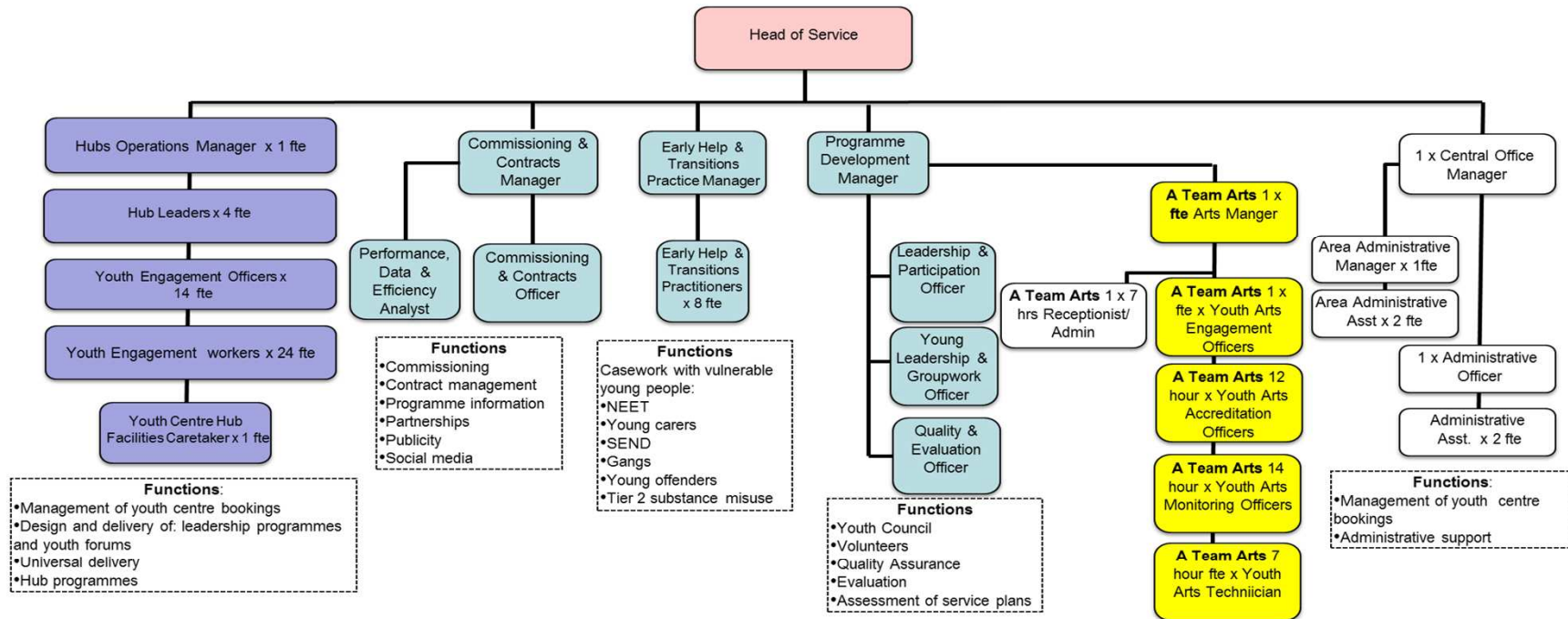
The Youth Service Ambition

The Youth Service wants to:

- Empower young people to realise their best potential;
- Provide opportunities for young people's personal and social development;
- Ensure that there is sufficient, high quality, leisure and informal educational courses and activity
- Maximise the participation of young people in the Service.

Restructuring

Youth Service restructure – Hub based model including A Team Arts



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Third Sector Commissioning

Comments
1.Functions job descriptions define relative functional responsibilities between roles.
2.Assumptions:
 Functions and services may be commissioned
 A stable and flexible service is better delivered with a full-time frontline staff team where members have the time to attend training meeting and to complete recordings.
 Salaries costs assume top of the scale and include on-costs
 All posts are subject to evaluation
 JNC green book terms and conditions for all staff
3.Premises Management: Confirm with Corporate Asset Management the integration that they would expect with the Premises Management staff
4.Admin Review: No changes are anticipated in 2017/18 to the service's administrative support structure due to the proposed Children's Services Support Service Review.

The Hub Based Model of Delivery

- Reduced layers of management
- Prioritises professional, frontline, youth workers who are all located in youth centre hubs
- Focuses on supporting vulnerable young people
- Offers commissioned youth activity
- Provides central support functions
- Delivers integrated working

Current Performance

Tower Hamlets youth service 3 year performance									
	2013/14			2014/2015			2015/2016		
	Target	Achieved		Target	Achieved		Target	Achieved	
		No.	%		No.	%		No.	%
Contacts	12,393	9,479	76.5%	13,446	8,992	66.9%	13,782	6,790	49.3%
Participants	6,866	6,167	89.8%	7,695	5,844	76.0%	7,868	4,172	53.0%
Recorded Outcome	4,120	3,998	97.0%	4,158	3,282	78.9%	5,027	2,460	49.9%
Certified Outcome	1,426	1,744	122.3%	1,595	1,716	107.6%	1,631	1,083	66.4%
Accredited Outcome	715	1,349	188.7%	851	845	99.3%	868	665	76.6%

Developing a Future Performance Management Framework

- Co-production with the sector of a new performance framework
- Captures added value by taking into account additional resources that the sector can lever into the youth service
- Provides information on inputs and activities
- Provides Information on outcomes and impacts

The Youth Service Review

The consultations:

- The Council wanted up-to-date information about what young people and stakeholders wanted from the youth service
- In March/April 2016 and October/November 2016 679 stakeholders, including 535 young people, 113 organisations and 31 parents told us what services they wanted the youth service to deliver
- The Council now has invaluable information which is being used to plan youth centre programmes, to commission youth activity with local providers; and to improve stakeholder engagement.

Young People's Profile

- **Gender:** 72% (253) of the respondents were male; and 28% (96) of were female.
- **Age:** 81% (284) of the respondents were aged 13 to 18 years.
- **Ethnicity:** 46.2% (157) of the respondents identified as Asian Bangladeshi; with the next largest ethnic group being Asian British (14.1% (51)).
- **Religion:** 74.5% (251) of the respondents identified their religion as Islam; with the next largest group identifying their religion as Christian (15.1% (51)).
- **Disability:** 4.6% (16) of the respondents indicated that they had a disability.

Youth Activities

The top five activities that young people said they were interested were:

- 30.9% were interested in sporting activities
- 23.5% were interested in workshops /courses or training
- 15.9% were interested in day trips
- 7.9% were interested in indoor activities
- 4.1% were interested in outdoor activities.

The Youth Service Review

Six service wide priorities have been identified through consultation:

- 1) Promote youth participation and engagement
- 2) Deliver high quality youth programmes
- 3) Develop youth centre building standards
- 4) Publicise the youth offer
- 5) Improve partnership working
- 6) Commission community & voluntary sector organisations to deliver youth activity in places where the youth service doesn't.

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Action	Responsibility	Date
<p>Recommendation 1: The Youth Service should work with other Council departments, as well as other public and private sector employers, to take best advantage of potential apprenticeships as a means of offering work experience and career opportunities for all youth service users.</p>		
<p>The Youth Service is working in partnership with the Careers Service (soon to be part of the Integrated Employment Service) to ensure that career opportunities for young people are available to all youth service users. In the longer term the Youth Service would want all of its Youth Activity Hub to be WorkPath reporting sites.</p> <p>The Youth Service will prioritise volunteering as a pathway to employment for young people. In addition to this the Youth Service has allocated a sum of money for youth led innovation projects including enterprise which was a high priority in our 2016 consultation with young people. The Youth Service is exploring options for a Town centre presence through the current review of markets as a potential enterprise outlet for young people.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31st March 2018</p>


Action	Responsibility	Date
<p>Recommendation 2: The Youth Service to work with the community and voluntary sector to develop a new performance and outcomes framework, that is aligned to the wider directorate and corporate frameworks, that includes activity, input, output, outcome and impact indicators; and which is more nuanced to the communities in which young people live and where youth activity is delivered.</p>		
<p>In July 2017 a new outcomes framework for the Youth Service was developed that that is designed to improve outcomes for young people by enabling them to:</p> <ul style="list-style-type: none"> - have an increased sense of agency in their lives and their communities - feel more optimistic about their futures - access holistic and supportive opportunities across the borough of Tower Hamlets - increase their critical thinking skills. <p>The framework captures a number of measures including those associated with:</p> <ul style="list-style-type: none"> - User voice; - Quality; - Outputs; and - Progress indicators <p>The aim is that by 2020 the following outcomes will have been achieved for young people:</p> <ul style="list-style-type: none"> - 20% more young people will have an increased sense of agency in their lives and their communities than the 2017-18 baseline - 20% more young people will feel more optimistic about their futures than the 2017-18 baseline - 20% young people will be better able to access holistic and supportive opportunities across the borough of Tower Hamlets than the 2017-18 baseline - 20% more young people will have increased their critical thinking skills than the 2017-18 baseline. - <p>The framework has been produced in partnership with representatives from the sector and it</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31st March 2018</p>

Action	Responsibility	Date
<p>will be aligned to the existing output framework that is currently in use in the Youth Service to provide a system of measuring performance that delivers improved outcomes for young people.</p> <p>From July 2017 further work will be undertaken with youth centre, public health, sports youth activity staff and commissioned providers to implement the new performance framework so that it is incorporated into everyday Youth Activity hub delivery with a balance being achieved between the achievement of outcomes and outputs.</p>		
<p>Recommendation 3: The Youth Service should, as part of its regular consultation activity, ensure that the opinions and preferences of female service users are proactively sought.</p>		
<p>The Youth Service will ensure that the views of girls are proactively sought as part of its any consultation activity. The service will ensure that any findings that arise from consultation with young women and girls will feed into service design in order to increase participation.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31st March 2018</p>

Action	Responsibility	Date
<p>Recommendation 4: Following implementation of the Youth Service’s new organisational model (and within a year) convene a focus group of service users to assess the impact of changes to the service with a view to them reporting back to Overview & Scrutiny Committee.</p>		
<p>On 10th January 2017 Cabinet agreed to the restructure of the Youth Service and A Team Arts.</p> <p>The restructure will enable the service to develop a strong operational platform in order to deliver better performance and improved outcomes. That strong operational platform will include:</p> <ul style="list-style-type: none"> - Universal and a targeted services that young people can access freely; - Embedded youth leadership to influence service delivery and governance; - Regular consultation with young people and other key stakeholders; - Commissioning of those youth activities not directly delivered by the youth service; - High quality youth work practice to support high levels of performance; - A regular assessment of the impact of the youth work on the lives of young people; - Strong partnership working; - Youth activity delivered from high quality buildings; - Integrated working with other services in the Council. <p>The required staff consultation for the restructure process began on 23rd January 2017 and concluded on 9th March 2017. However, the unions have indicated that they have failed to agree with management on a number of key points and on 13th June 2017 the Mayor adjudicated on outstanding failure to agree issues. It is unlikely that the restructure will be concluded before September 2017.</p> <p>Following the conclusion of the restructure work will be undertaken with young people to assess the impact of changes which will be reported back to OSC.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>September 2018</p>

Action	Responsibility	Date
<p>Recommendation 5: The Youth Service should work with its own internal youth workers, commissioned youth activity providers and independent youth activity providers to produce a joint timetable of youth activity for the benefit of Tower Hamlets' young people.</p>		
<p>The Youth Service has produced a quarterly youth and Community Services Programme since summer 2016. The programme is published on-line and it provides information on the activities provided by both the council and commissioned youth activity hubs. The Youth Service's 2017 service plan has identified actions to work more closely, with internal teams (particularly in Sports and Leisure, Arts and Events; and Public Health) to deliver integrated services and jointly agreed priorities for young people.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31st March 2018</p>
<p>Recommendation 6: The Youth Service should ensure that all mainstream and commissioned provision of youth activity and services is appropriately connected, through referral mechanisms and relevant fora, to the services supporting vulnerable children and families e.g. early help services and social care.</p>		
<p>As part of its restructure the Youth Service will create an Early Help and Transitions Team which will support vulnerable children to access a range of Early Help intervention services. All mainstream and commissioned providers of youth activity will be able to refer to the team.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>September 2017</p>

Action	Responsibility	Date
<p>Recommendation 7: The Youth Service should build on the successful pilot of joint-working between the Police, the Council's Rapid Response Team and commissioned providers or Council youth workers, and have a more direct role in the Anti-Social Behaviour tasking group.</p>		
<p>As part of the Youth Service's Youth Activity Hubs delivery model the creation of stakeholder steering groups will be set up including police, schools, business and communities in order to identify and respond to local issues including anti-social behaviour. This response will be delivered through outreach from the Youth Activity Hubs or detached work from the Rapid Response Team depending on which team is best placed to deliver the intervention.</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>March 2018</p>
<p>Recommendation 8: The Youth Service should explore alternative funding sources to supplement the existing resources available in order further develop facilities and expand its offer to young people.</p>		
<p>The Youth Service is exploring opportunities for new and alternative funding streams in order to supplement its existing resources in order to develop its facilities and improve its offer to the young people of Tower Hamlets. In addition to this there is an objective set out in the Youth Service's service plan to maximise the income achieved from buildings (e.g. hires and leases).</p>	<p>Ronke Martins-Taylor (Interim Divisional Director Youth and Commissioning) and Claire Belgard (Interim Divisional Director Youth)</p>	<p>31st March 2018</p>

<p>Cabinet</p> <p>31 October 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Ann Sutcliffe, Acting Corporate Director, Place</p>	<p>Classification: Unrestricted</p>
<p>The Infrastructure Delivery Framework: Report to Cabinet recommending the approval of the allocation of S106 and CIL funding and approval for the adoption of a capital budget in respect of the following projects:</p> <ul style="list-style-type: none"> ➤ King Edward Memorial Park Masterplan Delivery; ➤ Aberfeldy Village Health Centre; ➤ Suttons Wharf Health Centre; ➤ Wellington Way Health Centre; ➤ Raines Foundation School. 	

<p>Lead Member(s)</p>	<p><u>Covering Cabinet Report</u> Councillor Rachel Blake, Cabinet Member for Strategic Development</p> <p><u>Kind Edward Memorial Park Masterplan Delivery Project Initiation Document</u> Councillor Abdul Mukit, Cabinet Member for Culture and Youth</p> <p><u>Aberfeldy Village Health Centre Project Initiation Document</u> Councillor Denise Jones, Cabinet Member for Adult Services</p> <p><u>Suttons Wharf Health Centre Project Initiation Document</u> Councillor Denise Jones, Cabinet Member for Adult Services</p> <p><u>Wellington Way Health Centre (New Build Extension) Project Initiation Document</u> Councillor Denise Jones, Cabinet Member for Adult Services</p> <p><u>Raines Foundation School Project Initiation Document</u> Councillor Amy Whitelock Gibbs Cabinet Member for Education & Children's Services</p>
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Originating Officer(s)	<p><u>Covering Cabinet Report</u> Owen Whalley, Divisional Director, Planning and Building Control, Place Directorate</p> <p><u>Kind Edward Memorial Park Masterplan Delivery Project Initiation Document</u> Alice Bigelow, Interim Parks Manager, Children’s Services Alison Dickens, Interim Parks Manager, Children’s Services</p> <p><u>Aberfeldy Village Health Centre Project Initiation Document</u> Abigail Knight, Associate Director of Public Health (Children & Families), Adult’s Services Directorate</p> <p><u>Suttons Wharf Health Centre Project Initiation Document</u> Abigail Knight, Associate Director of Public Health (Children & Families), Adult’s Services Directorate</p> <p><u>Wellington Way Health Centre (New Build Extension) Project Initiation Document</u> Abigail Knight, Associate Director of Public Health (Children & Families), Adult’s Services Directorate</p> <p><u>Raines Foundation School Project Initiation Document</u> Debbie Jones, Corporate Director of Children’s Services Janice Beck, Head of Building Development, Children’s Services</p>
Wards affected	Bethnal Green; Poplar/Blackwall and Cubitt Town; Mile End; St Katharine’s and Wapping; St Peter’s
Key Decision?	Yes
Community Plan Theme	A great place to live; A fair and prosperous community; A safe and cohesive community; A healthy and supportive community.

1. EXECUTIVE SUMMARY

1.1 This document has been formed in order to seek approval from the Mayor in Cabinet for:

1. The allocation of £3,267,241 in Section 106 (S106) funding to the proposals set out in the “*King Edward Memorial Park Masterplan Delivery*” Project Initiation Document (PID), which is attached to this Cabinet report at Appendix A.

2. The allocation of £3,119,421 in Section 106 (S106) funding to the

proposals set out in the “Aberfeldy Village Health Centre” Project Initiation Document (PID), which is attached to this Cabinet report at Appendix B.

3. The allocation of £2,937,287 in Section 106 (S106) and £182,091 in Community Infrastructure Levy (CIL) funding to the proposals set out in the “Suttons Wharf Health Centre” Project Initiation Document (PID), which is attached to this Cabinet report at Appendix C.
4. The allocation of £1,493,700 in Section 106 (S106) funding to the proposals set out in the “Wellington Way Health Centre” Project Initiation Document (PID), which is attached to this Cabinet report at Appendix D.
5. The allocation of £4,000,000 in Section 106 (S106) funding to the proposals set out in the “Raines Foundation School” Project Initiation Document (PID), which is attached to this Cabinet report at Appendix E.
6. The adoption of capital estimates for each the five projects described in this document and the attached PIDs and incorporation of them into the Council’s capital programme.

1.2 The projects to which this document relates can be summarised as follows:

- a) **King Edward Memorial Park Masterplan Delivery**: This project involves the expenditure of £3,267,241 of S106 funding on the detailed design and implementation of the King Edward Memorial Park (KEMP) Masterplan. The Masterplan incorporates a full refurbishment of King Edward Memorial Park, including both soft and hard landscaping, new entrances, path resurfacing, new play areas, refurbished sports courts and a catering outlet with publically accessible toilets.
- b) **Aberfeldy Village Health Centre**: This project involves the expenditure of £3,119,421 of S106 funding on the relocation of the Aberfeldy General Practice in the South-East Locality, to the Aberfeldy New Village Development. The proposed new health facility at Aberfeldy Village will help build the extra clinical capacity that will be required to meet the increased demand for primary care.
- c) **Suttons Wharf Health Centre**: The shell and core of the new health centre at Suttons Wharf has been completed and £182,091 of CIL and £2,937,287 of S106 funding is sought for the fit out of the premises to enable the re-provision of the Globe Town Surgery to the nearby Suttons Wharf development. The fitted-out premises will provide 12 consulting rooms and 3 treatment rooms, as well as a multi-purpose group room and counselling room. Two of the consulting rooms will be dedicated GP training rooms.
- d) **Wellington Way Health Centre**: This project involves the expenditure of £1,493,700 of S106 funding on a new extension at the existing Wellington Way Health Centre premises. The extension will provide six additional clinical rooms for the Health Centre.

- e) **Raines Foundation School:** This project involves the expenditure of £4,000,000 of S106 funding on improvements to the accommodation of Raines Foundation School, Lower site in Old Bethnal Green Road. The school is on a split site; the Upper site is in Approach Road. These improvements will allow the relocation of Sixth form from the Upper Site to the Lower Site, with facilities tailored to their needs. This has benefits for the organisation and management of the school and the curriculum delivery.

1.3 Table 1 below sets out the amount requested for each of the projects highlighted in 1.2, including the source of requested funding related to CIL and S106. Table 2 sets out the project costs and the amounts that require a capital budget to be adopted. Please note that the figures in this document, including in the tables below have been rounded to the nearest pound. For exact figures, please refer to the attached PIDs.

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

Project Title	Amounts		
	Overall Request	S.106	CIL
King Edward Memorial Park Masterplan Delivery	£3,267,241	£3,267,241	-
Aberfeldy Village Health Centre	£3,119,421	£3,119,421	-
Suttons Wharf Health Centre	£3,119,378	£2,937,287	£182,091
Wellington Way Health Centre	£1,493,700	£1,493,700	-
Raines Foundation School	£4,000,000	£4,000,000	-
Total	£14,999,740	£14,817,649	£182,091

Table 2: Adoption of Capital Budget > Requested Amount

Project Title	Amounts	
	Overall Request	Adoption of Capital Budget > Request Amount
King Edward Memorial Park Masterplan Delivery	£3,267,241	£3,267,241
Aberfeldy Village Health Centre	£3,119,421	£3,119,421
Suttons Wharf Health Centre	£3,119,378	£3,119,378
Wellington Way Health Centre	£1,493,700	£1,493,700
Raines Foundation School	£4,000,000	£4,000,000
Total	£14,999,740	£14,999,740

RECOMMENDATIONS

1.4 The Mayor in Cabinet is recommended to:

1. Approve the allocation of £3,267,241 in Section 106 (S106) funding to the proposals set out in the “*King Edward Memorial Park Masterplan Delivery*” Project Initiation Document (PID), which is attached to this Cabinet report at Appendix A and Table 1.
2. Approve the allocation of £3,119,421 in Section 106 (S106) funding to the proposals set out in the “Aberfeldy Village Health Centre” Project Initiation Document (PID), which is attached to this Cabinet report at Appendix B and Table 1.
3. Approve the allocation of £2,937,287 in Section 106 (S106) and £182,091 in Community Infrastructure Levy (CIL) funding to the proposals set out in the “Suttons Wharf Health Centre” Project Initiation Document (PID), which is attached to this Cabinet report at Appendix C and Table 1.
4. Approve the allocation of £1,493,700 in Section 106 (S106) funding to the proposals set out in the “Wellington Way Health Centre” Project Initiation Document (PID), which is attached to this Cabinet report at Appendix D and Table 1.
5. Approve the allocation of £4,000,000 in Section 106 (S106) funding to the proposals set out in the “Raines Foundation School” Project Initiation

Document (PID), which is attached to this Cabinet report at Appendix E and Table 1.

6. Approve the adoption of a capital estimate for the five projects described in this document and the attached PIDs and incorporate them into the Council's capital programme.

2. REASONS FOR THE DECISIONS

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

1. They help contribute to the delivery of positive improvements to people's lives that will underpin the Community Plan themes of:
 - A Great Place to Live;
 - A Fair and Prosperous Community;
 - A Safe and Cohesive Community;
 - A Healthy and Supportive Community.
2. They will improve the public realm, accessibility, and wellbeing of residents and workers; improve economic activity, and employment and enterprise opportunities, as well as overall levels of public participation.

2.2 Please refer to the following associated documents/appendices for more information about the projects:

- Appendix A: King Edward Memorial Park Masterplan Delivery PID
- Appendix B: Aberfeldy Village Health Centre PID
- Appendix C: Suttons Wharf Health Centre PID
- Appendix D: Wellington Way Health Centre (New Build Extension) PID
- Appendix E: Raines Foundation School PID

3. ALTERNATIVE OPTIONS

- 3.1 The projects within the attached PIDs can be individually or collectively approved. The only alternative option is to not allocate the funding to some or any of these projects.
- 3.2 It should be noted that the use of S106 funding proposed for allocation in this report is restricted, as it must be spent in accordance with the terms and conditions of its expenditure pertaining to a specific S106 agreement related to the development from which it originates. Further details of the specific restrictions attached to each S106 agreement can be found in the attached PIDs. Any alternative spend of this funding would have to be on the projects that would meet the requirements of the relevant S106 agreement.

- 3.3 With regards to Raines Foundation School, if there is no support from the Council, the alternative would be to spread the project and funding over several years which is likely to be more expensive as well as disruptive to the school. However, if a lower sum were to be agreed, a reduced scheme could be considered alongside the priorities within the available sum but that would reduce the potential benefits.

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.

PIDs

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

King Edward Memorial Park Masterplan Delivery (PID attached at Appendix A)

- 4.4 This project involves the capital expenditure of £3,267,241.19 of S106 funding on a programme of works seeking to implement the King Edward Memorial Park Masterplan.
- 4.5 In September 2014, Thames Water was given approval by the government to build the Thames Tideway Tunnel, an eight metre diameter tunnel that will run along the Thames from Acton to Abbey Mills in Newham. It is designed to prevent stormwater and sewage from entering the River Thames during times of heavy rainfall. It will therefore connect with all the stormwater overflow sewers that at present discharge directly from both the north and south banks into the Thames.
- 4.6 One of those stormwater sewers discharges into the Thames in the south east corner of King Edward Memorial Park (KEMP), and therefore will need to be connected at that point to the Thames Tideway Tunnel. To mitigate any impacts caused by the Thames Tideway Tunnel, particularly during construction (which will take 3-4 years), Thames Water have agreed to fund £4 million of improvements to KEMP and

other local open spaces. This financial contribution has been secured through a Section 106 legal agreement.

4.7 In early 2016, the KEMP Masterplan (Masterplan) was prepared in accordance with the requirements within the S106 agreement. The Masterplan incorporates a full refurbishment of King Edward Memorial Park, including both soft and hard landscaping, new entrances, path resurfacing, a new, expanded sequence of play areas, refurbished sports courts and a catering outlet with publicly accessible toilets. The design aims to address the needs of the whole community, and will be fully accessible.

4.8 The implementation is planned to take place in phases (with Phase 1 being the preparation of the Masterplan) to ensure the park can remain open to the public throughout. These include:

- **Phase 2 (October 2019 – September 2020):** The Tideway delivery of the advance playground is counted in the master plan as Phase 1; North-East entrance, new tennis and other courts on bowling green, play spaces between ball courts.
- **Phase 3 (July 2020 – December 2020):** North and West edge, remainder tennis and play, Edwardian terrace.
- **Phase 4 (December 2020 – March 2021):** Northwest entrance, stepped edge to MUGA, ramp and step access from the south to the court area, new landscape to the southern park boundary and final surfacing to footpaths.

4.9 It is proposed that further consultation is carried out with the local community on the detailed design prior to construction beginning on site, for which the estimated start date is October 2019. The consultation will consist of three elements:

- **From October 2017 to ongoing:** Invite members of the existing Tideway-led Community Liaison Working Group and members of the public through the KEMP Newsletter to attend periodic meetings to advise on the design. It is anticipated that this open liaison group will meet regularly during the design development period and may continue during work on site. The project manager will also continue to attend the Community Liaison Working Group meetings to update members on development of the master plan.
- **From Feb to June 2018:** Carrying out consultation meetings with designers and key interest groups/stakeholders as recommended in the master plan section 6, to include sports organisations, neighbouring community organisations, organisations with special knowledge of play, organisations concerned with the needs of older people, especially relating to health and fitness.
- **Summer 2018:** Hold a public event in the park to show the design and invite feedback.

Aberfeldy Village Health Centre (PID attached at Appendix B)

- 4.10 The shell and core health facility within the Aberfeldy New Village development is scheduled for completion and hand over to the NHS in June 2019. This project involves the expenditure of £3,119,421 of S106 funding to undertake the fit out of the shell and core premises to enable a reprovision for the Aberfeldy GP Practice. The fit-out works are expected to take approximately 12 months.
- 4.11 The existing Aberfeldy Practice premises are severely under-sized and lack the physical capacity to accommodate the additional doctors and nurses that will be needed to meet the future needs of the population in the South-East Locality. The Aberfeldy Practice's current clinical workload, measured by GP and nurse contacts is approximately 57,500 contacts per annum and the utilisation rate of clinical space is now running at 100% during opening hours, with only very limited room further expansion within the footprint of the existing practice premises.
- 4.12 The proposed new health centre would provide the modern facilities and clinical capacity needed to enable the Aberfeldy Practice to register new patients who will move into the catchment area over the next five years, serving the population of the Lansbury, Limehouse, Poplar and Blackwall and Cubitt Town Wards, within the South-East Locality.
- 4.13 The fitted-out Aberfeldy Village Health Centre premises will provide up to 21 clinical rooms, compared to nine rooms at the existing surgery. A counselling/interview room and a large multi-purpose group room will also be provided. The new facility will be accessible in the evenings and at weekends.

Suttons Wharf Health Centre (PID attached at Appendix C)

- 4.14 The shell and core of the new health centre at Suttons Wharf has been completed and £182,091.44 of CIL and £2,937,286.56 of S106 funding is sought for the fit out of the premises. This will enable the reprovision of the Globe Town Surgery to the nearby Suttons Wharf development. If approved, the fitted-out premises will provide 12 consulting rooms and 3 treatment rooms, as well as a multi-purpose group room and counselling room. Two of the consulting rooms will be dedicated GP training rooms. The new Health Centre will be accessible in the evenings and weekends.
- 4.15 The Suttons Wharf development was completed in 2015 and comprises over two hundred apartments contained within four modern tower blocks. The development is situated approximately 600 metres from the Globe Town Surgery's existing practice premises. The Globe Town Surgery is proposed to occupy 992.8 m² of ground premises within Block A2 at the Suttons Wharf development in Palmers Road, Bethnal Green.

- 4.16 The existing Globe Town Surgery building, situated in Roman Road, is in poor condition and is far too small to provide the level of service that is required. The premises are held on a lease with a third-party landlord, which is due to expire in September 2020. The Practice will surrender its existing lease when the service relocates to the Suttons Wharf premises in September 2018. However, in the event of a failure to agree terms with the landlord for an early surrender of the lease, the CCG has undertaken to repurpose the use of the building temporarily and to meet the revenue costs for the rental charge and business rates and other associated property charges for the remaining two year term.
- 4.17 The new health centre will provide the modern facilities and clinical capacity needed to enable the Globe Town Surgery to grow its patient list from 13,000 to 18,000 over the next five years to 2022. The facility will provide the new infrastructure required to meet the primary care healthcare needs of the population of the Bethnal Green, Bow West, Mile End and St Peters Wards.
- 4.18 The new Health Centre will serve as a key resource for the local community for public health and health promotion activities, and will be accessible in the evenings and at weekends.

Wellington Way Health Centre (PID attached at Appendix D)

- 4.19 This project involves the expenditure of £1,493,700 of S106 funding on the construction and fit out of a new extension at the existing Wellington Way Health Centre premises in the North-East Locality of Tower Hamlets. The extension will provide six additional clinical rooms for the Health Centre. This project builds on existing plans to refurbish the interior the old health centre building to provide accommodation for the Merchant Street and Stroudley Walk GP practices.
- 4.20 A previous PID for Section 106 capital to fund the refurbishment of the existing footprint of the Wellington Way Health Centre was approved at IDB in October 2016. The refurbishment will enable a re-provision of both the Merchant Street and Stroudley GP practices at the Wellington Way Health Centre. It is proposed that construction of the new build extension be included as part of the overall works contract for the Wellington Way health centre refurbishment. Completing these works as part of a single contract would minimise disruption as the works would not have to be completed in two phases. The newly refurbished health centre and extension would open in September 2018.
- 4.21 The Merchant Street and Stroudley Walk GP practices currently have a combined registered list of 9,666 patients¹. The extra clinical capacity provided by the new build extension will enable the two practices to expand their combined patient list by a further 5,000 over the next five

¹ Registered Patient List at 31st January 2017, recorded by THCCG

years to 2021/22. The new facility will be fully integrated with the existing health centre building, enabling patients to access a wider range of community and specialist health services that will be provided from the site

Raines Foundation School (PID attached at Appendix E)

- 4.22 This project involves the expenditure of £4,000,000 of S106 funding on improvements to Raines Foundation School.
- 4.23 The works will enhance the curriculum facilities and support recruitment to the school. The Lower site is now used for Years 7 and 8 with all other year groups and the sixth form at the Upper site. The proposal is to reorganise the school so that the 6th form will be at the Lower site and Year 7–11 at the Upper site. This has benefits for the organisation and management of the school and the curriculum delivery.
- 4.24 The project supports the reorganisation of the school across the two sites and aims to improve the teaching accommodation at the Bethnal Green Road site. The works include roof renewal and a range of accommodation improvements to upgrade the site to make it educationally and functionally a more efficient and attractive 6th Form Centre.
- 4.25 The improvements include: improvements to accessibility, sixth form specialist facilities including a new lecture theatre, multi-use gym, cafe, library, kitchen and dining area and a dance studio. New toilets are also proposed as well as enhancements to external recreation areas including an all-weather surface MUGA.
- 4.26 In terms of benefits to the wider community, a number of facilities will be made available to the public outside of school hours including the dance studio, gym, lecture theatre, internet café and MUGA pitch.
- 4.27 It is anticipated that the improved facility, as well as the removal of the 50% cap on open places from September 2017, will result in an increase in student enrolments and the recruitment of staff.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 In accordance with the Council's Infrastructure Delivery Framework, this report seeks the approval of the Mayor in Cabinet to allocate Section 106 resources totalling £14,817,649 and Community Infrastructure Levy funding totalling £182,091 to five projects.

5.2 The scheme allocations and their relevant funding sources are summarised in the table below.

	<u>Allocation</u>			<u>Funding</u>	
	Capital £	Revenue £	Total £	Section 106 £	CIL £
King Edward Memorial Park Masterplan Delivery	3,267,241	-	3,267,241	3,267,241	-
Aberfeldy Village Health Centre	3,119,421	-	3,119,421	3,119,421	-
Suttons Wharf Health Centre	3,119,378	-	3,119,378	2,937,287	182,091
Wellington Way Health Centre	1,493,700	-	1,493,700	1,493,700	-
Raines Foundation School	4,000,000	-	4,000,000	4,000,000	-
	14,999,740	-	14,999,740	14,817,649	182,091

Note: All figures are shown to the nearest £. Certain items in the tables contained in the main body of the report show allocations in pence in order to ensure that the exact balance held in respect of each planning obligation is allocated. Many Section 106 payments received from developers are subject to indexation meaning that receipts are not necessarily in exact pounds.

- 5.3 In order that spending decisions can be made during the financial year by the Infrastructure Delivery Board and the Mayor in Cabinet, an initial provision of £30 million for infrastructure delivery was incorporated within the 2016-17 capital programme, with uncommitted resources being carried forward into 2017-18 and future years as necessary. The approval to fund schemes from this budgetary provision can only be made following the receipt of the relevant developer contributions - in the case of the schemes proposed in this report, the required resources have been received by the Council. The planning contributions that are being applied to the projects are detailed in section 2 of each of the Project Initiation Documents that are included as Appendices A to E of this report.
- 5.4 A significant element of the Section 106 resources that are held by the Council relates to capital projects. The proposed allocation of these funds is undertaken by the Infrastructure Delivery Board and should take place in accordance with the priorities within the Council's capital strategy, although certain resources are specific to particular initiatives. In order to undertake Section 106 funded capital schemes, projects must be incorporated into the capital programme and appropriate capital budgets adopted. The approval of capital estimates totalling £14,999,740 is sought in this report.
- 5.5 Due to the risk that funding will have to be repaid to developers, with interest, if the time period specified in the Section 106 agreement

expires, it is important to ensure that projects continue to be closely monitored and that actions are taken to mitigate any risk that resources will be lost. The possibility of applying funds to alternative projects should be considered if schemes are unlikely to drawdown the funding before the time limited resources expire, although this must be done in accordance with the specific use conditions that are detailed in each Section 106 agreement.

- 5.6 Payments of Section 106 resources to external bodies can potentially be determined to be grants which require the approval of the Grants Determination Sub-Committee in accordance with the Council's decision making framework. In the case of the projects in this report, those managed by the Council itself do not require approval unless payments are to be made to external voluntary organisations. The proposed allocation to Raines Foundation School will however require Grants Determination Sub-Committee approval as it is a payment to a non-Local Authority maintained school, as will the allocations to statutory bodies (NHS Tower Hamlets Clinical Commissioning Group / NHS Property Services).
- 5.7 The delivery of the projects proposed in this report may impact on existing Council revenue budgets, particularly in the case of the public realm and open space schemes i.e. the King Edward Memorial Park Masterplan Delivery. Any additional call on revenue resources will need to be incorporated into existing budgets or considered as part of the 2018-19 budget process.

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. 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.
- 6.3 The Community Infrastructure Levy (CIL) is a planning charge, introduced by the Planning Act 2008 to help deliver infrastructure to support the development of their area. A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. The Council has published a list under Regulation 123 of the Community Infrastructure Levy Regulations 2010 which lists health and social care facilities as infrastructure that the Council intends to be wholly or partly funded by CIL.

- 6.4 This report is asking the Mayor in Cabinet to approve the allocation of s.106 and CIL resources to the projects that were recommended for progression by the Infrastructure Delivery Steering Group on 16th February 2017 and 30th August 2017 and to adopt the necessary capital budget. The funding for these projects will be taken from contributions received pursuant to s106 agreements, with a small amount of CIL proposed for use in respect of the Sutton's Wharf Health Centre project. The terms of the relevant s.106 agreements have been reviewed and (other than as noted at paragraph 6.4) it is considered that the allocation of this s.106 funding is in accordance with the relevant agreements and therefore lawful. The use of CIL for the Suttons Wharf Health Centre is also acceptable. Further commentary is provided below on some of the individual projects.
- 6.5 **The Raines Foundation School (Capital Works) Project** – The Council has power under the School Standards and Framework Act 1998 (Schedule 3, Part 11) to provide the governing body of a voluntary aided school with such assistance as the authority thinks fit, in respect of capital expenditure in relation to the school premises.
- 6.6 In this case, although (in general terms) the section 106 agreements require the contributions to be spent towards educational facilities in the borough, they do not specify the individual project that the monies can be used for, or specify any organisation/school to whom payment is to be made. The Council is not under a legal duty to provide this payment to the Raines Foundation School in respect of this project, and as such the payment is discretionary because the school is voluntary aided. As such it is considered by Legal to be a grant. If the allocation of this payment is agreed by Cabinet, approval should then be sought through the Grants Determination (Cabinet) Sub-Committee before any payment is made.
- 6.7 **Aberfeldy Village Health Centre, Suttons Wharf Health Centre and Wellington Way Health Centre (New Build Extension)** - The Council has power under section 76 of the National Health Service Act 2006 to make payments to a clinical commissioning group towards expenditure (either capital or revenue) incurred by them in connection with their prescribed functions (including medical services). In this case, although the section 106 agreements limit what types of projects the monies can be used for, they do not specify any organisations to whom payment is to be made. Therefore the Council is not under a legal duty to provide the payments to the NHS in respect of these health care centres. As such these payments are discretionary to those organisations and are considered by Legal to be grants and therefore, if the allocation of this payment is agreed by Cabinet, approval should then be sought through the Grants Determination (Cabinet) Sub-Committee before any payment is made.
- 6.8 The Council has a duty under Section 3 of the Local Government Act 1999 to ensure that all agreements into which it enters satisfies the

Council's Best Value duty. Therefore, grant agreements with the providers must contain robust monitoring and performance clauses ensuring that value for money is achieved through the grant.

- 6.9 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. Where equality issues arise in respect of the projects these have been considered within the attached PIDs. This is with the exception of the PID for the allocation of s106 funding to Raines Foundation School. An Equality Analysis Checklist should be prepared prior to Cabinet in order that any equality implications are considered and assessed.

7 ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 This report proposes to allocate funding to help deliver infrastructure at a local level. In scoping these infrastructure projects the objectives of One Tower Hamlets and those of the Community Plan have been considered.
- 7.2 It is hoped that these infrastructure projects will contribute to the reduction of inequality and will foster cohesion in the borough.

8 BEST VALUE (BV) IMPLICATIONS

- 8.1 If approved, the project referred to in this document is required to be delivered in consideration of best value implications and the Council's Best Value Strategy and Action Plan (2015).

9 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

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

10 RISK MANAGEMENT IMPLICATIONS

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

11 CRIME AND DISORDER REDUCTION IMPLICATIONS

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

12 SAFEGUARDING IMPLICATIONS

12.1 Whilst not related to greening of the environment, these projects are partly focussed on improvements to the environment more broadly. Sustainability considerations will be applied as far as possible and as appropriate to the use of building materials and fixtures.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- King Edward Memorial Park Masterplan Delivery PID – Appendix A;
- Aberfeldy Village Health Centre PID – Appendix B;
- Suttons Wharf Health Centre PID – Appendix C;
- Wellington Way Health Centre (New Build Extension) PID – Appendix D;
- Raines Foundation School PID – Appendix E.

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

- None

Officer contact details for documents:

Chris Horton, Infrastructure Planning Team Leader
Tel: 020 7364 5249

PROJECT INITIATION DOCUMENT

(September 2017)

**King Edward Memorial Park
Masterplan Delivery**

Version 0.3

Version Control

Version Number	Author and Job Title	Purpose/Change	Date
0.1	Alice Bigelow Project Manager KEMP	Initial draft to IDSG Finance Subcommittee	17.08.17
0.2	Alice Bigelow Project Manager KEMP	Second draft to IDSG	23.08.17
0.3	Alice Bigelow Project Manager KEMP	Third draft	17.09.17
<i>1.0</i>		<i>E.g. Final version</i>	

Project Initiation Document (PID)

Project Name:	King Edwards Memorial Park: Master plan Delivery		
Project Start Date:	October 2017	Project End Date:	September 2021
Relevant Heads of Terms:	Land and Open Space		
Responsible Directorate:	Children's		
Project Manager:	Alice Bigelow & Alison Dickens		
Tel:	EX 1491	Mobile:	07973 712892
Ward:	St. Katharine's and Wapping		
Delivery Organisation:	Children's Services		
Funds to be passported to an External Organisation? ('Yes', 'No')	TBC		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	No		
Supplier of Services:	TBC		
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	No		

Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	Yes
<u>S106</u>	
Amount of S106 required for this project:	£3,267,241.19
S106 Planning Agreement Number(s):	PA/11/00526 APP119.15
<u>CIL</u>	
Amount of CIL required for this project:	None
Total CIL/S106 funding sought through this project	£3,267,241.19
Date of Approval:	

This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):

Organisation	Name	Title
LBTH – Place	Ann Sutcliffe	Divisional Director Property and Major Programmes (<i>Interim Chair</i>)
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal
LBTH – Governance	Marcus Woody	Planning Lawyer
LBTH –	Andy Simpson	Business Improvement & S106 Programme

Organisation	Name	Title
Governance		Manager
LBTH – Governance	Vicky Allen	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Flora Ogilvie	Associate Director of Public Health
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	Infrastructure Planning Team Leader
LBTH-Children’s	Alice Bigelow	Interim Parks Manager
LBTH Children’s	Stephen Murray	Head of Arts and Events
LBTH-Children’s	Judith St John	Interim Divisional Director- Sports, Learning and Culture

Related Documents

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			
	King Edward Memorial Park Master plan	Master plan for KEMP prepared with first stage of this S106 funding and signed off 7/7/27	M:\Parks & Open Spaces\Capital Schemes\PROJECT MANAGEMENT (PARKS)\KEMP\Master plan

ID	Document Name	Document Description	File Location
If copies of the related documents are required, contact the Project Manager			
	S106 Agreement Letter Signed	Letter signed by both Tideway and LBTH dated 7/7/17 agreeing the master plan.	M:\Parks & Open Spaces\Capital Schemes\PROJECT MANAGEMENT (PARKS)\KEMP\Master plan

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Appendices

Appendix A: Recorded Corporate Director’s Action Form

Appendix B: Risk Register

Appendix C: Project Closure Document

Appendix D: KEMP Area Map Overview marking DCO area of Tideway Work

Appendix E: KEMP in Riverside Context

Appendix F: KEMP Masterplan Executive Summary and Drawing July 2017

Appendix G: KEMP Newsletter 1 - May 2016

Appendix H: KEMP Newsletter 2 - August 2016

Appendix I: KEMP Newsletter 3 – August 2017

1.0 Purpose of the Project Initiation Document

1.1 This document is to enable the implementation of the master plan for improvements to King Edward Memorial Park which has recently been signed off by Tideway and LBTH.

1.2 It is proposed for the PID to cover the following aspects of the project:

- Consultation with local residents and stakeholders on detailed design.
- Detailed design for the master plan
- Phased implementation of the master plan improvements to KEMP.

This document will focus on the detailed design and implementation of the master plan as approved by the KEMP steering group and it will be approved, monitored against, reviewed and updated by end of phase reports, plans, financial reports and forecasts.

These will give latest positions on costs and resources, as outlined in the S106 Portfolio Definition Document. Progress will be recorded and maintained on S106 Database.

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

- Justify the expenditure of S106 contributions on the named project which will provide the IDSG with a sound basis for their decision;
- Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

2.0 Section 106/CIL Context

Background

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

- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the Council's Regulation 123 List.
- 2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

- 2.4 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development at PA/11/00526, Thames Tideway Tunnel /King Edward Memorial Park Foreshore.
- 2.6 The agreement dated 12 February 2014 obliged the developer to pay the Council £3,106.180 (indexed) for implementation of the master plan for King Edward Memorial Park (see Section 9 below).
- 2.7 The contribution was received on 21 July 2017 it is time limited for a period of 8 years from the date of payment.

CIL

- 2.8 This PID does not seek approval for the expenditure of CIL funding.

3.0 Equalities Analysis

- 3.1 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.
- 3.2 See the Appendix F Masterplan Executive Summary for discussion of design development research and consultation, in particular, how the masterplan design has been created in order to address the needs of all the local community.

4.0 Legal Comments

[LBTH Legal Services to provide commentary – the Business Assurance Team will send these to Legal Services in accordance with the relevant timescales.]

4.1 XXXX

5.0 Overview of the Project

- 5.1 King Edward Memorial Park was opened in 1922 by King George V and Queen Mary with the following dedication: *“In grateful memory of King Edward V11. This park is dedicated to the use and enjoyment of the people of East London for ever.”* The park is known for its unrestricted views of the river and its bio diversity. Located off the Highway and Glamis road in Wapping it is the only riverside park between Tower Hill and the Isle of Dogs. See Appendix D Area Area Map Overview marking DCO area of Tideway Work.
- 5.2 In September 2014, Thames Water was given the go ahead by government to build the Thames Tideway ‘super sewer’ which is an 8 metre diameter tunnel that will run along the Thames from Acton in the west to Abbey Mills in Newham in the east. It is designed to prevent storm water and sewage entering the River Thames at times of heavy rainfall. It will therefore connect with all the storm water overflow sewers that at present discharge directly from both the north and south banks into the Thames.
- 5.3 One of those storm water sewers discharges into the Thames in the south east corner of KEMP, and therefore will need to be connected at that point to the Thames Tideway Tunnel. This will involve the construction of a temporary platform on the Thames foreshore from which a 60 metre deep shaft will be constructed to connect with the Thames Tideway tunnel. Most of the equipment needed to operate the tunnel and connections will be located within the foreshore construction with only the control box located within the Park itself. The site will be serviced by a construction route running from Glamis Road to the foreshore site – this construction route will be built to a permanent standard and will eventually form part of the Thames Path through the Park. Construction of this access route will require some demolition as well as removal of a number of mature trees. Construction is anticipated to take 3½ to 3¾ years excluding the mitigation works in the existing Park. See Appendix D Area Map Overview marking DCO area of Tideway Work and Appendix G Newsletter 1.
- 5.4 The Council has always supported the principle of the project but during the consultation process, both the Council and the Park user’s pressure group, Save KEMP, strongly opposed the use of King Edward Memorial Park as the main construction site in the borough. The Park is located in a densely populated area with very limited open space and is very heavily used by local people particularly at

weekends. The council considered that the proposed construction work would cause 3½ years of noise and disruption and during that time would make much of the park unusable, as well as causing noise and disturbance to adjoining residents and a local school.

- 5.5 The Examination Hearing: Between November 2013 and March 2014, a panel of five Government planning inspectors conducted a detailed Examination of the proposals and invited councils and residents to make representations about the project and proposed alternative construction site. The Examination Panel recognised the strength of the council's and local residents objection to the use of KEMP, but determined that the Heckford Street alternative did not offer significant benefits over Thames Water's original proposals for a construction site for the tunnel works in the Park.
- 5.6 However, during the hearing and in recognition of the strength of the Council's and local opposition to the use of the Park, negotiations with Thames Water resulted in an agreement on Thames Water's part of fund in the region of £4million of improvements to KEMP and other local open spaces based on an indicative design produced by an LBTH Landscape Architect in 2013. These improvements are secured by a Section 106 legal agreement which was signed by Thames Water and the council in February 2014 and thus was in place before the close of the Examination Hearing and therefore taken into account by the Panel it making its recommendations to the Government. The section 106 agreement will be managed and monitored by the Planning service as with other S106 Agreements.

The main financial provisions are:

1. Landscaping Master Planning Contribution - £250,000 subject to the council setting up a steering group chaired by the council and including Thames Water and the Contractor (This was subject of a previous PID and has been delivered)
2. Landscaping Works Contribution - £3,106,180 subject to the implementation of the landscaping master plan (Subject of this PID)

The three items below will be subject to a separate PID

3. Glamis Road adventure playground works contribution – £99,606
4. Shadwell Basin Landscaping works contribution - £206,874
5. Local Open Spaces Contribution - £150,00 for improvements to open space in the vicinity of Kemp

The contributions listed above are index linked and were to be drawn down from Thames Water as the sums are spent.

The improvements were to be developed in detail through consultation with the local community, and were planned to include new tennis courts, a new sports pitch and children's playground and a community building. Furthermore, construction works were not to commence until the works to

reconfigure the multi-purpose sports pitch, relocate the children's play area and associated landscaping were complete. In addition, once Tideway construction works have been completed, the Park would be extended onto the Thames foreshore to provide extra public open space. See Appendix D Area Map Overview marking DCO area of Tideway Work.

- 5.7 During the negotiations with Thames Water, indicative designs and costings were produced by the Council to provide an indication of the likely scale and nature of works needed. Following consultation with Parks and Open Spaces (Inc. Play), Sport and Physical Activity and Save KEMP, indicative designs were produced by LBTH Landscape Architect and costed by Building Services with input from relevant departments, forming the basis of the negotiation with Thames Water.
- 5.8 As was acknowledged during the planning examination, the Park is located in a densely populated area with very limited open space and is very heavily used by local people particularly at weekends. The Thames Tideway Tunnel construction work is projected to last 3½ years, causing noise and disruption throughout the period and rendering significant areas of the park unusable. In order to minimise disruption for local residents the designs produced by LBTH aimed to relocate the affected facilities to their new permanent locations within the park master plan to ensure that each facility was only subject to one move.
- 5.9 The new design will ultimately ensure a better visitor experience by improving the layout of the park, upgrading facilities and providing a new building with café outlet and public toilet facilities.
- 5.10 In early 2016, in collaboration with Tideway's design team, Muf Landscape Architects were appointed to produce the master plan to discharge the first element of the S106 agreement. (See Section 5.6.1 above)
- 5.11 During the spring and summer of 2016, consultation was carried out with key stakeholders in three stages:
- Early consultation with key stakeholders representing the primary user groups of the Park, including schools, under 5s organisations, sports organisations and older people's organisations, council officers;
 - Public consultation events in early June at KEMP and Raine House to test initial ideas;
 - Public consultation at Shadwell Basin and John Orwell in September to test the draft master plan.
 - The public consultation events were promoted via a newsletter distributed to 17,000 properties in the area. Three such newsletters have been distributed. See attached Appendices G,H,I - Newsletters 1,2,3

The master plan has been produced on the basis of the feedback from these events. There will be further consultation with the community on the detailed design

as the scheme progresses. (See section 5.15 below)

Tideway established a Community Liaison Working Group to engage the local community, the first meeting of which took place in November 2016 and continues to meet every 6 weeks or so. The group has regularly asked for updates on the master plan, and although Tideway has been clear that they see the group solely as an opportunity to discuss the impact of the site works on residents, they have agreed to allow the council to provide updates on the master plan.

The master plan has been made available for public access on the council's website (Parks/King Edward Memorial Park).

- 5.12 The master plan was finalised and signed off by Tideway and Tower Hamlets Council in July 2017 and an indexed sum of £3,267,241.19 has now been paid to the council to implement the master plan in a sequence of phases following detailed design. (See section 5.14 below).
- 5.13 In early 2017, Tideway enabling works began in King Edward Memorial Park, including the removal of the existing playground. One of Tideway's obligations was to construct a new playground (planned to fit within the master plan) so that it would be available for when the old one was removed. The work on this playground is still not complete, and Tideway now anticipates that it is likely to be ready for use in September 2017. As mitigation for the lack of playground, Tower Hamlets has negotiated with Tideway for them to provide additional resources for play:
- Bouncy and inflatable play over Easter weekend and the bank holiday weekend at the end of May.
 - Installation of 8 pieces of play equipment elsewhere in the park.
 - A summer activities programme to be delivered by a local organisation, SPLASH working with the Parks Ranger Service.
- 5.14 The master plan incorporates a full refurbishment of King Edward Memorial Park, including both soft and hard landscaping, new entrances, path resurfacing, a new, expanded sequence of play areas, refurbished sports courts and a catering outlet with publicly accessible toilets. The design aims to address the needs of the whole community, and will be fully accessible. The implementation is planned to take place in phases to ensure the park can remain open to the public throughout although the precise definition of the phases may be amended during detailed design and/or upon appointment of the construction contractor.

October 2019 – September 2020: Phase 2 (the Tideway delivery of the advance playground is counted in the master plan as Phase 1) (North-East entrance, new tennis and other courts on bowling green, play spaces between ball courts).

July 2020 – December 2020 Phase 3 (North and West edge, remainder tennis and play, Edwardian terrace).

December 2020 – March 2021 Tideway Completion, Phase 4 (northwest entrance, stepped edge to MUGA, ramp and step access from the south to the court area, new landscape to the southern park boundary and final surfacing to footpaths).

5.15 Café – Catering – Toilets

From the first discussions with the local community, a demand for public toilets was identified. Early consideration of this indicated the need for a commercial outlet (a café or similar) to support the management of public toilets, and as a consequence, part of the master planning exercise included a business feasibility, and subsequently a design feasibility for café/ catering facilities with public toilets in the park or an adjacent area. The business feasibility indicated that the most viable model would be a café at nearby Brussels Wharf with a satellite seasonal catering facility in the Park – both with public toilets.

Further consideration needs to be given to the precise configuration of cafe provision as the master plan budget is not enough to pay for both proposed facilities, and consequently a sum in line with that recommended by the café design feasibility for the Brussels Wharf cafe has been included as a provisional sum within the master plan cost plan to be the subject of more examination during the detailed design phase

- 5.16 It is proposed that further consultation is carried out with the local community on the detailed design prior to construction beginning on site, for which the estimated start date is October 2019. The consultation will consist of three elements:
- October 2017 ongoing - Invite members of the existing Tideway-led Community Liaison Working Group and members of the public through the KEMP Newsletter to attend periodic meetings to advice on the design. It is anticipated that this open liaison group will meet regularly during the design development period and may continue during work on site. The project manager will also continue to attend the Community Liaison Working Group meetings to update members on development of the master plan.
 - Feb - June 2018 Carrying out consultation meetings with designers and key interest groups/stakeholders as recommended in the master plan section 6, to include sports organisations, neighbouring community organisations, organisations with special knowledge of play, organisations concerned with the needs of older people, especially relating to health and fitness.
 - Summer 2018 - hold a public event in the park to show the design and invite feedback.

6.0 Business Case

Overview/General

- 6.1 The construction of the Thames Tideway Tunnel will significantly adversely affect the use of KEMP, reducing the area and facilities available to the public and causing noise and disturbance.
- 6.2 The reconfiguration of the park is necessary to reduce the impact of this activity as far as possible in the short term and secure improved facilities in the long term.
- 6.3 The benefits of this project will be: (See Appendix F Master Plan Executive Summary)
- Minimisation (as far as possible) of the negative impacts of construction of the Thames Tideway Tunnel connection at KEMP and continued provision of children’s play facilities.
 - Improved sports facilities and expanded play facilities better located within the park in the longer term (including: new tennis courts, new sports pitch and children’s playgrounds).
 - Expanded park area providing extra public open space utilising the foreshore created by the Thames Tideway works. (See Appendix D showing area map and overview of Park and new area covered by DCO.)
 - Public toilet facilities located within new commercial food outlet which will also provide revenue stream for long term up keep of the park and any associated water facilities within Shadwell Basin.

Project Drivers

The Thames Tideway Tunnel works is having a significant impact on KEMP and the local neighbourhood. The park will be out of partial use for more than three years. This funding and improvements to the park represents mitigation for the intrusion to public open space over an extended period of time as well as resources to ensure integration between the new open space created by the Tunnel Foreshore and the existing park.

Deliverables, Project Outcomes and Benefits

The key deliverables will be: (phasing to be reviewed once design team appointed):

Date	Schedule
February 2017	Phase 1: installation of new playground as part of the Tideway advance works. Not part of this ‘project’ but listed as Phase 1 within the masterplan so included here.
October 2017	Begin initial consultation with CLWG and other members of the public responding to item in August newsletter
February 2018	Design Team Appointed

March 2018 – April 2021	8 editions of KEMP newsletter updating residents on progress and happenings on site.
March - June 2018	Design consultation with stakeholders and interest groups. Development of advisory group
Summer 2018	Public Event in KEMP-consultation
Autumn 2018 to Spring 2019	Detailed Design
April 2019	Tender for contractors
October 2019	Phase 2 starts on site North-east entrance, new tennis and other courts on bowling green, play areas between courts
July 2020	Phase 3 starts on site North and West edge, remainder tennis and play, Edwardian Terrace
December 2020	Tideway completion, Phase 3 complete, Phase 4 starts on site north-west entrance, stepped edge to MUGA, ramp and step access from the south to the court area, new landscape to the southern park boundary and final surfacing to footpaths
March 2021	Phase 4 complete

Other Funding Sources

None

Related Projects

In May 2015 The King Edward Memorial Park Master plan and Feasibility Study PID was approved by PCOP. The project was to undertake a feasibility study and to develop a landscape Master plan necessary to secure the additional funding from Thames Water for the development and improvement of the park. The Master plan was signed off and approved by Thames Water and the Council in July 2017; this secured the funding for the project to progress onto the next phase as outlined within this PID. (See attached Appendix F - Masterplan Executive Summary)

7.0 Approach to Delivery and On-going Maintenance/Operation

- 7.1 These works are taking place as a result of temporary but lengthy loss of open space as a result of the Thames Tideway Tunnel. There has been significant opposition to this loss of space and associated local disruption. Given this it is important that the public be fully consulted on all aspects of the proposed mitigation works and that there is a consensus that the overall result will be of benefit to local people in terms of improved facilities. Three stages of consultation were carried out by the design team to reach the final master plan as described in Section 5.11 above.
- 7.2 It is the intention to continue to carry out consultation on the detailed design to enable stakeholders and residents to make an input to the detailed design of the

component phases of the scheme. The estimated date for start on site of the first phase is October 2019. The consultation will consist of three elements as detailed in Section 5.15 above.

- 7.3 The aim of the master plan is to ensure that the final scheme is viable in all aspects of its delivery and long term sustainability of all its parts. This includes ensuring:
- All sports facilities are of a suitable standard and that we have in place sound management and maintenance plans.
 - That the proposed commercial outlet (café) is a viable proposition for this area which will attract competitive bidding in order to maximise the benefits for the Council and local residents
 - That landscaping and play equipment provision is reflective of the needs of parks users and is efficient in terms of ongoing maintenance requirements.
 - To enable future access for maintenance to the foreshore area with minimal disruption to the Park.

8.0 Infrastructure Planning Evidence Base Context

- 8.1 The Council's Infrastructure Delivery Plan aims to set out an objectively assessed need for the provision of infrastructure in the borough and help identify and coordinate infrastructure requirements. The document recognises that the Council technically has a significant deficit of publically accessible open space which will increase as the population increases. The Infrastructure Delivery Plan accordingly identifies a number of schemes which will help address this need over the coming years including: Quality and Resilience enhancements to open space across the borough to address the increased usage from a growing population.
- 8.2 The Council's overarching principles to safeguard open space are set out in the Local Plan, were reflected in the Open Space Strategies of 2006 and 2010 and continue to be relevant for the next Open Space strategy period, 2017 - 2017. Three of the four principles contained in the draft Open Space Strategy 2017-2027 are particularly relevant to the improvement (and expansion) of King Edward Memorial Park:
- Protect - Protecting and safeguarding all existing open space such that there is no net loss;
 - Create - Maximising opportunities for new publicly accessible open space;
 - Enhance - Improving the quality, usability and accessibility of existing publicly accessible open spaces.

The draft Open Space strategy recognises the challenges that high population growth, high demand for housing and reducing public sector resources present for the provision and maintenance of publicly accessible open space; its role in delivering the Council's Community Plan and Biodiversity Action Plan, as well as pollution control and flood management; and the important role that access to green

space plays in promoting health and wellbeing (emerging Health and Wellbeing Strategy). Green space is linked to greater levels of physical activity and associated health benefits, with research finding that three times as many of those on lowest levels of household income are likely not to engage in any physical activity compared to those on the highest levels of income, and that inequalities in physical activity levels also emerge when measuring local area deprivation.

The draft Open Space Strategy evidences the need for open spaces and sets out strategic actions in response to that evidence, identifying a number factors to be considered in the prioritisation of investment:

- Open space deficiency (5 minutes walk to 1+Ha open space)
- High population growth
- Deprivation
- Quality and/ or value of site
- Biodiversity value/ potential
- Mitigation of air and noise pollution

King Edward Memorial Park is located in St Katherine's and Wapping ward, adjacent to Shadwell ward which suffers from high levels of deprivation as well as open space deficiency in its northern parts. Compared to the borough average Shadwell ward also has higher population density and a higher proportion of children and young people. KEMP provides a good range of facilities as well as identified biodiversity value (and the potential for this to be enhanced). Finally, located next to the Highway, an area of high air and noise pollution, the park plays an important role in mitigating these issues. Therefore, although the S106 investment is earmarked for KEMP in recompense for the disruption caused during the 4 year Tideway tunnel construction period, the investment will nevertheless contribute to the delivery of the Council's (draft) Open Space strategy.

9.0 Opportunity Cost of Delivering the Project

These improvements were secured by a Section 106 legal agreement which was signed by Thames Water and the Council in February 2014 and are specific to the King Edward Memorial Park. The relevant financial provisions are as follows:

1. Landscape Master Plan Contribution - £250,000, subject to the Council setting up a steering group chaired by the Council and including Thames Water and the Contractor (previously received and delivered).
2. Landscaping Works Contribution £3,106,180 (index linked) subject to the implementation of the landscaping master plan (subject of this PID)

The master plan includes an assessment of options for catering and phasing.

10.0 Local Employment and Enterprise Opportunities

10.1 Opportunities for local employment, work experience and training will be built into the

procurement processes for the construction. The proposed new commercial premises (café) will create a new opportunity local enterprise.

11.0 Financial Programming and Timeline

The programme outlined below is in line with phasing arrangements proposed by the masterplan landscape design team and detailed within it. It is anticipated that the programme will be reviewed by the team appointed to carry out consultation and design for detailed design and tender package. However, there are several factors that we anticipate will remain fixed which in turn will frame the programme.

These are:

1. The Council's commitment to the community not to close the Park during construction.
2. The need to ensure the final stage of construction takes place after Tideway's works are completed, currently programmed for December 2020.
3. A desire to reduce costs by ensuring phases follow one after the next so that contractors do not need to demobilise and re-establish construction site.

Below is a summary overview of the programme, and following that is a description of the phasing.

Programme Overview

October 2017	Commence public engagement on detailed design.
February 2018	Appoint design team
March 2018	Commence consultation with stakeholders on detailed design
April 2019	Tender for contractors
October 2019	Start on site Phase 2 (Phase 1 delivered direct by Tideway)
July 2020	Start on site Phase 3
September 2020	Complete Phase 2 on site
December 2020	Complete Phase 3 on site
January 2021	Start Phase 4 on site
March 2021	Complete Phase 4 on site
September 2021	Payment of retention for Phase 4

Phasing Description

To coincide with the end of the Tideway works the Master plan works to start on site no later than mid October 2019. The purpose of this phasing plan is to minimise the costs associated with mobilisation/demobilisation of the site and to enable the final work to take place once Tideway's main construction is complete.

Oct 2019 - Sept 2020 40 weeks - This phase sees Tideway's site fully established and the first part of the master plan works being implemented, including the new ramped entrance to the north-east, new tennis and other courts in place of the existing bowling green and further south and extension of the play space in between these

new courts.

As is central to this approach, the remainder of the park remains open during this phase, including the existing north-west tennis courts, MUGA, main lawn area, east wildlife zone and terrace. Maintenance access is retained via the existing north-west entry only.

July 2020 – Dec 2020 24 weeks – With the new north-east entrance and four new courts, 3 tennis and one football/basketball and extended play space opened, this phase focuses on the north and west parts of the park, including one new tennis court and three mini tennis courts and further extension of the play space / route in between. This phase also includes upgrade of the terrace that runs along the north and the reinstatement of the wildlife pond in the east wildlife zone

Table 1			
Financial Resources			
Description <i>These costs include contractors' profit and preliminaries and are based on a cost report prepared by a Quantity Surveyor from Mott McDonald</i>	Amount	Funding Source	Funding (Capital/ Revenue)
Phase 2 (Phase 1 delivered direct by Tideway)	Sub Total £412,789		
North east entrance (ramp, steps, gates, balustrade, path extension, repair walls, planting)	£131,516	S106	capital
Building refurbishment for sports (bowling green hut refurb. for storage)	£13,681	S106	capital
Area around buildings (soft and hard landscaping)	£5,145	S106	capital
Site clearance and demolition	£72,242	S106	capital
Split Evenly between Phase 2 and Phase 3	Sums added to Ph2&3 Sub Total		
Games Courts (senior tennis x 4, mini tennis, basketball, MUGA, court perimeter)	£390,205	S106	capital
Phase 3	Sub Total £797,569		
Upper Terrace	£19,629	S106	capital
Lawn and wetland (including new pond and wetland, paths, dipping platform)	£67,572	S106	capital
Play landscape	£247,328	S106	capital
Pergola	£46,612	S106	capital
Route ways (creating levels, boulders, paths)	£180,738	S106	capital
Ext. Drainage	£17,845	S106	capital
Ext. Services (ductwork for new electricity supply to provide floodlighting for ball courts)	£17,845	S106	capital
Phase 4	Sub Total £480,934		
North west entrance (ramp, steps, gates, balustrade, planting, level adjustment)	£100,406	S106	capital
Paths (renew all path surfacing, safety surfacing to play equipment)	£211,187	S106	capital
Fencing, railing, walls (around ball courts, play	£12,015	S106	capital

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
<i>These costs include contractors' profit and preliminaries and are based on a cost report prepared by a Quantity Surveyor from Mott McDonald</i>			
areas, etc)			
Steps (in court areas)	£33,994	S106	capital
Furniture (benches and bins throughout park)	£30,931	S106	capital
South platform along river (including trim trail equipment)	£54,873	S106	capital
Planting	£37,528	S106	capital
Items not included in Phase Sub Totals*			
Catering (provision of café at Brussels Wharf)*	£654,308	S106	capital
Fees, design, mgt.	£286,263	S106	capital
Contingency, inflation, and Indexing (to include consultation, communication, and signage)	£635,378	S106	capital
Total	£3,267,241		

* Fees, design, management, contingency, inflation have been apportioned across the lifetime of the project to enable profile but not included in phasing.

* Catering Sum included on the basis of costs associated with Feasibility carried out for café outlet at Brussels Wharf. This was not included in the phasing plan and is subject to further discussion when design team appointed. See Section 5.15.

Project Management

The Project is being managed by Alice Bigelow and Alison Dickens who have been engaged by the Parks Department through Comensura and have been serving as project managers since the early stages of the master plan development. Their fees are included in the costs above ('Fees')

Financial Profiling

Table 2											
Financial Profiling											
Description	Year 17/18		Year 18/19				Year 19/20				TOTAL
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Fees	£2,500	£2,500	£22,500	£22,500	£22,500	£22,500	£22,500	£22,500	£22,500	£22,500	
Construction	£0	£0							£50,000	£100,000	
Comms & Cons	£0	£2,000	£2,000	£2,000		£2,000		£2,000		£2,000	
Risk & Inflation								£300,000	£50,000	£50,000	
sub-total	£2,500	£4,500	£24,500	£24,500	£22,500	£24,500	£22,500	£324,500	£122,500	£174,500	£747,000

Table 2							
Financial Profiling							
Description	Year 20/21				Year 21/22		Total
	Q1	Q2	Q3	Q4	Q1	Q2	

Fees	£22,500	£22,500	£22,500	£22,500	£11,263		£101,263
Construction	£100,000	£575,000	£550,000	£500,000	£350,000	£120,600	£2,195,600
Coms & Cons		£2,000		£2,000		£5,000	£9,000
Risk & Inflation	£50,000	£50,000	£50,000	£50,000	£14,378		£214,378
sub-total	£172,500	£649,500	£622,500	£574,500	£375,641	£125,600	£2,520,241
GRAND TOTAL							£3,267,241

Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	Consultants fees design and delivery	£286,283.00	June 2020
2	Construction Works	£2,980,958.00	January 2021
3			
Total		£3,267,241.00	

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Judith St John
- Project Managers: Alice Bigelow and Alison Dickens

13.0 Project Reporting Arrangements

Table 4			
Group	Attendees	Reports/Log	Frequency
IDSG Sub Group	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDSG	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly
Steering Group/Project Group	Steve Murray Project consultants (TBA) Project Manager Parks and Open Spaces Service Sports Service	Information on the scheme in terms of design, timing and co-ordination required for implementation	Monthly meetings or more if required
S106 Programme Delivery Team Meeting	Finance S106 Programme Manager	Forecast / Actual Spend and Delivery against outputs;	Minimum: Financial Year Quarters

Group	Attendees	Reports/Log	Frequency
	S106 Team Project Manager	Key risks and issues; Benefit Outcome Monitoring; Satisfaction Surveys outputs.	

14.0 Quality Statement

14.1 The Project will conform to Children’s Services internal controls for assessment and reporting as designated within the established control frameworks

15.0 Key Risks

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

Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Designs / other issues not agreed in time prompt start of works on site	Delay or changes to implementation of the work programme.	Potential increase in costs	Effective monitoring of production of detailed designs by project team/ steering group; liaison with Tideway/CVB re required information; reasonable contingency funds.	2	3	6
2	Potential cost exceeds budget	Increase scope of project deliverables	Overspend / phase implementation	Regular finance meetings with contractors to manage costs; Potential to reduce scope or standard of works; reasonable	2	3	6

Table 6

Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
				contingency funds			
3	Unforeseen site conditions	Results of site survey, preliminary works	Increase costs Delay in delivery	Use of existing site information, liaison with Tideway contractors	2	2	4
	Works not supported by residents		Negative publicity	Regular consultation and communication programme	2	1	2

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.

Table 5

Key Stakeholders	Role	Communication Method	Frequency
Elected Members in Ward Mayor of Tower Hamlets	Accountable for the successful delivery of strategic objectives (some of which this project will deliver against and contribute towards)	Email	Notification of planned improvements
Local Residents & Businesses	Will be impacted by the implementation of the works and benefit from the completed project.	Letter drop and signs erected on boundary railings / gates. Consultation exercises Invitation to join liaison group Newsletter	Advance notification prior to start of works on site. 2+ times per annum
London Borough of Tower Hamlets POS	Provider	Email, letter and telephone	As required

Table 5			
Key Stakeholders	Role	Communication Method	Frequency
		Project Team meetings	
Save KEMP	Local residents and amenity issues	Email, letter and telephone	As required
Tideway's CLWG	Local residents and amenity	Meeting updates Newsletter	Advance notification prior to start of works on site. 2+ times per annum
LBTH Arboricultural Officer	Tree protection, environment	Email	As required
LBTH Biodiversity Officer	Biodiversity	Email	As required
Green Team	Maintenance issues	Email	As required
Glamis Road Adventure Playground	Local residents and amenity issues	Email, letter and telephone	As required
Shadwell Basin Project	Local residents and amenity	Meetings ,Email, letter and telephone	As required
Tower Hamlets Tennis	Is impacted by works and benefit from project	Meetings, email	As required
LBTH Sports	Provider, expertise on sports needs	Emails Meetings	As needed

17.0 Stakeholder Communications

17.1 The key messages of the project are:

- Reconfirming the aims of the Project as appropriate
- Communicating successes
- Providing stakeholder comments and review of outputs delivered (quantitative and qualitative)
- Reporting Progress against project milestone delivery and spend
- Reporting the benefits to citizens living and working in and around KEMP.
- Every effort made by project manager to ensure opportunities for communications are highlighted and to liaise with Tower Hamlets Council's S106 Officers.

18.0 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	Ann Sutcliffe		
Interim Divisional Director Sports, Leisure and Culture	Judith St John		

Project Closure

[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]

Appendices

Appendix A: Recorded Corporate Director's Action Form

Appendix B: Risk Register

Appendix C: Project Closure Document

Appendix D: KEMP Area Map Overview marking DCO area of Tideway Work

Appendix E: KEMP in Riverside Context

Appendix F: KEMP Masterplan Executive Summary and Drawing July 2017

Appendix G: KEMP Newsletter 1 - May 2016

Appendix H: KEMP Newsletter 2 - August 2016

Appendix I: KEMP Newsletter 3 – August 2017

Project Closure Document

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 ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
Yes		No					
2b.	<ul style="list-style-type: none"> Key Outputs <i>[as specified in the PID]</i> Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> 						
3a.	Timescales I confirm that the project has been delivered within agreed time constraints.	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
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	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
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.	<p>Closure of Cost Centre I confirm that there is no further spend and that the projects cost centre has been closed.</p> <ul style="list-style-type: none"> Staff employment terminated Contracts /invoices have been terminated/processed 	<p style="text-align: right;">Please Tick ✓</p> <table border="1"> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Yes		No		Yes		No		Yes		No	
Yes		No												
Yes		No												
Yes		No												
6.	<p>Risks & Issues I confirm that there are no unresolved/outstanding Risks and Issues</p>	<p style="text-align: right;">Please Tick ✓</p> <table border="1"> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Yes		No									
Yes		No												
7.	<p>Project Documentation I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.</p> <p>These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i></p>	<p style="text-align: right;">Please Tick ✓</p> <table border="1"> <tr> <td>Yes</td> <td></td> <td>No</td> <td></td> </tr> </table>	Yes		No									
Yes		No												
8.	<p>Lessons learnt</p> <hr/> <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]</i> 													

	<p style="color: blue;"><i>specified in PID]</i></p> <p>-----</p> <p>-----</p>		
	<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> <p>-----</p> <p>-----</p>		
	<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> <p>-----</p> <p>-----</p>		
	<ul style="list-style-type: none"> • Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i> <p>-----</p> <p>-----</p>		
9.	<p>Comments by the Project Sponsor including any further action required <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <p>-----</p> <p>-----</p>		
10.	<p>The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.</p>		
	Sponsor (Name)		Date
	Project Manager (Name)		Date

PROJECT INITIATION DOCUMENT

(August 2017)

Aberfeldy Village Health Centre

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	Robert Lee	Version 4	23.8.17

Project Initiation Document (PID)

Project Name:	Aberfeldy Village Health Centre		
Project Start Date:	January 2018	Project End Date:	October 2020
Relevant Heads of Terms:	Health		
Responsible Directorate:	Adults Services		
Project Manager:	Abigail Knight Associate Director Public Health (Children & Families)		
Tel:		Mobile:	
Ward:	Poplar / Blackwall & Cubitt Town		
Delivery Organisation:	NHS Tower Hamlets Clinical Commission Group / NHS Property Services		
Funds to be passported to an External Organisation? ('Yes', 'No')	Yes		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	Yes		
Supplier of Services:	Aberfeldy General Practice / NHS		
Is the relevant Lead Member aware that this project is seeking approval for funding?			
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	No		

Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	Yes
<u>S106</u>	
Amount of S106 required for this project:	£3,119,421
S106 Planning Agreement Number(s):	PA/10/02093 PA/06/02068 PA/13/02644 PA/09/02100 PA/06/02101 PA/07/03282 PA/11/00798 PA/11/01120 PA/11/00829 PA/07/02193 PA/10/02340 PA/11/01640 PA/10/00925 PA/12/02023 PA/09/00326 PA/10/02769 PA/13/02938 PA/13/02108 PA/11/03388
<u>CIL</u>	
Amount of CIL required for this project:	£0
Total CIL/S106 funding sought through this project	£3,119,421
Date of Approval:	

This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):

Organisation	Name	Title
LBTH – Place	Ann Sutcliffe	Divisional Director Property and Major Programmes (<i>Interim Chair</i>)
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal
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	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Flora Ogilvie	Associate Director of Public Health
LBTH – Children’s	Janice Beck	Head of Building Development
LBTH – Place	Marissa Ryan-Hernandez	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
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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 project initiation document sets out proposals for the relocation of the Aberfeldy General Practice, in the South-East Locality, to the Aberfeldy New Village Development in Tower Hamlets. Rapid population growth, stimulated by new residential development, is driving increased demand for healthcare provision in the Locality. The proposed new health facility at Aberfeldy Village will help build the extra clinical capacity that will be required to meet the increased demand for primary care.
- 1.2 Within the context of increasing financial challenges it is becoming ever more difficult for health services to fund new facilities and alternative funding sources are being pursued to cross-subsidise. The NHS in Tower Hamlets has a successful record in delivering health infrastructure initiatives aided by S106 contributions in partnership with the Council and a one-off capital investment to bring this scheme to completion is therefore appropriate through this route.
- 1.3 This Project Initiation Document (PID) will define the Aberfeldy Village Health Centre project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:
- Justify the expenditure of S106 contributions on the named project which will provide the IDSG with a sound basis for their decision;
 - Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

2.0 Section 106/CIL Context

Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with

the intention of making acceptable development which would otherwise be unacceptable in planning terms.

- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the [Council's Regulation 123 List](#).
- 2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

- 2.4 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.4 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the development at Obligations and undertakings for the following developments as listed below:

Planning Application	Site Address	Date Received	Expiry Date	Expiry Date Note	Funding Requirements	PA Amount Received	Amount Requested
PA/13/02108	Suttons Wharf South	08/07/2014	no expiry date	no expiry date	Health care facilities in the borough	10,157.00	10,157.00
PA/11/00829	Greenheath Business Centre, 31 Colts Lane	23/10/2012	23/10/2022	10 years from date of practical completion of the development	Provision of additional health facilities	57,240.00	57,240.00
PA/13/02938	Suttons Wharf, Palmers Road	15/10/2014	no expiry date	no expiry date	Towards health care facilities in the borough	£40,182.00	£19,082.50
PA/07/02193	32 -42 Bethnal Green Road	10/05/2012	10/05/2022	10 years from date of receipt	Mitigate the demand of the additional population on healthcare facilities	313,548.00	313,548.00
PA/11/01640	16-23 Salter Street	08/03/2013	08/03/2023	10 years from date of practical completion of the development	Provision of additional health facilities	22,185.00	22,185.00
PA/10/00925	Fulneck 150 Mile End Road	08/08/2012	08/08/2022	10 years from date of practical completion of the development	To mitigate the demand for additional healthcare facilities in the borough	68,821.61	68,821.61
PA/12/02023	Limehouse Basin Moorings	01/05/2013	01/05/2023	10 years from date of commencement (i.e. when permission is first implemented)	Health facilities in the borough	24,355.00	24,355.00
PA/09/00326	Gun Wharf, 241 Old Ford Road, London, E3	12/06/2014	12/06/2024	10 years from date of receipt	Provision of health facilities within LBTH	231,582.68	231,582.68
PA/10/02769	Oakfield House, Gale street	21/06/2013	21/06/2023	10 years from date of practical completion of the development	Additional healthcare facilities in the borough	14,730.94	14,730.94
PA/11/03388	25-77 Knapp road	27/06/2013	27/06/2023	10 years from date of practical completion of the development	Provision of additional health facilities	£8,611.00	£6,577.21
PA/10/02340	64 Tredegar Road	26/02/2015	26/02/2025	10 years from date of practical completion of the development	Provision of healthcare in the borough	£37,800	£37,800
PA/11/00798	45 Millharbour	09/01/2015	09/01/2020	5 years from date of practical completion of the development	Additional healthcare facilities in the borough	£172,260.00	£172,260.00

PA/08/01120	Land bounded by Limehouse Cut and St Annes Row	03/06/2015	03/06/2025	10 years from date of payment	Mitigate the demand of the additional population on healthcare facilities	£591,578.46	496,679.46
PA/06/02101	Building C, Providence Tower	01/04/2015	01/04/2020	5 years after payment made	Towards mitigating the impact and effects of the development on providing new medical facilities in the administrative area of the PCT and will use its reasonable endeavours to ensure that the medical facilities contribution is expended within the Blackwall and Cubitt Town Ward	£524,096.39	£524,096.39
PA/09/02100	Brownfield Estate	24/07/2013	24/07/2023	10 years from date of payment	Provision of or the improvement to health and social care facilities within the councils administrative areas	£170,052.00	£64,823.09
PA/07/03282	Indecon Court - Phase 2	04/02/2014	04/02/2024	10 years from date of payment	Mitigate the demand of additional population on health care facilities in the borough	76,973.12	76,973.12
PA/06/02068	Crossharbour	02/06/2017	13/06/2022		The Council covenants to use the Medical Facilities Contribution towards mitigating the impact and effects of the Development on existing medical facilities in the administrative area of the Primary Health Care Trust and will use its reasonable endeavours to ensure that the Medical Facilities Contribution is expended within the Blackwall and Cubitt Town ward	2,838,343.56	714,160.00
PA/10/02093	Tweed house, Teviot Street	26/02/2015	TBC	10 years from practical completion	Additional health care facilities in the councils administrative area (which shall be prioritised by the Council towards	£100,974	£100,974

					schemes in the East India & Lansbury & BBB wards)		
PA/13/02644	Former London Arena, 26 Limeharbour	13/06/2017	13/06/2022	5 years after payment has been made	“The Council covenants to use the Medical Facilities Contribution towards mitigating the impact and effects of the Development on existing medical facilities in the administrative area of the Primary Health Care Trust and will use its reasonable endeavours to ensure that the Medical Facilities Contribution is expended within the Blackwall and Cubitt Town ward.”	163,375.00	163,375.00

2.5 The CCG has explored various options for developing additional clinical capacity in the Blackwall and Cubitt Town Ward within the South East Locality. However, only one of the two GP surgeries that are located in the ward, the Island Health Practice, was able to successfully adapt its premises to create a new treatment room, as part of the Maximising Existing Health Infrastructure Project. The CCG was unable to identify any potential sites within the ward to accommodate a new health facility that would have sufficient capacity to meet future demand resulting from the rapid population growth in the Locality. However, the proposed development of the Aberfeldy Health Centre in the neighbouring Lansbury Ward will have the capacity to register patients who reside in Blackwall and Cubitt Town Ward.

2.6 The Aberfeldy Practice’s existing catchment area already covers part of Blackwall and Cubitt Town Ward and the surgery’s registered list includes a significant proportion of residents from that ward. The Practice’s current catchment area boundary is shown at Figure 1 below.

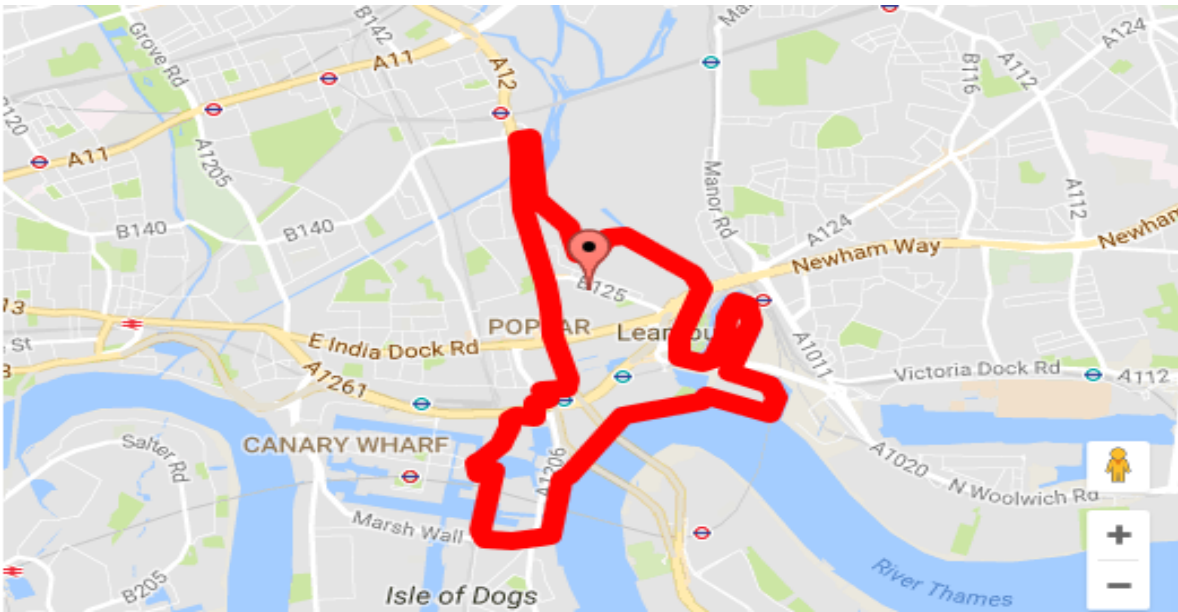


Figure 1: Aberfeldy Practice Boundary

2.7 Despite the current capacity pressures, the Practice will continue to register new residents who move into Blackwall and Cubitt Town Ward. A significant number of the residents at the New Providence Wharf development, for example, have now registered with the Practice. The current distribution of the Aberfeldy's Practice population is shown at Figure 2, where each number represents the number of patients registered with the Practice. The intensity of the colour purple represents areas with the highest proportion of patients.

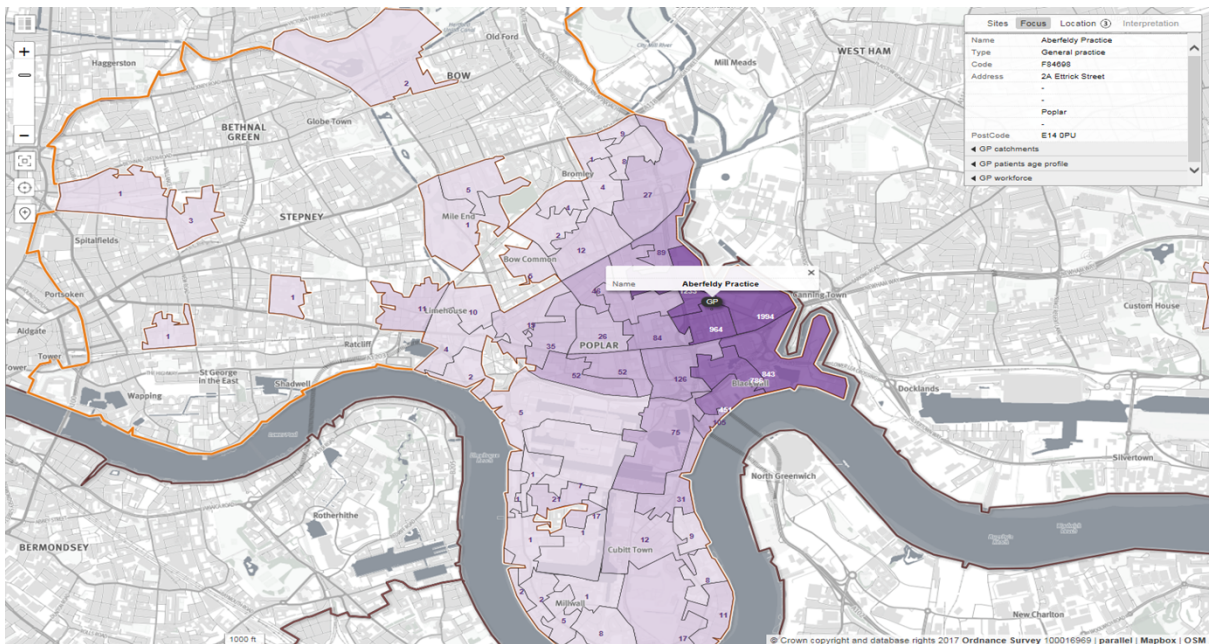


Figure 2: Scatter and Heat Map with patients registered at the Aberfeldy Practice

- 2.8 It is the intention that the Aberfeldy Practice will continue to register patients from areas with significant population growth within its catchment boundary, given the lack of capacity elsewhere. This will include patients from planned residential developments that lie within Blackwall and Cubitt Town Ward.

CIL

- 2.10 This PID does not seek approval for the expenditure of CIL funding.

3.0 Equalities Analysis

- 3.1 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.
- 3.2 Tower Hamlets has one of the lowest healthy life expectancies for both men and women in the country and health inequalities particularly for BME people are a significant challenge for our communities. Additional infrastructure for GP services will provide additional resource for the council's Public Health service (through commissioning) and local health partners to tackle these health inequalities and improve outcomes for local residents, see section 6 for further information.
- 3.3 The proposed health facility at the Aberfeldy New Village development will be designed to facilitate a greater focus on prevention, rather than simply curing disease, providing inclusive healthcare services for both mental and physical health which meets the needs of different communities and delivers improved clinical outcomes.
- 3.4 The Aberfeldy Health Centre will be fully compliant with the requirements and philosophy of the 2010 Equality Act and the Disability Equality Duty contained within the Disability Discrimination Act. All referenced standards and planning guidance within these documents will be adhered to.

4.0 Legal Comments

- 4.1 The majority of the agreements require the contributions to be used towards providing health and social care facilities in the borough. The project overview at section 5 helpfully explains that the contributions will be used to undertake the fit

out of the shell and core premises of the new Aberfeldy Village Health Centre which shall replace the Aberfeldy General Practice. The effect of this will not only increase capacity but enable the NHS to provide more services than it is able to at the current premises. It is therefore clear that this project is aligned with the terms of the majority of the s106 agreements.

- 4.2 It is noted that the contributions to be drawn from the s106 agreements for PA/07/02193, PA/08/00042 and PA/07/03282 all require the money to be spent on mitigating the demand of the additional population on healthcare facilities. Given that the purpose of S106 is to address impacts arising from developments to allow planning permission, our view is that it was intended the monies be used to provide for facilities to address the increased number of residents generated by these schemes. As such we recommend that further justification is given as to how this project will actually mitigate the impacts on current facilities caused by those specific developments; or, if that is not possible, there could be a risk that the Council is not using the monies in accordance with those agreements. If this project will not address those impacts then we would advise that funding is sourced from other sources.
- 4.3 Officers should be advised that the contributions to be drawn from PA/06/02101, PA/06/02068 and PA/13/02644 all require the Council to use reasonable endeavours to ensure that the medical facilities contribution is expended within the Blackwall and Cubitt Town Ward. Whereas, Legal Services notes that the Aberfeldy Village Health Centre will be located in the Lansbury Ward. Unless it can be demonstrated that the Council has exhausted such endeavours, it could be vulnerable to risk of challenge that it is not using the contribution for the purpose for which it was intended. As stated, expenditure in the Lansbury Ward is not an absolute requirement but is qualified by the Council using reasonable endeavours to ensure the contribution is used in the required way. Legal Services has been advised that NHS Property Services has not scheduled any health schemes to be brought forward before these contributions are due to expire and so whilst the money will not be spent in the stipulated ward, it shall still be used towards providing new medical facilities. Furthermore, Lansbury is the neighbouring ward to Blackwall & Cubitt Town and so it would not be unreasonable to expect residents living in these developments to use the Aberfeldy Village Health Centre. It is recommended that the Council discusses its intentions for the contributions with the developers who were the original parties to the s106 agreements. This will alert the Council as to whether there are likely to be any challenges made as to how the contributions are spent.

- 4.4 It is noted that these contributions are to be paid directly to an external organisation (NHS). The terms of these agreements do not specify that the contributions can be paid to NHS; therefore such payments are considered to constitute grants. Therefore, as the Council is under no legal obligation or duty to provide this payment, it is discretionary and considered to be a grant. As such, approval must first be sought from the Grants Determination (Cabinet) Sub-Committee before any payment is made.
- 4.5 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.
- 4.6 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.
- 4.7 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

5.0 Overview of the Project

- 5.1 The shell and core health facility within the Aberfeldy New Village development is scheduled for completion and hand over to the NHS in June 2019. S106 funding is sought to undertake the fit out of the shell and core premises to enable a re-provision for the Aberfeldy GP Practice. The fit-out works are expected to take approximately 12 months.
- 5.2 The Aberfeldy Practice will occupy a gross internal area of 1,181 m² spread across the ground and first floors of the Aberfeldy New Village development at East India Dock Road, E14 0HR, which is situated less than 500 metres from the existing Aberfeldy Practice premises at 2A Etrick Street, E14 0PU. As well as providing a new health facility, the Aberfeldy New Village development will comprise residential units, retail, a community centre and a faith centre. The development is being led by Aberfeldy New Village LLP, a joint venture partnership between Poplar HARCA and Willmott Dixon. The map below shows the locations of the new health facility and the existing Aberfeldy Practice premises.

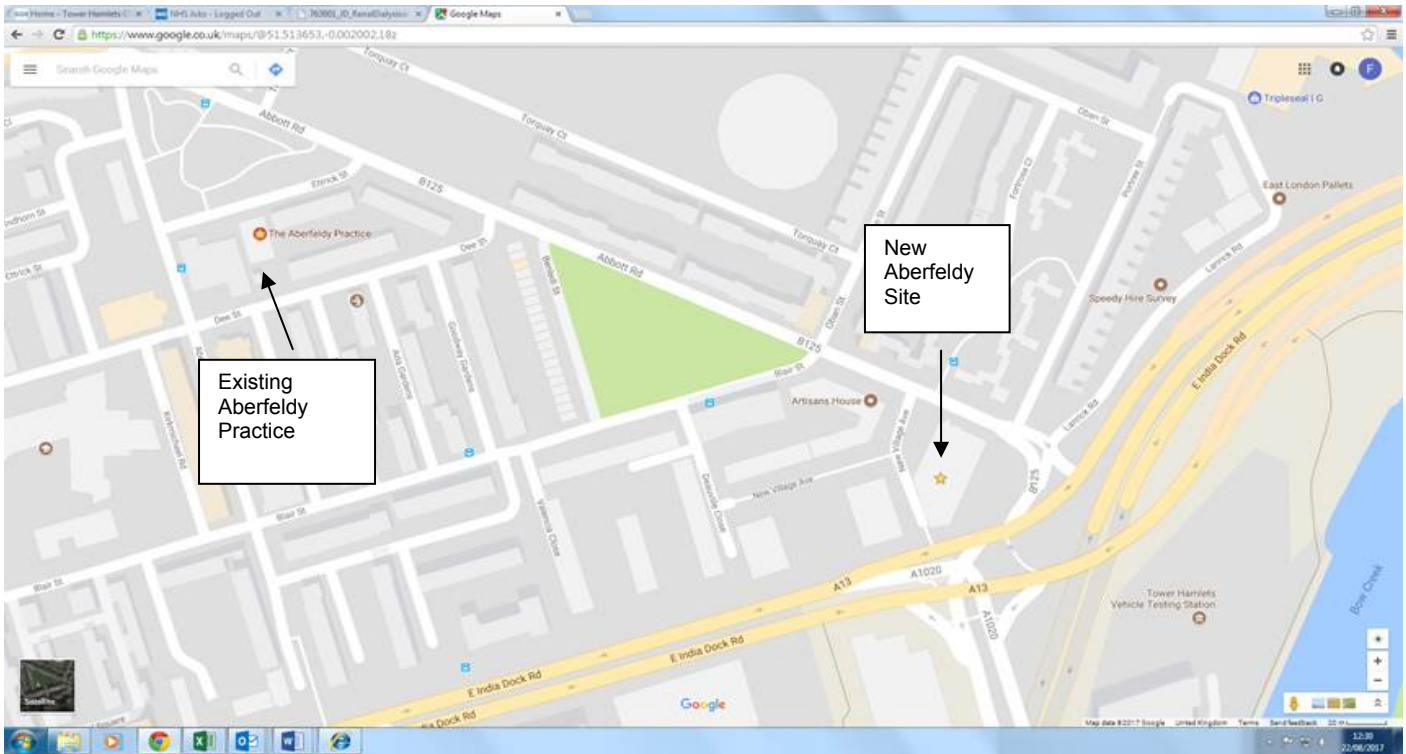


Figure 3: Locations of existing Aberfeldy Practice premises and the new health facility

- 5.3 The existing Aberfeldy Practice premises is severely under-sized and lacks the physical capacity to accommodate the additional doctors and nurses that will be needed to meet the future needs of the population in the South-East Locality. The Aberfeldy Practice’s current clinical workload, measured by GP and nurse contacts is approximately 57,500 contacts per annum and the utilisation rate of clinical space is now running at 100% during opening hours, with only very limited room further expansion within the footprint of the existing practice premises.
- 5.4 To ease the immediate pressures on the Aberfeldy GPs, there are currently plans to carry out alteration works to create a new consulting room within the existing Ettrick Street building and to install a portacabin to provide a second clinic room in the grounds of the premises. Two additional clinical rooms will enable the Practice to continue to take on new patients over the next two years, rather than having to close the patient list. The planned alteration works and portacabin are being funded as part of the maximising existing health infrastructure project. However, the provision of two more consulting rooms at Ettrick Street is a temporary, short term solution only. Additional health infrastructure will be required to meet rising demand resulting from rapid population growth in the Locality over the next five years and beyond.
- 5.5 The proposed new health centre would provide the modern facilities and clinical

capacity needed to enable the Aberfeldy Practice to register new patients who will move into the catchment area over the next five years, serving the population of the Lansbury, Limehouse, Poplar and Blackwall and Cubitt Town Wards, within the South-East Locality.

- 5.6 The fitted-out Aberfeldy Village Health Centre premises will provide up to 21 clinical rooms, compared to nine rooms at the existing surgery. A counselling/interview room and a large multi-purpose group room will also be provided at the Aberfeldy Village site. The new facility will serve as a key resource for the local community for public health and health promotion activities, and will be accessible in the evenings and at weekends.

6.0 Business Case

Overview/General

- 6.1 The South-East Locality in Tower Hamlets is forecast to experience the largest population growth in the Borough. This anticipated growth will present significant challenges for primary care services that are already facing pressures in meeting the healthcare needs of the existing population. There is now an urgent need to develop new healthcare infrastructure to meet the needs of the growing population within the Locality.
- 6.2 Aberfeldy is one of nine GP practices situated in the South-East locality which comprises the GP networks 7 and 8. The Aberfeldy Practice sits within the Poplar and Limehouse Network (Network 7). This area has high levels of deprivation and poor health. Network 7 is expected to see significant population growth of up to 10,000 additional residents by 2021/22. Projected population growth in Network 7 in the 0-19 age range is higher than across the borough as a whole¹.

The Aberfeldy Practice has a registered list size of 6,953² patients accommodated in 370m² of space. The current list growth is approximately 6% per annum, but this is set to rise rapidly by approximately 20% to more than 8,500 over the next 18 months when the first phase of the Aberfeldy New Village redevelopment is completed. With current utilisation being at full capacity, the existing premises lack the facilities for further expansion of the clinical workforce.

¹ South East locality maternity and child health profile

² Registered Patient List at 31st January 2017, recorded by THCCG

- 6.3 With the anticipated rise in population and increased demand for new patient registrations, a premises solution is essential to enable the Aberfeldy Practice to provide primary care on a sustainable basis over the next five to ten years. It is vitally important that this practice is relocated to modern, fit for purpose premises given the anticipated increase in its list size.
- 6.4 The strategic need can be identified as follows:
- The Aberfeldy Practice has high excess demand in comparison to current capacity
 - The Practice is operating out of cramped premises which impacts on the Practice resources and primary care services
 - The population of the area is set to increase by approximately 10,000 additional residents by 2021/22
 - The size of the current premises does not comply with recommended NHS guidance with respect to the number of patients registered with the Practice
 - The area is one of significant deprivation and life expectancy in Network 7 is lower than the rest of Tower Hamlets.³

Demand Modelling

- 6.5. NHS Tower Hamlets Clinical Commissioning Group has developed a model with clinicians to enable projection of future demand for primary care services. The modelling methodology, which takes account of population growth and planned shifts in outpatient activity from hospital to primary care, has identified a requirement for the provision of twenty-seven additional clinical rooms in primary care to meet demand within the South-East Locality by 2021/22⁴.
- 6.6 Predicted future capacity requirement is mainly driven by population growth, as the CCG's modelling projects relatively minimal infrastructure growth being required from shifting activity out of hospital into primary care.
- 6.7 Tables 1 and 2 below shows the population growth forecast for Network 7 and the South-East Locality.⁵ Figure 1 shows the net increase in population in Tower Hamlets Wards to 2025⁶.

³ South East locality maternity and child health profile

⁴ Transforming Services Together Estate Options, WEL CCGs

⁵ LBTH Report, Potential Future Primary Healthcare Infrastructure, 2016

⁶ Ibid

Table 1: Network 7 Population Growth Projection by Ward

Aberfeldy Health Centre Development Poplar and Limehouse Network (Network 7) Population Growth Projection by Ward				
Ward	2015/16	2018/19	2021/22	2024/25
Lansbury	16,957	18,569	22,005	24,256
Limehouse	6,758	6,863	7,190	7,306
Poplar	7,746	9,239	12,559	15,234
Total	31,461	34,671	41,754	46,796

Table 2: South-East Locality Population Growth Projection by Ward

Aberfeldy Health Centre Development South East Locality (Networks 7 & 8) Population Growth Projection by Ward				
Ward	2015/16	2018/19	2021/22	2024/25
Lansbury	16,957	18,569	22,005	24,256
Limehouse	6,758	6,863	7,190	7,306
Poplar	7,746	9,239	12,559	15,234
Canary Wharf	13,565	19,858	28,436	33,013
Blackwall & Cubitt Town	16,235	23,446	30,850	34,709
Island Gardens	15,236	15,912	16,418	16,533
Total	76,497	93,887	117,458	131,051

Figure 1: Net increase in Population in Tower Hamlets Wards to 2025

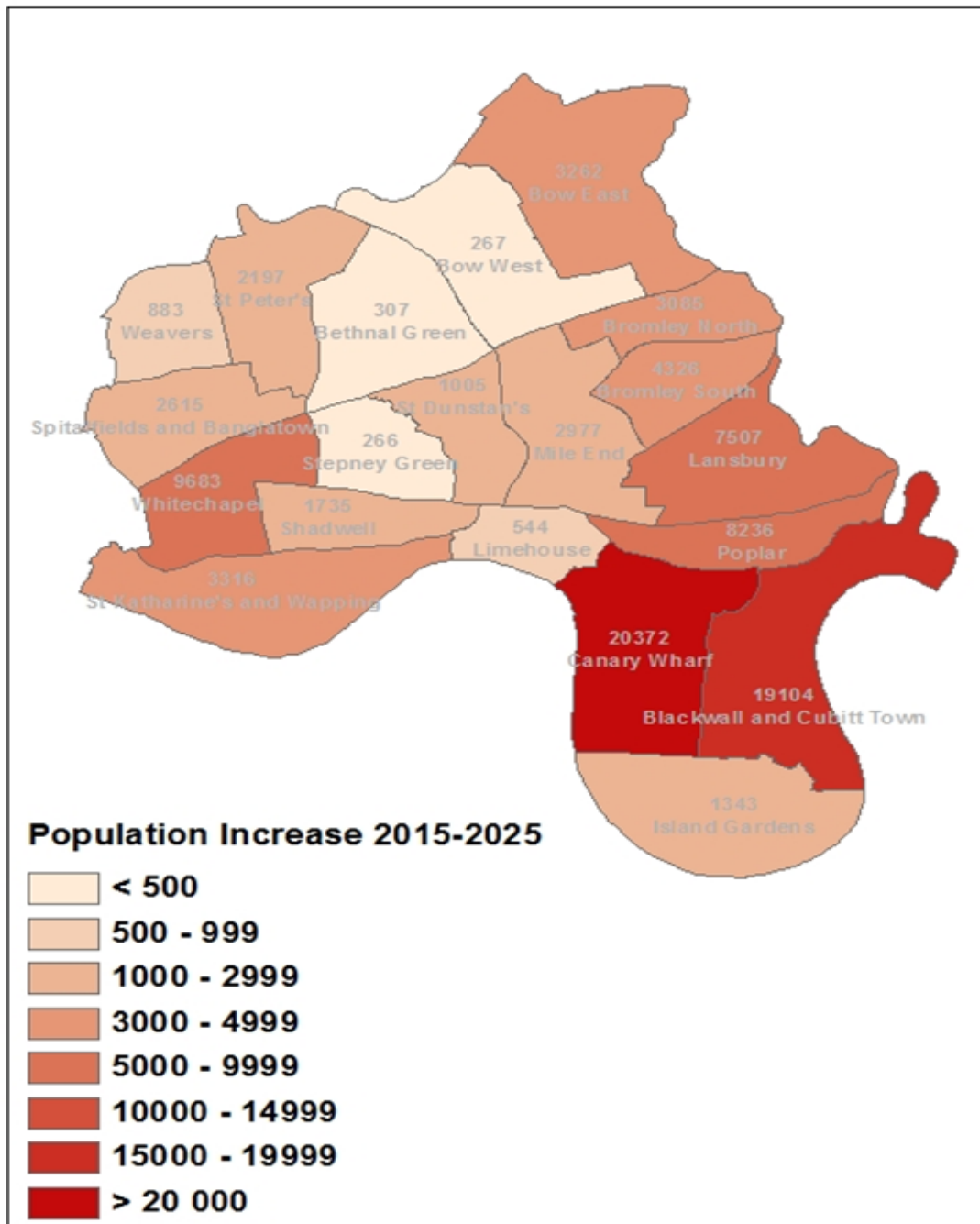


Figure 4: Population Growth in Tower Hamlets 2015-2025

- 6.8 The Aberfeldy Village Health Centre would deliver 12 of the twenty-seven clinical rooms that are required for the South-East Locality by 2022.
- 6.9 Tower Hamlets Council is working closely with NHS Tower Hamlets CCG and other stakeholders to develop further initiatives to build primary care capacity in the South-East Locality, including outline proposals to develop a new health facility at

Wood Wharf.

6.10 On a borough wide basis, there are currently enough GPs to accommodate current demand. However, the borough is expected to be the subject of significant population growth over the next 15 years which will result in the need to deliver more health facilities, such as the project proposed in this PID. Table 3 below describes that by 2030/31, the borough will have a deficit in provision of 38 GPs unless further provision is delivered.

Table 3

Year	Provision (GP's - FTE)	Projected Population	Demand (GP's)	Deficit / Surplus	Deficit / Surplus (% of Provision)
2015/16	182.13	284,106	157.84	24.29	13.34
2020/21	182.13	344,196	191.22	-9.09	-4.99
2025/26	182.13	384,166	213.43	-31.30	-17.18
2030/31	182.13	396,977	220.54	-38.41	-21.09

Project Objectives

6.11 The following objectives have been set by for the project:

- Replace the existing, under-sized accommodation currently housing the Aberfeldy Practice
- Provide a modern health facility within the Aberfeldy New Village development with sufficient capacity to meet projected population demand and support the introduction of new models of care to deliver a broader range of integrated primary care and community health services to the local community
- Ensure the Aberfeldy Health Centre development represents value for money and is affordable to the local health economy

Project Drivers

6.12 The Improving Health and Well Being Strategy, first developed in 2006 and refreshed in 2010 and 2012, sets, out an ambitious programme to improve and develop local services and underpins the borough's vision to improve the quality of life for everyone who grows up, lives and works in Tower Hamlets. As part of the original HWB strategy, a number of capital schemes were proposed across the Borough for new health and wellbeing centres. One of the proposed schemes was

the Aberfeldy Village Health Centre development.

- 6.13 The NHS Tower Hamlets CCG Estates Strategy identifies a requirement to development new facilities in the South-East Locality to meet future demand for primary care services. The Aberfeldy Village Health Centre development will contribute to delivery of the extra clinical capacity that is required in the Locality.

Deliverables, Project Outcomes and Benefits

6.14 This project will:

- deliver a new, fully equipped modern health facility with up to 21 clinical rooms in the South-East Locality. The purchased equipment will include IT equipment, hydraulic examination couches, cabinetry, task chairs and other furnishings required for a fully equipped primary care medical facility.
- deliver new health infrastructure with capacity for up to 17,000 registered patients (the existing practice premises has capacity for a maximum of 9,000 patients)
- provide 86,400 new patient appointment slots in the South-East Locality, based on a utilisation rate of 60%
- enable an expansion of the primary care workforce in the South-East Locality, equivalent to 1 GP per 1,800 new patients

6.15 It is expected that the new facility will be operational by October 2020

Other Funding Sources

6.16 £2,200,000 will be sourced from NHSPS capital to fund the purchase of a 125-year lease for the shell and core premises from Aberfeldy New Village LLP.

Related Projects

6.17 This project builds on other capital projects that are being implemented to expand and upgrade primary care healthcare facilities in Tower Hamlets:

- Re-provision of the St Paul's Way Medical Centre to a new facility within the William Cotton Place development PID which was approved at IDB in April

2014)

- Re-provision of the Merchant Street and Stroudley Walk GP practices at the refurbished Wellington Way Health Centre PID which was approved in October 2016 and proposed new build extension PID which is being considered along with this PID.
- Maximising existing health infrastructure PID which was approved in 2016; a project that involves alterations to GP practice premises to create extra clinical capacity, including two temporary consulting rooms at the existing Aberfeldy Practice

7.0 Approach to Delivery and On-going Maintenance/Operation

- 7.1 NHS Property Services and NHS Tower Hamlets CCG will apply effective public procurement, prioritising good design outcomes to maximise the social, environmental and economic benefits of the development.
- 7.2 The health facility will be in the ownership of NHSPS as a virtual freehold. NHSPS will be responsible for external repairs, whilst it is expected that maintenance of internal furnishings and equipment, utilities, rates and insurances will be the responsibility of the Aberfeldy Practice, in accordance with the terms of their lease agreement with NHSPS. IT equipment will be maintained by Tower Hamlets CCG.
- 7.3 All on-going revenue costs arising from this project will be funded by the NHS. NHS Tower Hamlets CCG has agreed to fund the revenue costs for the increased charges for rent, business rates and IT licences. The Aberfeldy Practice will meet the increased costs for service charges.

Procurement

- 7.4 The proposed contractual arrangements in this procurement are as follows:

NHS Property Services will procure the scheme design and fit-out works and manage the construction of this development, with capital funding provided via a Section 106 capital grant. Construction works are expected to be procured via a traditional form JCT tender, with invitations issued to a selected list of contractors who are proven at this scale and scope of NHS fit-out, in accordance with the NHSPS tendering guidelines. NHSPS will appoint a professional design team, including a contract administrator who will be

responsible for compliance in terms of valuations, payments and acceptance of practical completion prior to handover.

- NHS Property Services will purchase a lease for the entire shell and core health premises at the Aberfeldy New Village Development for a term of 125 years at premium agreed between Aberfeldy New Village LLP and NHSPS
- NHSPS will sub-let the fully fitted out medical suite to the Aberfeldy Practice via a full repairing, insurance lease agreement for an initial 30-year term
- NHS Tower Hamlets CCG will procure furnishings and IT equipment for the fitted out medical suite, with capital funding provided via a Section 106 capital grant
- The lease agreement for the existing Aberfeldy Practice premises will be assigned to Aberfeldy New Village LLP when the practice takes up occupation of the new facility. Under this agreement, Aberfeldy New Village LLP will assume full responsibility for all future liabilities associated with the disposal of the existing Aberfeldy Practice premises. The portacabin could potentially be relocated as a temporary provision at another site.
- The NHSPS and CCG procurements will be undertaken in accordance with NHS Standing Financial Instructions

8.0 Infrastructure Planning Evidence Base Context

8.1 Twenty healthcare projects have been identified in the current Evidence Base (2016) to help meet the need for primary healthcare facilities in the borough. This includes the provision of a new healthcare facility to rehouse the Aberfeldy Practice. This project is a top officer priority as it will meet increasing need in the shorter term.

8.2 See also section 6.5 illustrating Demand Modelling, to illustrate evidence base.

9.0 Opportunity Cost of Delivering the Project

9.1 The project is fulfilling a specific S106 obligation to provide additional healthcare facilities in the borough. The funds provided are ring-fenced for healthcare facilities

and cannot be used for anything else. This project is one of a number of other healthcare facilities improvement projects being delivered through S106 monies – spread around the borough and decided according to need, see section 6 above.

10.0 Local Employment and Enterprise Opportunities

10.1 NHS Tower Hamlets CCG and NHS Property Services as statutory public-sector bodies will use their procurement procedures to secure any required contracts. The existing or appointed contractor will be requested to work with the council's Economic Development Team who can support them in delivering any economic and community benefits associated with any contract.

11.0 Financial Programming and Timeline

Project Budget

11.1 Table 4 below sets out the details of the project's budget and funding sources.

Table 4			
Financial Resources: Cost Plan at July 2017			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
Construction costs	£1,810,000	s106	Capital
Project contingency / optimism bias	£206,600	s106	Capital
Professional fees	£272,000	s106	Capital
Furniture & equipment	£250,000	s106	Capital
IT	£90,000	s106	Capital
Project development & legal	£50,000	s106	Capital
VAT (less estimate for VAT recovery)	£439,821	s106	/
Total	£3,119,421		

11.2 The cost estimate for construction works have been forecast by recognised cost

consultants i.e. RICS quantity surveyors. The pricing indices for are as per current RICS Building Cost Information Service (BCIS) information. The estimate is based at “Present Day” prices with adjustment to the estimated total to allow for “Market Trends” up to the mid-point of the construction period. No adjustment for location has been made as this is assumed to be within the Price and Design Risk percentage. Any monies not spent will be used for the purchase of additional equipment within the development.

NHS VAT Liability

- 11.3 With regards to VAT liabilities for this project, the CCG has received advice from Bauer VAT Consultants Ltd, as follows: *Whereas ‘normal businesses’ are entitled to recover VAT on goods/services used in the course of business, the NHS is severely restricted on precisely what services it is able to recover VAT on; the specifics of which are included in the COS guidance. To give some context, local authorities, under the Section 33 of the VAT Act 1994, are unrestricted on VAT recovery, however the NHS are dictated by different Section 41 (Contracted Out Services) and face restrictions on what they are entitled to recover VAT on. In conjunction with the COS Guidance, the NHS must have an ‘in-house-ability’ to conduct the services; an example where this would not occur would be on statutory building inspections, the NHS could not conduct this service in-house therefore they would be unable to recover the VAT on the inspection.* Taking account of further advice received from Quantity Surveyors, Currie & Brown Holdings Ltd, we estimate that 3.58% of the total project cost will be VAT recoverable. A sum equivalent to this percentage has been deducted from the estimated VAT total in Table 4 above. It should be noted that it is the CCG’s standard practice to draw down S106 grant monies on a quarterly basis in arrears against actual expenditure, but only after any VAT liabilities have been calculated.

Project Management

- 11.4 The Project will be managed by NHGS Tower Hamlets Clinical Commissioning Group. The CCG has established robust programme management arrangements to ensure consistent design and completion of S106 healthcare infrastructure schemes within the required programme and budget parameters. The programme is managed by NHS Tower Hamlets System Wide Estates and Capital Strategy Group, which is led by the Deputy Director of Commissioning Development and meets monthly. The membership of the Estates Strategy Group includes a representative from the Borough.
- 11.5 The operational delivery of this project will be managed by the Aberfeldy Village Health Centre Project Board, which reports into and is accountable to NHS Tower Hamlets System Wide Estates and Capital Strategy Group. Membership of the Project Board comprises officers from NHS Tower Hamlets CCG, NHS England, the

London Borough of Tower Hamlets, NHS Property Services and representatives from the Aberfeldy Practice, including patient representatives.

11.6 The Project Board will manage project delivery against programme milestones and the benefits realised against project objectives and the benefits sought. Project evaluation will be an integral part of the overall project management, contract management and commissioning processes.

11.7 Table 5 below sets out the details of the project's cost plan structure.

Table 5			
Cost plan structure		% of works	% of total
Construction cost	1,810,000		56.31%
Professional fees	272,000	15.03%	8.46%
Equipment, IT, project development & legal costs	390,000	21.55%	12.13%
Optimism bias contingency	206,600	11.41%	6.43%
VAT	£439,821	29.60%	16.67%
Total	£3,119,421		

Financial Profiling

11.8 Table 6 below sets out the profile of the project's expenditure over its lifetime.

Table 6												
Financial Profiling												
Description	Year 2018/19				Year 2019/20				Year 2020/21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Construction cost							£362,000	£724,000	£543,000	£90,500		£90,500
Professional fees		£27,200	£27,200	£54,400	£81,600	£13,600	£13,600	£13,600	£13,600			£27,200
Equipment, IT, project and legal costs	£10,000	£10,000	£10,000	£10,000	£30,000	£30,000	£30,000	£30,000	£120,000	£50,000	£30,000	£30,000
Contingency and inflation							£50,000	£50,000	£50,000	£50,000		£6,600
VAT							£115,000	£240,000	£84,821			
Total		£47,200			£213,200	£43,600		£1,682,200	£811,421	£190,500		£195,020
Design	Stage 1	Stage 2	Stage 3	Stage 4	Tender							
Works						Stage 5						
Defects liability period and retention release										Stage 6		

Outputs/Milestone and Spend Profile

11.9 Table 7 below sets out key events (milestones) as the projects moves through its lifecycle.

Table 7

Project Outputs/Milestones and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	NHS Business Case	£47,200	Sep 18
2	Contractors appointed (contract signed)	£213,200	Jul 19
3	Contractors start on site	£43,600	Oct 19
4	Contractors end on site	£1,628,200	Apr 20
5	NSH commissioning process start	£896,600	Jul 20
6	Facilities open to public	£190,500	Oct 20
7	Project final account	£100,121	Mar 21
TOTAL		£3,119,421	

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Somen Banerjee, Director of Public Health
- Project Manager: Abigail knight, Associate Director Public Health (Children & Families)

13.0 Project Reporting Arrangements

13.1 Direct progress reporting will be dealt with via NHS Project Board; the Council's Project Manager will be a member of the Project Board. In addition, progress reporting will be provided to the Council as follows:

Table 8			
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 For quality assurance, the Aberfeldy Health Centre will be developed in accordance with all relevant NHS guidance for healthcare building design, technical requirements and good practice in stakeholder engagement, including the following:

- Health Building Note 00-01 General design guidance for healthcare buildings. HBNs give best practice guidance on the design and planning of new healthcare buildings and on the adaptation or extension of existing facilities.
- Health Technical Memoranda (HTMs) give comprehensive advice and guidance on the design, installation and operation of building and engineering technology used in the delivery of healthcare.
- BREEAM Healthcare sets the standard for best practice in sustainable building design, construction and operation and has become one of the most widely recognised measures of a building’s environmental performance. The aim is for this development to achieve a BREEAM rating of ‘very good’, in accordance with BREEAM Criteria for fitted out premises.
- Design Quality Indicator (DQI) is a facilitated process that takes the form of structured workshops to assess and evaluate the quality of building design. The Design Quality Indicator empowers the building’s stakeholder community by providing a structured way to talk about their new building. By encouraging effective communication between suppliers and the eventual users of the building, the process helps suppliers deliver excellent buildings attuned to the users’ needs.

15.0 Key Risks

15.1 The key risks to this project are set out in the Table 9 below:

Table 9							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Building Control / Development control approvals are required		Delay while permissions obtained	Confirm these are not required before commencement of work	1	2	2
2	Cost overrun on building works	Additional works requirement not foreseen in quotes	Costs exceed budget	Extensive planning and quotes obtained for building work. Learning from previous experiences.	1	1	1
3	Service disruption	Inability to provide normal GP function from the existing site when works are being undertaken	Alternative premises requirement or reduction of service provision	Project management discussion with developer in order to minimise disruption of service	1	1	1
4.	Slippage on building works causing overrun		Project overrun	Project management and penalties built in	1	1	1
5.	ICT equipment not required specification / incompatible with existing infrastructure		Inability to fully utilise new equipment	Only equipment meeting the necessary specification will be ordered	1	2	2

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.

Table 10			
Key Stakeholders	Role	Communication Method	Frequency
NHS Tower Hamlets CCG	Supplier	Project Board	Monthly
Aberfeldy Practice	Service Provider	Project Board	Monthly
NHS Property Services	Building Client	Project Board	Monthly

17.0 Stakeholder Communications

17.1 As part of its remit, the Aberfeldy Health Centre Project Board will develop a communications strategy that will aim to:

- provide clear, consistent information to stakeholders at key stages of the project
- issue and publish the key messages to patients and key stakeholders
- ensure that the parties delivering the project are aware of their communications responsibilities
- raise awareness of the project via the local media
- ensure patients and key stakeholders of the Aberfeldy Practice are fully informed in a timely manner about the arrangements for the relocation to the new premises at Aberfeldy New Village Development

Target audience

- Staff at the Aberfeldy Practice
- Registered patients of Aberfeldy Practice
- Aberfeldy Practice Patient Participation Group
- Tower Hamlets Healthwatch
- London Borough of Tower Hamlets
- Ward Councillors
- Tower Hamlets CVS
- NHS England
- GP practices in the South-East Locality
- Local MP
- Local Medical Committee
- Local Pharmaceutical Committee
- Tower Hamlets CCG
- NHS Property Services
- Local media

18.0 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	Ann Sutcliffe		
Divisional Director	Somen Banerjee		

Project Closure

[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]

Appendices

[Amend as necessary]

Appendix A: Recorded Corporate Director's Action Form;

Appendix B: Risk Register;

Appendix C: Project Closure Document

Project Closure Document

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 ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No									
Yes		No													
2b.	<ul style="list-style-type: none"> Key Outputs <i>[as specified in the PID]</i> Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> 														
3a.	Timescales I confirm that the project has been delivered within agreed time constraints.	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No									
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	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No									
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 ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No		Yes		No		Yes		No	
Yes		No													
Yes		No													
Yes		No													
6.	Risks & Issues I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No									
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> 		
	<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> 		
	<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> 		
	<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> 		
	<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> 		
9.	<ul style="list-style-type: none"> Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i> 		
	Comments by the Project Sponsor including any further action required <i>[Use to summarise project delivery and any outstanding actions etc]</i>		
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

PROJECT INITIATION DOCUMENT

(August 2017)

Suttons Wharf Health Centre

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	Robert Lee	Version 4	23.8.17

Project Initiation Document (PID)

Project Name:	Suttons Wharf Health Centre		
Project Start Date:	November 2017	Project End Date:	September 2018
Relevant Heads of Terms:	Health		
Responsible Directorate:	Adults Services		
Project Manager:	Abigail knight Associate Director Public Health (Children & Families)		
Tel:		Mobile:	
Ward:	Bethnal Green		
Delivery Organisation:	NHS Tower Hamlets Clinical Commissioning Group / NHS Property Services		
Funds to be passported to an External Organisation? ('Yes', 'No')	Yes		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	Yes		
Supplier of Services:	Globe Town Surgery / NHS		
Is the relevant Lead Member aware that this project is seeking approval for funding?			
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	No		

Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	Yes
<u>S106</u>	
Amount of S106 required for this project:	£2,937,286.56
S106 Planning Agreement Number(s):	PA/08/00146 PA/13/02938 PA/13/01991 PA/13/01432 PA/13/01433 PA/12/01829 PA/10/01734 PA/05/00236 PA/11/00890 PA/09/01656 PA/11/03375 PA/08/02347 PA/08/02093 PA/09/02065 PA/12/02332 PA/12/00637 PA/07/02265 PA/13/02722 PA/13/01656 PA/14/00293 PA/13/02529 PA/12/02577 PA/11/01944 PA/13/00384 PA/12/02107 PA/13/02580 PA/14/02585 PA/12/02494 PA/11/01945
<u>CIL</u>	
Amount of CIL required for this project:	£182,091.44
Total CIL/S106 funding sought through this project	£3,119,378
Date of Approval:	

This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):

Organisation	Name	Title
LBTH – Place	Ann Sutcliffe	Divisional Director Property and Major Programmes (<i>Interim Chair</i>)
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager

Organisation	Name	Title
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal
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	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Flora Ogilvie	Associate Director of Public Health
LBTH – Children’s	Janice Beck	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	Infrastructure Planning Team Leader

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 project initiation document sets out proposals for the relocation of the Globe Town Surgery, in the North-West Locality, to the Suttons Wharf Development in Tower Hamlets. Population growth, stimulated by new residential development, is driving increased demand for healthcare provision in the Locality. The proposed new health facility at the Suttons Wharf development will help to build the extra clinical capacity that will be required to meet the increased demand for primary care.
- 1.2 Within the context of increasing financial challenges it is becoming ever more difficult for health services to fund new facilities and alternative funding sources are being pursued to cross-subsidise. The NHS in Tower Hamlets has a successful record in delivering health infrastructure initiatives aided by S106 contributions in partnership with the Council and a one-off capital investment to bring this scheme to completion is therefore appropriate through this route.
- 1.3 This Project Initiation Document (PID) will define the Suttons Wharf Health Centre project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:
- Justify the expenditure of S106 contributions on the named project which will provide the IDSG with a sound basis for their decision;
 - Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

2.0 Section 106/CIL Context

Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with

the intention of making acceptable development which would otherwise be unacceptable in planning terms.

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

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

S106

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

2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the following developments as listed below:

Planning Application	Site Address	Date Payment Received	Expiry Date	Expiry Date Note	Funding Requirements	PA Amount Received	Amount Requested
PA/08/00146	St Georges Estate	10/01/2014	TBC	In event contributions are not expended in full or committed within 10 years from date of practical completion of the whole development council shall repay unspent balance.	"for additional healthcare facilities"	£262,941.00	£131,470.00
PA/13/02938	Suttons Wharf, Palmers Road	15/10/2014	no expiry date	no expiry date	Towards health care facilities in the borough	£40,182.00	£21,099.50
PA/13/01991	Former St. Andrews Hospital	16/07/2014	16/07/2024	10 years from date of receipt.	Towards healthcare facilities in the Borough	£93,931	£93,931

PA/13/01432	Poplar Baths	16/07/2014	TBC	Not expended in full within 10 years from date of practical completion of the whole development	Towards primary health care facilities in the borough	27,487.00	27,487.00
PA/13/01433	Dame Colet and Haileybury	16/07/2014	TBC	10 years from practical completion	Towards primary healthcare facilities in the borough	14,020.00	14,020.00
PA/12/01829	640 Commercial Road	22/07/2014	TBC	10 years from practical completion	Towards healthcare facilities	33,729.00	33,729.00
PA/10/01734	Bow Enterprise Park	14/08/2014	TBC	10 years from practical completion	Healthcare facilities in the Borough	£369,164.39	£193,269.72
PA/05/00236	69 Fairfield Road, Bow, London E3 2QA	12/12/2011	No expiry date mentioned		Towards the provision of health care	144,192.00	144,192.00
PA/11/00890	101-109 Fairfield Road	12/10/2011	TBC	10 years from practical completion repay unspent balance	Additional health care facilities	71,153.49	71,153.49
PA/09/01656	16-24, 48-50 Bow Common Lane	13/02/2013	TBC	Not expended in full or committed within 15 years of practical completion of the whole development.	Health care facilities	174,394.69	174,394.69
PA/11/03375	Land at Poplar Business Park	19/06/2015	TBC	Within 10 years of practical completion	Use towards additional healthcare facilities in the borough	£531,889	£531,889
PA/08/02347	Holland Estate	21/02/2014	TBC	10 years from date of practical completion	Provision of future Health and Social care facilities	225,596.00	100,000.00
PA/08/02093	The Bede Estate, Bow Common Lane, London	05/10/2009	TBC	Expended or committed within 10 years from date of practical completion of whole development	Towards the provision of future health and social care facilities within the council's administrative area	324,859.50	10,156.30
PA/09/02065	Eric and Treby Estate	26/09/2011	TBC	10 years practical completion	Provision of future Health and Social care facilities	224,122.00	76,740.05
PA/12/02332	Leopold Estate, Bow Common Lane, St Pauls Way & Burdett Road - phase6	01/04/2015	TBC	Spent or committed within 10 years of date of practical completion	Towards health facilities in the borough	£56,840	£56,840
PA/12/00637	land adjacent langdon park station	02/11/2015	TBC	Expended or committed within 7 years from date of practical completion of the whole development	Additional healthcare facilities in the borough	£258,942.00	£146,806.03
PA/07/02265	80 Backchurch Lane	13/01/2016	13/01/2026	failed to utilise all or any part of the financial contribution paid within 10 years	Towards the provision of health care facilities	£82,236.00	£82,236.00

				of the date of payment			
PA/13/02722	Peterley Business Centre	27/01/2016	TBC	Not expended in full or committed within 10 years from the date of practical completion of that phase the council shall repay the unspent balance of the said financial contribution to the owner together with interest.	Additional healthcare facilities in the borough	£20,433.43	£20,433.43
PA/13/01656	Former Job Centre Plus 307 Burdett Road	19/02/2016	19/02/2026	Utilise within 10 years of payment or repay to developer	Provision, upgrading and maintenance of health facilities within the borough	£87,861.35	£87,861.35
PA/14/00293	7 Limeharbour	08/03/2016	TBC	Expended in full or committed within 10 years from date of practical completion	Additional healthcare facilities in the borough	£177,284	£177,284
PA/13/02529	car park cygnet street	07/04/2016	TBC	Expended in full or committed within 10 years from date of practical completion of the whole development	Healthcare facilities in the Borough	£50,011.86	£50,011.86
PA/12/02577	Central Foundation Girls School	27/05/2016	27/05/2021	expended in full or committed within 5 years from date of payment	additional health facilities in the borough	£51,864.00	£7,960.00
PA/11/01944	Thomas Road	31/05/2016	TBC	expended in full or committed for expenditure within 5 years from the date of practical completion of the whole development	improvements to health facilities in the borough	£135,266.96	£135,266.96
PA/13/00384	Former Queen Elizabeth Hospital	22/06/2016	TBC	Not expended in full or committed within 10 years from the date of practical completion of the whole development	Additional healthcare facilities in the borough	£81,000	£81,000
PA/12/02107	Car Park at South East Junction of Preston's Road	22/07/2016	TBC	10 years from date of practical completion	Additional healthcare facilities in the borough	75,000.00	75,000.00
PA/13/02580	Limehouse Library (638 commercial Road)	22/07/2016	TBC	Not expended in full or committed within 10 years from the date of practical completion of the whole development	Towards health facilities	£58,624.00	£58,624.00
PA/14/02585	Watts Grove	18/08/2016	no expiry date	No expiry date	Towards health facilities	25,000.00	25,000.00
PA/12/02494	100 Violet Road	18/08/2016	TBC	Expended in full or committed within 7 years from date of practical completion	Additional Healthcare facilities in the borough	£126,589.88	£126,589.88
PA/11/01945	Dollar Bay	22/12/2016	TBC	Expended in full or committed within 5 years from the date of practical completion.	Improvements to health facilities in the borough.	182,841.30	182,841.30

CIL

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

3.0 Equalities Analysis

- 3.1 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.
- 3.2 Tower Hamlets has one of the lowest healthy life expectancies for both men and women in the country and health inequalities particularly for BME people are a significant challenge for our communities. Additional GP services will provide additional resource for the council's Public Health service (through commissioning) and local health partners to tackle these health inequalities and improve outcomes for local residents, see section 6 for further information.
- 3.3 The proposed health facility at the Suttons Wharf development will be designed to facilitate a greater focus on prevention, rather than simply curing disease, providing inclusive healthcare services for both mental and physical health which meets the needs of different communities and delivers improved clinical outcomes.
- 3.4 The Suttons Wharf Health Centre will be fully compliant with the requirements and philosophy of the 2010 Equality Act and the Disability Equality Duty contained within the Disability Discrimination Act. All referenced standards and planning guidance within these documents will be adhered to.

4.0 Legal Comments

- 4.1 The s106 agreement for PA/08/02347 is unfortunately missing schedule four which sets out the financial contributions in detail. Legal Services therefore relies on the information provided in this report that a contribution of £225,596.00 was made with the intention that it be spent on the provision of health and social care facilities. Legal Services considers that the remainder of the contributions to build Suttons Wharf Health Centre satisfies the terms of the S106 agreements set out in the table at paragraph 2.5 above.

- 4.2 The agreements require the contributions to be used towards providing health and social care facilities in the borough. The project overview at section 5 helpfully explains that the contributions will be used to fit out the premises of Suttons Wharf Health Centre which shall replace Globe Town Surgery. A number of these agreements require any such facilities to be in addition to current provision. However, since this project shall result in increased capacity and provide new infrastructure it should be considered as creating additional facilities beyond that currently provided by the current premises. As such, it is aligned with the terms of the s106 agreements.
- 4.3 It is noted that the contributions to be drawn from these agreements are to be paid directly to an external organisation (NHS). The terms of these agreements do not specify that the contributions can be paid to NHS; therefore such payments are considered to constitute grants. Therefore, as the Council is under no legal obligation or duty to provide this payment, it is discretionary and considered to be a grant. As such, approval must first be sought from the Grants Determination (Cabinet) Sub-Committee before any payment is made.
- 4.4 We ought to point out that technically the financial contributions received under PA/14/02585 were not made under a S106 agreement, but rather through a scheme submitted pursuant to planning condition (4). This was because the Council owns the relevant land and as a matter of law the Council cannot covenant with itself under S106 where it is also the enforcing authority. Nonetheless, we consider IDSG to be the appropriate forum to approve the use of this funding. Although not a S106 payment, its purpose is aligned (to make the development acceptable in planning terms) and it would have been, but for this idiosyncrasy of public law. The Council will need to ensure that any spending of the contribution is in accordance with this scheme,
- 4.5 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.
- 4.6 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.
- 4.7 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and

advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

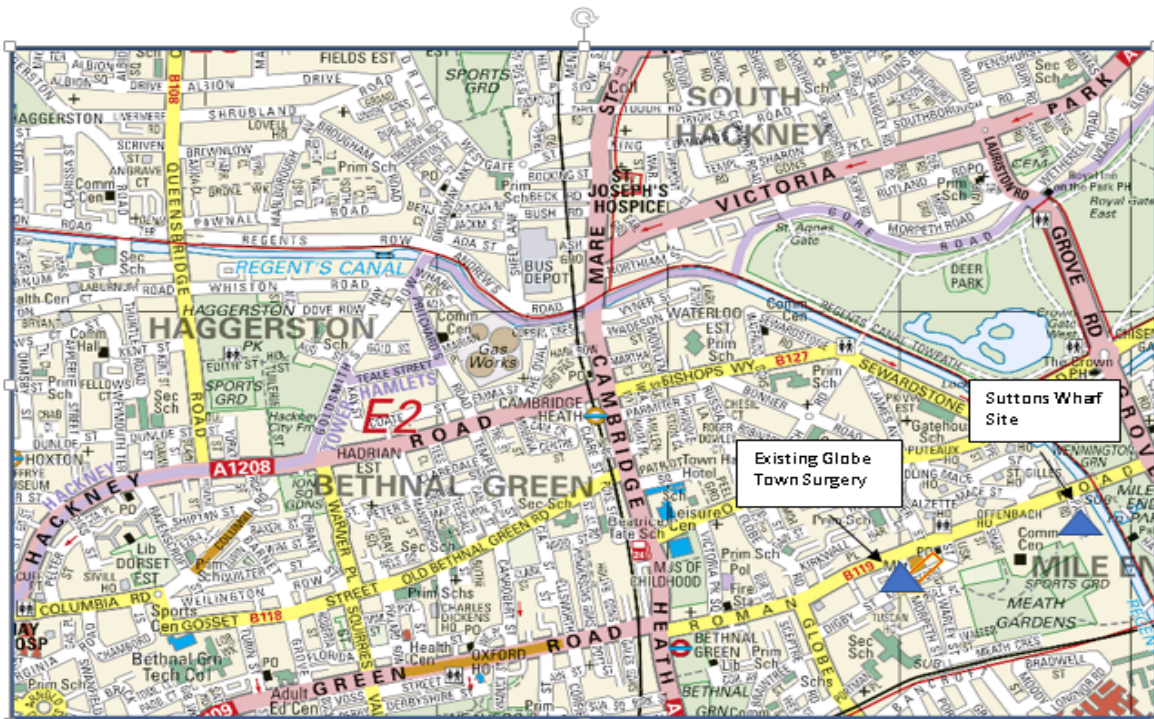
5.0 Overview of the Project

- 5.1 The shell and core of the development at Suttons Wharf has been completed and S106 funding is sought to undertake the fit out of the premises to enable a reprovision for the Globe Town Surgery to the nearby Suttons Wharf development. The fitted-out premises will provide 12 consulting rooms and 3 treatment rooms, as well as a multi-purpose group room and counselling room. Two of the consulting rooms will be dedicated GP training rooms.
- 5.2 The Suttons Wharf development was completed in 2015 and comprises over two hundred apartments contained within four modern tower blocks. The development is situated approximately 600 metres from the Globe Town Surgery's existing practice premises. The Globe Town Surgery will occupy 992.8 m² of ground premises within Block A2 at the Suttons Wharf development in Palmers Road, Bethnal Green.
- 5.3 The existing Globe Town Surgery building, situated in Roman Road, is in poor condition and is far too small to provide the level of service that is required. The premises are held on a lease with a third-party landlord, which is due to expire in September 2020. The Practice will surrender its existing lease when the service relocates to the Suttons Wharf premises in September 2018. However, in the event of a failure to agree terms with the landlord for an early surrender of the lease, the CCG has undertaken to repurpose the use of the building temporarily and to meet the revenue costs for the rental charge and business rates and other associated property charges for the remaining two year term.
- 5.4 The new health centre will provide the modern facilities and clinical capacity needed to enable the Globe Town Surgery to grow its patient list from 13,000 to 18,000 over the next five years to 2022. The facility will provide the new infrastructure required to meet the primary care healthcare needs of the population of the Bethnal Green, Bow West, Mile End and St Peters Wards. The new Health Centre will serve as a key resource for the local community for public health and health promotion activities, and will be accessible in the evenings and at weekends.
- 5.5 The Globe Town Surgery also serves as the GP practice for the student population at the nearby Queen Mary University of London (QMUL). Due to the lack of space at the existing Roman Road premises, the Practice provides GP services to students

from two clinic rooms that are currently housed within the Geography Building on the QMUL site. The new health centre will enable the student health service to be consolidated onto the Suttons Wharf site. The Practice has a high proportion of young people on its registered list and therefore plan to use the opportunity of a new facility to expand the range of services it provides to young people, including mental health and sexual health services.

5.6 Globe Town Surgery is part of the Tower Hamlets North West GP Locality. Primary care services that are commissioned on a locality basis are, for the most part, delivered from the Blithedale Health Centre, which serves as the Hub for the North-West Locality. There are, however, already capacity pressures at the Blithedale premises. The Suttons Wharf facility will therefore provide the additional capacity that will be required to meet future demand for locality level services, including out of hours provision.

5.7 The map below shows the locations of the new health facility and the existing Globe Town Surgery premises.



6.0 Business Case

Overview/General

- 6.1 Globe Town Surgery is one of the larger Practices in Tower Hamlets with a list size of 13,000. The Surgery is currently housed in cramped premises and local NHS organisations have been working with the practice for a number of years to identify a premises solution for this service. With the increase in population and the related demands of the surgery, it is becoming unsustainable to deliver primary care services from their current premises.
- 6.2 Globe Town Surgery is a high performing practice and is amongst the best performers in Tower Hamlets network enhanced services. It is vitally important that this practice is retained and relocated to modern, fit for purpose premises given the increasing list size and the high levels of performance.
- 6.3 There are a number of reasons for this requirement:
- The current premises are grossly overcrowded with no room for expansion. The lack of space severely compromises the quality of the patient experience, hinders the operation of the service and undermines staff recruitment and retention
 - With an internal floor area measuring only 320m², the current surgery premises provide only 34% of the accommodation recommended for a GP practice with over 13,000 registered patients
 - All existing consulting and treatment rooms are under-sized and in one case, clinical staff are having to provide consultations from a room that measures only 5.37m².
 - Confidentiality is difficult to achieve due to the lack of private areas within the existing premises
 - As a training Practice, Globe Town need to be able to accommodate trainees on site
 - The common room doubles up as a staff rest room, meeting room and teaching area
 - The area is one of significant deprivation and has higher rates of people on out of work benefits than Tower Hamlets as a whole

- Diabetes, childhood obesity, rates of smoking, STIs, Tuberculosis, in the area is above the national average
- The population within the practice's catchment area is projected to increase by at least a further 3,000 residents in the next 4 years
- The existing practices in the North-West Locality, which includes the Globe Town Surgery, do not currently have the capacity to meet the predicted increase in demand for primary care services

6.4 The aim of the proposal is to both overcome existing inadequacies in the NHS estate in the North-West Locality and to improve the provision of primary services, delivered from high quality premises, to meet both current and future needs of the local population.

6.5 The shell and core premises for the health centre was completed by the developer in 2015 and the NHS is now under pressure to conclude a formal agreement to acquire the site. The CCG and NHSPS have therefore commissioned a design team and commenced preparation of the business case at their own financial risk, pending approval of this PID by the Council. The early completion of this preparatory phase of the work will enable NHSPS to sign an agreement with the developer to purchase the site in November 2017 using NHS capital. The CCG will appoint a building contractor in December 2017. Construction works are planned to start in January 2018 and completed in September 2018.

Demand Modelling

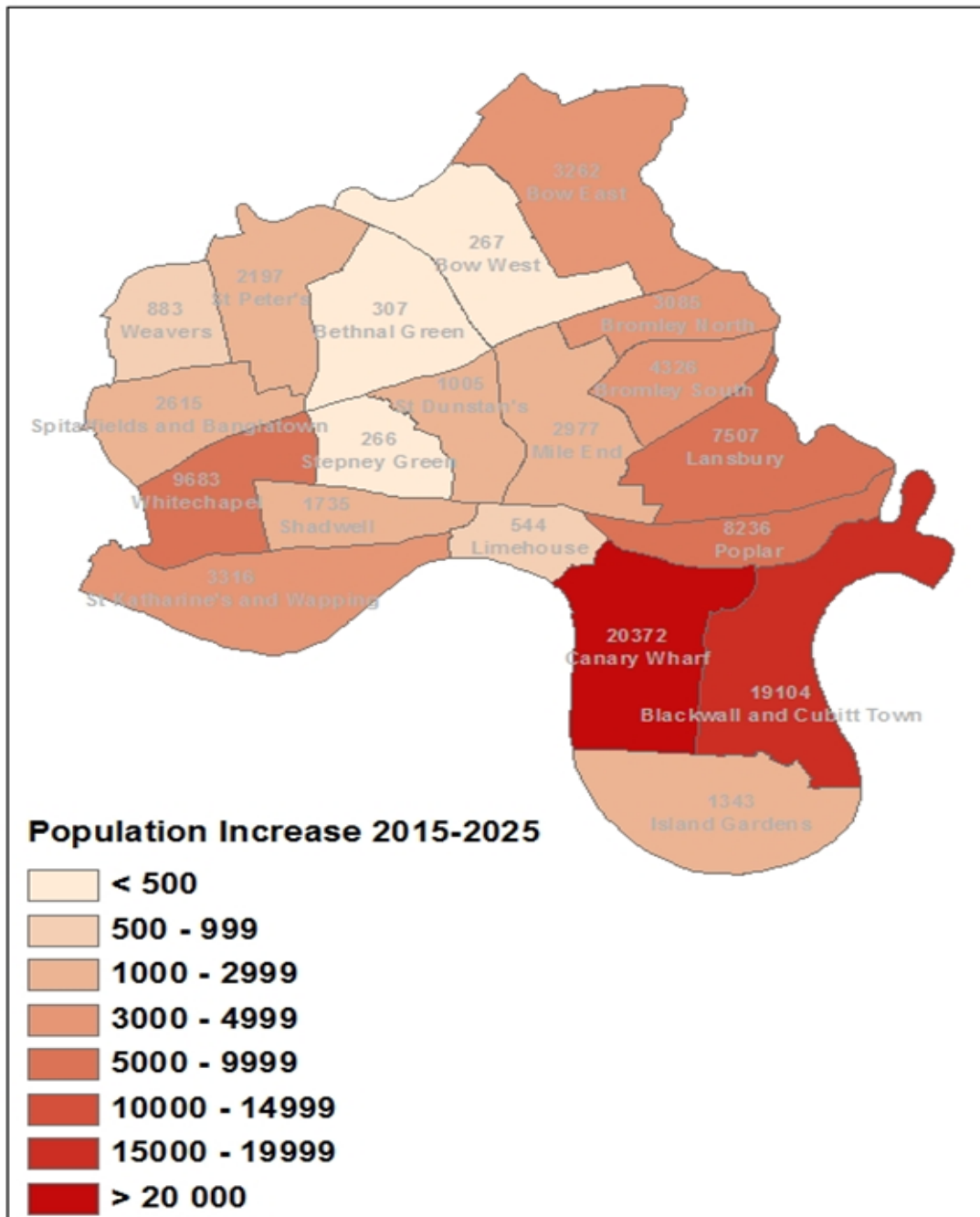
6.6 NHS Tower Hamlets Clinical Commissioning Group has developed a model with clinicians to enable projection of future demand for primary care services. The modelling exercise, which takes account of population growth and planned shifts in outpatient activity from hospital to primary care, has identified a requirement for the provision of seven additional clinical rooms in primary care to meet demand within the North-West Locality by 2021/22.¹ The Suttons Wharf Health Centre development will create a further five clinical rooms. Tower Hamlets Council is working closely with NHS Tower Hamlets CCG and other stakeholders to develop further initiatives to build primary care capacity in the North-West Locality, including outline proposals to develop a new health facility at Goodman's Fields. A PID for the Goodman's Field's development will be submitted during 2017.

¹ Transforming Services Together Estate Options, WEL CCGs

6.7 Future clinical capacity requirement is mainly driven by population growth, as the model projects relatively minimal infrastructure growth being required from shifting activity out of hospital into primary care.

6.8 Figure 1 below shows the net increase in population in Tower Hamlets Wards to 2025².

Figure 1: Net increase in Population in Tower Hamlets Wards to 2025



² LBTH Report, Potential Future Primary Healthcare Infrastructure, 2016

6.9 On a borough wide basis, there are currently enough GPs to accommodate current demand. However, the borough is expected to be the subject of significant population growth over the next 15 years which will result in the need to deliver more health facilities, such as the project proposed in this PID. Table 1 below describes that by 2030/31, the borough will have a deficit in provision of 38 GPs unless further provision is delivered.

Table 1

Year	Provision (GP's - FTE)	Projected Population	Demand (GP's)	Deficit / Surplus	Deficit / Surplus (% of Provision)
2015/16	182.13	284,106	157.84	24.29	13.34
2020/21	182.13	344,196	191.22	-9.09	-4.99
2025/26	182.13	384,166	213.43	-31.30	-17.18
2030/31	182.13	396,977	220.54	-38.41	-21.09

Project Objectives

6.10 The following objectives have been set by for the project:

- Replace the existing, poor quality accommodation currently housing the Globe Town Surgery
- Provide a modern health facility within the Suttons Wharf development with sufficient capacity to meet projected population demand and support the introduction of new models of care to deliver a broader range of integrated primary care and community health services to the local community
- Ensure the Suttons Wharf Centre development represents value for money and is affordable to the local health economy

Project Drivers

6.11 The Improving Health and Well Being Strategy, first developed in 2006 and refreshed in 2010 and 2012, sets, out an ambitious programme to improve and develop local services and underpins the borough's vision to improve the quality of life for everyone who grows up, lives and works in Tower Hamlets. As part of the original HWB strategy, a number of capital schemes were proposed across the Borough for new health and wellbeing centres. One of the proposed schemes was the Suttons Wharf development.

6.12 The NHS Tower Hamlets CCG Estates Strategy identifies a requirement to development new facilities in the North-West Locality to meet future demand for primary care services. The Suttons Wharf Health Centre development will contribute to delivery of the extra clinical capacity that is required in the Locality

Deliverables, Project Outcomes and Benefits

6.13 This project will:

- deliver a new, fully equipped modern health facility with 15 clinical rooms in the North-West Locality
- deliver new health infrastructure with capacity for up to 18,000 registered patients (the existing practice premises has capacity for a maximum of 13,000 patients)
- provide 36,000 new patient appointment slots in the North-West Locality, based on a utilisation rate of 60%
- enable an expansion of the primary care workforce in the North-West Locality, equivalent to 1 GP per 1,800 new patients

6.14 It is expected that the new facility will be operational by September 2018

Other Funding Sources

6.15 £2,000,000 will be sourced from NHSPS capital to fund the purchase of a 925-year lease for the shell and core premises from Barwood Ventures Ltd.

Related Projects

6.16 This project builds on other capital projects that are being implemented to expand and upgrade primary care healthcare facilities in Tower Hamlets:

- Re provision of the St Paul's Way Medical Centre to a new facility within the William Cotton Place development PID which was approved at IDB in April 2014)

- Re-provision of the Merchant Street and Stroudley Walk GP practices at the refurbished Wellington Way Health Centre PID which was approved in October 2016 and proposed new build extension PID which is being considered along with this PID.
- Maximising existing health infrastructure PID which was approved in 2016; a project that involves alterations to GP practice premises to create extra clinical capacity to meet increased health need

7.0 Approach to Delivery and On-going Maintenance/Operation

- 7.1 NHS Property Services and NHS Tower Hamlets CCG will apply effective public procurement, prioritising good design outcomes to maximise the social, environmental and economic benefits of the development.
- 7.2 The health facility will be in the ownership of NHSPS as a virtual freehold. NHSPS will be responsible for external repairs, whilst it is expected that maintenance of internal furnishings and equipment, utilities, rates and insurances will be the responsibility of the Globe Town Surgery, in accordance with the terms of the practice's lease agreement with NHSPS. IT equipment will be maintained by Tower Hamlets CCG.
- 7.3 All on-going revenue costs arising from this project will be funded by the NHS.

Procurement

The proposed contractual arrangements in this procurement are as follows:

NHS Property Services will procure the scheme design and fit-out works and manage the construction of this development, with capital funding provided via a Section 106 capital grant. Construction works are expected to be procured via a traditional form JCT tender, with invitations issued to a selected list of contractors who are proven at this scale and scope of NHS fit-out, in accordance with the NHSPS tendering guidelines. NHSPS will appoint a professional design team, including a contract administrator who will be responsible for compliance in terms of valuations, payments and acceptance of practical completion prior to handover.

- NHS Property Services will purchase a lease for the entire shell and core health premises at the Suttons Wharf Development for a term of 925 years at premium agreed between the developer, Barwood Ventures Ltd, and NHSPS
- NHSPS will sub-let the fully fitted out medical suite to the Globe Town Surgery via a full repairing, insurance lease agreement for a 30-year term
- NHS Tower Hamlets CCG will procure furnishings and IT equipment for the fitted out medical suite, with capital funding provided via a Section 106 capital grant
- The NHSPS and CCG procurements will be undertaken in accordance with NHS Standing Financial Instructions

8.0 Infrastructure Planning Evidence Base Context

8.1 Twenty healthcare projects have been identified in the current Infrastructure Delivery Plan (2016) to help meet the need for primary healthcare facilities in the borough. This includes the relocation of the Globe Town Surgery to the Suttons Wharf development to meet increasing need in the medium term.

8.2 See also 6.5 (Demand Modelling)

9.0 Opportunity Cost of Delivering the Project

9.1 The project is fulfilling a specific S106 obligation to provide *additional* healthcare facilities in the borough. The funds provided are ring-fenced for healthcare facilities and cannot be used for anything else. This project is one of a number of other healthcare facilities improvement projects being delivered through S106 monies – spread around the borough and decided according to need.

10.0 Local Employment and Enterprise Opportunities

10.1 NHS Tower Hamlets CCG and NHS Property Services as statutory public sector bodies will use their procurement procedures to secure any required contracts. The existing or appointed contractor will be requested to work with the council's Economic Development Team who can support them in delivering any economic and community benefits associated with any contract.

11.0 Financial Programming and Timeline

Project Budget

11.1 Table 2 below to sets out the details of the project's budget and funding sources.

Table 2			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
Construction costs	£1,680,208.56 £ 182,091.44	S106 CIL	Capital Capital
Project contingency / optimism bias	£208,500	S106	Capital
Professional fees	£271,900	S106	Capital
Furniture & equipment	£246,722	S106	Capital
IT	£90,000	S106	Capital
VAT (less estimate for VAT recovery)	£439,956	S106	Capital
Total	£3,119,378		

11.2 The cost estimate of £1,812,300 for construction works has been forecast by recognised cost consultants, Ridge & Partners LLP, RICS quantity surveyors. The pricing indices for are as per current RICS Building Cost Information Service (BCIS) information. The estimate is based at "Present Day" prices with adjustment to the estimated total to allow for "Market Trends" up to the mid-point of the construction period. No adjustment for location has been made as this is assumed to be within the Price and Design Risk percentage. Any monies not spent will be used for the purchase of additional equipment within the development.

NHS VAT Liability

11.3 With regards to VAT liabilities for this project, the CGG has received advice from Bauer VAT Consultants Ltd, as follows: *Whereas 'normal businesses' are entitled to recover VAT on goods/services used in the course of business, the NHS is severely restricted on precisely what services it is able to recover VAT on; the specifics of which are included in the COS guidance. To give some context, local authorities, under the Section 33 of the VAT Act 1994, are unrestricted on VAT recovery, however the NHS are dictated by different Section 41 (Contracted Out Services) and face restrictions on what they are entitled to recover VAT on. In conjunction with the COS Guidance, the NHS must have an 'in-house-ability' to conduct the services; an example where this would not occur would be on statutory building inspections, the NHS could not conduct this service in-house therefore they would be unable to recover the VAT on the inspection.* Taking account of further advice

received from Quantity Surveyors, Currie & Brown Holdings Ltd, we estimate that 3.58% of the total project cost will be VAT recoverable. A sum equivalent to this percentage has been deducted from the estimated VAT total in Table 2 above. It should be noted that it is the CCG's standard practice to draw down S106 grant monies on a quarterly basis in arrears against actual expenditure, but only after any VAT liabilities have been calculated.

Project Management

- 11.4 The CCG has established robust programme management arrangements to ensure consistent design and completion of S106 healthcare infrastructure schemes within the required programme and budget parameters. The programme is managed by NHS Tower Hamlets System Wide Estates and Capital Strategy Group, which is led by the Deputy Director of Commissioning Development and meets monthly. The membership of the Estates Strategy Group includes a representative from the Borough.
- 11.5 The operational delivery of this project will be managed by the Suttons Wharf Health Centre Project Board, which reports into and is accountable to the Estates Strategy Group. Membership of the Project Board comprises officers from NHS Tower Hamlets CCG, NHS England, the London Borough of Tower Hamlets, NHS Property Services and representatives from the Merchant Street and Stroudley Walk GP practices.
- 11.6 The Project Board will manage project delivery against programme milestones and the benefits realised against project objectives and the benefits sought. Project evaluation will be an integral part of the overall project management, contract management and commissioning processes.
- 11.7 Table 3 below sets out the details of the project's cost plan structure.

Current cost plan structure		% of works	% of total
Construction cost	£1,812,300		56.36%
Professional fees	£271,900	15%	8.46%
Equipment, IT, project and legal costs	£386,722	21.34%	12.03%
Optimism bias and project contingency	£208,500	11.50%	6.48%
VAT	£439,956	29.57%	16.67%
Total	£3,119,378		

Financial Profiling

11.8 Table 4 below sets out the profile of the project's expenditure over its lifetime.

Table 4

Financial Profiling						
Description	Year 2017/18	Year 2018/19				Ttotal
	Q4	Q1	Q2	Q3	Q4	
Construction cost	£604,100	£604,100	£604,100			£1,812,300
Professional fees	£67,975	£67,975	135,950			£271,900
Equipment, IT, project and legal costs	£96,680.50	£96,680.50	193361			£386,722.00
Optimism bias and project contingency	£69,500.00	£69,500.00	69500			£208,500.00
VAT	£167,651.00	£167,651.00	£104,654			£439,956.00
Total	£1,005,906.50	£1,005,906.50	£1,107,565			£3,119,378.00

Outputs/Milestone and Spend Profile

11.9 Table 5 below sets out key events (milestones) as the projects moves through its lifecycle.

Table 5

Project Outputs/Milestones and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	NHS Business Case	£25,000	24/11/2017
2	Contractors appointed (contract signed)	£215,000	15/12/2017
3	Contractors start on site	£44,000	10/01/2018
4	Contractors end on site	£1,750,000	07/09/2018
5	NSH commissioning process start	£790,000	10/09/2018
6	Facilities open to public	£210,000	24/09/2018
7	Project final account	£85,378	06/04/2019
TOTAL		£3,119,378	

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Somen Banerjee, Director of Public Health
- Project Manager: Abigail knight, Associate Director Public Health (Children & Families)

13.0 Project Reporting Arrangements

13.1 Direct progress reporting will be dealt with via NHS Project Board; the Council's Project Manager will be a member of the Project Board. In addition, progress reporting will be provided to the Council as follows:

Table 6			
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 For quality assurance, the Suttons Wharf Health Centre will be developed in accordance with all relevant NHS guidance for healthcare building design, technical requirements and good practice in stakeholder engagement, including the following:

- Health Building Note 00-01 General design guidance for healthcare buildings. HBNs give best practice guidance on the design and planning of new healthcare buildings and on the adaptation or extension of existing facilities.
- Health Technical Memoranda (HTMs) give comprehensive advice and guidance on the design, installation and operation of building and engineering technology used in the delivery of healthcare.

- BREEAM Healthcare sets the standard for best practice in sustainable building design, construction and operation and has become one of the most widely recognised measures of a building’s environmental performance. The aim is for this development to achieve a BREEAM rating of ‘very good’, in accordance with BREEAM Criteria for fitted out premises.
- Design Quality Indicator (DQI) is a facilitated process that takes the form of structured workshops to assess and evaluate the quality of building design. The Design Quality Indicator empowers the building’s stakeholder community by providing a structured way to talk about their new building. By encouraging effective communication between suppliers and the eventual users of the building, the process helps suppliers deliver excellent buildings attuned to the users’ needs.

15.0 Key Risks

15.1 The key risks to this project are set out in the Table 7 below:

Table 7							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
2	Cost overrun on fit out works	Additional requirement not foreseen in quotes	Costs exceed budget	Extensive planning and quotes obtained for building work. Learning from previous experiences.	1	1	1
3	<i>Service disruption</i>	<i>??Inability to provide normal GP function from the existing site when works are being undertaken</i>	<i>Alternative premises requirement or reduction of service provision</i>	<i>Project management discussion with developer in order to minimise disruption of service</i>	1	1	1
4.	Slippage on building works causing		Project overrun	Project management and penalties built in	1	1	1

Table 7							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
	overrun						
5.	ICT equipment not required specification / incompatible with existing infrastructure		Inability to fully utilise new equipment	Only equipment meeting the necessary specification will be ordered	1	2	2

16.0 Key Project Stakeholders

16.1 The principal stakeholders are shown in Table 5 below and will be engaged from the earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

Table 8			
Key Stakeholders	Role	Communication Method	Frequency
NHS Tower Hamlets CCG	Delivery Organisation	Project Board	Monthly
Globe Town Surgery	Service Provider	Project Board	Monthly
NHS Property Services	Building Client	Project Board	Monthly

17.0 Stakeholder Communications

17.1 As part of its remit, the Suttons Wharf Health Centre Project Board will develop a communications strategy that will aim to:

- provide clear, consistent information to stakeholders at key stages of the project
- issue and publish the key messages to patients and key stakeholders
- ensure that the parties delivering the project are aware of their communications responsibilities
- raise awareness of the project via the local media

- ensure patients and key stakeholders of the Globe Town Surgery are fully informed in a timely manner about the arrangements for the relocation to the new premises at the Suttons Wharf development

Target audience

- Staff at the Globe Town Surgery
- Registered patients of Globe Town Surgery
- Globe Town Surgery Patient Participation Group
- Tower Hamlets Healthwatch
- London Borough of Tower Hamlets
- Ward Councillors
- Tower Hamlets CVS
- NHS England
- GP practices in the South-East Locality
- Local MP
- Local Medical Committee
- Local Pharmaceutical Committee
- Tower Hamlets CCG
- NHS Property Services
- Local media

18.0 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	Ann Sutcliffe		
Divisional Director	Somen Banerjee		

Project Closure

[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]

Appendices

[Amend as necessary]

Appendix A: Recorded Corporate Director's Action Form;

Appendix B: Risk Register;

Appendix C: Project Closure Document

Project Closure Document

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 ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
Yes		No					
2b.	<ul style="list-style-type: none"> Key Outputs <i>[as specified in the PID]</i> Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> 						
3a.	Timescales I confirm that the project has been delivered within agreed time constraints.	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
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	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
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	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
6.	Risks & Issues I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
7.	Project Documentation I confirm that the project records have been securely and orderly archived such that any audit or retrieval can be undertaken.	Please Tick ✓			
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
These records can also be accessed within the client directorate using the following filepath: <i>[Please include file-path of project documentation]</i>					
8.	Lessons learnt				
	<ul style="list-style-type: none"> • Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i> 	----- -----			
	<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> 	----- -----			
	<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> 	----- -----			
	<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> 	----- -----			
	<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> 	----- -----			
	<ul style="list-style-type: none"> • Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i> 				

9.	<p>Comments by the Project Sponsor including any further action required <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <hr style="border-top: 1px dashed black;"/> <hr style="border-top: 1px dashed black;"/>		
10.	<p>The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.</p>		
	Sponsor (Name)		Date
	Project Manager (Name)		Date

PROJECT INITIATION DOCUMENT

(August 2017)

Wellington Way Health Centre (New Build Extension)

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	Robert Lee	Version 4	23.8.17

Project Initiation Document (PID)

Project Name:	Wellington Way Health Centre (New Build Extension)		
Project Start Date:	November 2017	Project End Date:	September 2018
Relevant Heads of Terms:	Health		
Responsible Directorate:	Adults Services		
Project Manager:	Abigail knight Associate Director Public Health (Children & Families)		
Tel:		Mobile:	
Ward:	Mile End		
Delivery Organisation:	NHS Tower Hamlets CCG / NHS Property Services		
Funds to be passported to an External Organisation? ('Yes', 'No')	Yes		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	Yes		
Supplier of Services:	NHS Tower Hamlets CCG		
Is the relevant Lead Member aware that this project is seeking approval for funding?			
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	No		

append the draft RCDA form for signing to this PID)	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	No
S106	
Amount of S106 required for this project:	£1,493,700
S106 Planning Agreement Number(s):	PA/09/00203 PA/10/01734 PA/13/01606 PA/10/00119 PA/09/02100 PA/10/02501 PA/12/00771 PA/12/02923 PA/12/02856 PA/14/02618 PA/14/02134 PA/13/00697 PA/12/02577 PA/11/03785
CIL	
Amount of CIL required for this project:	£0
Total CIL/S106 funding sought through this project	£1,493,700
Date of Approval:	

This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):

Organisation	Name	Title
LBTH – Place	Ann Sutcliffe	Divisional Director Property and Major Programmes (<i>Interim Chair</i>)
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader, Planning Legal

Organisation	Name	Title
LBTH – Governance	Marcus Woody	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Vicky Allen	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Flora Ogilvie	Associate Director of Public Health
LBTH – Children’s	Janice Beck	Head of Building Development
LBTH – Place	Marissa Ryan-Hernandez	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	Infrastructure Planning Team Leader

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 project initiation document sets out proposals to build a new extension at the existing Wellington Way Health Centre premises in the North-East Locality of Tower Hamlets. The extension will provide six additional clinical rooms for the Health Centre. This project builds on existing plans to refurbish the interior the old health centre building to provide accommodation for the Merchant Street and Stroudley Walk GP practices.
- 1.2 A previous PID for Section 106 capital to fund the refurbishment of the existing footprint of the Wellington Way Health Centre was approved at IDB in October 2016. The refurbishment will enable a reprovision of both the Merchant Street and Stroudley GP practices at the Wellington Way Health Centre. It is proposed that construction of the new build extension be included as part of the overall works contract for the Wellington Way health centre refurbishment. Completing these works as part of a single contract would minimise disruption as the works would not have to be completed in two phases. The newly refurbished health centre and extension would open in September 2018.
- 1.3 This proposal to build a new extension to the refurbished premises will enable the two GP Practices that will occupy Wellington Way to serve a further 5,000 patients.
- 1.4 This Project Initiation Document (PID) will define the Wellington Way Health Centre (New Build Extension) project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:
 - Justify the expenditure of *S106 contributions 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 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the [Council's Regulation 123 List](#).
- 2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

- 2.4 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the developments in the table below:

Planning Application	Site Address	Date Received	Expiry Date	Expiry Date Note	Funding Requirements	PA Amount Received	Amount Requested
PA/09/00203	2 Gladstone Place	09/03/2012	09/03/2022	(10 years from date of receipt)	Provision of healthcare facilities	293,324.00	21,624.75
PA/10/01734	Bow Enterprise Park	14/08/2014	TBC	10 years from practical completion	Healthcare facilities in the Borough	£369,164.39	£175,894.67
PA/13/01606	Cutty Sark House	01/04/2015	TBC	Expended or committed within 10 years from date of practical completion	Additional health facilities in the borough	£36,966.36	£36,966.36

PA/10/00119	Whatman House, Wallwood Street	07/04/2011	TBC	7 years from practical completion	Health facilities within the vicinity of the development	46,584.00	23,292.00
PA/09/02100	Brownfield Estate	24/07/2013	24/07/2023	10 years from date of receipt	Provision of or the improvement to health and social care facilities within the councils administrative areas	£170,052.00	£20,202.91
PA/10/02501	Land at north west corner of Crisp Street and Carmen Street	02/05/2013	02/05/2020	7 years from date of receipt	Additional health care facilities	102,810.24	68,637.74
PA/12/00771	22-28 underwood road	01/04/2015	TBC	Expended or committed within 10 years from date of practical completion	Towards additional health facilities	£30,505	£30,505
PA/12/02923	1-3 Turnberry Quay	27/05/2015	TBC	10 years from date of practical completion	Primary health care in the borough	89,000.00	89,000.00
PA/12/02856	1-94 cottle street and stainsby road	27/05/2015	TBC	10 years from date of practical completion	Towards additional healthcare facilities in the borough	£89,936	£89,936
PA/14/02618	land between st pauls way and masjid lane	03/09/2015	TBC	10 years from practical completion	towards health facilities in the borough	£20,630	£20,630
PA/14/02134	New Foundland	30/10/2015	TBC	10 years from date of receipt	Health care facilities in the borough	£679,432.00	£679,432.00
PA/13/00697	6-8 Boulcott street	08/03/2016	TBC	Expended in full or committed within 10 years from date of practical completion	Healthcare in the borough	£34,865.98	£34,865.98
PA/12/02577	Central Foundation Girls School	27/05/2016	27/05/2021	Expended in full or committed within 5 years from date of payment	Additional health facilities in the borough	£51,864.00	£43,904.00
PA/11/03785	58-64 Three Colts Lane and 191-205 Cambridge Heath Road	02/03/2017	TBC	Within 7 years from the date of Practical completion of the whole development	Additional Healthcare facilities within the borough	158,808.13	158,808.13

CIL

2.9 This PID does not seek approval for the expenditure of CIL funding.

3.0 Equalities Analysis

3.1 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.

3.2 Tower Hamlets has one of the lowest healthy life expectancies for both men and women in the country and health inequalities particularly for BME people are a significant challenge for our communities. Additional infrastructure for GP services will provide additional resource for the council's Public Health service (through commissioning) and local health partners to tackle these health inequalities and improve outcomes for local residents, see section 6 for further information.

3.3 The new build extension at the Wellington Way Health Centre will be fully compliant with the requirements and philosophy of the 2010 Equality Act and the Disability Equality Duty contained within the Disability Discrimination Act. All referenced standards and planning guidance within these documents will be adhered to.

4.0 Legal Comments

4.1 Legal Services considers the use of contributions to support the Wellington Way Health Centre (New Build Extension) to satisfy the terms of the majority of the S106 agreements set out in the table at paragraph 2.5 above. PA/10/00119 requires the contribution to be spent towards health facilities in the vicinity of the development. There is no legal definition of vicinity and a number of factors should be borne in mind such as proximity, accessibility, the availability of other such facilities and the extent to which occupiers of the land can reasonably be expected to be served by the project. This development is located approximately 20 minutes walk from Wellington Way Health Centre and so it would not be unreasonable to expect residents of this development to attend this health centre. However, officers will need to ensure there is not another health centre which better meets the definition above of being within the vicinity of the site, which could benefit from this contribution.

4.2 The agreements require the contributions to be used towards providing healthcare facilities in the borough. A number of these agreements require any such facilities to be in addition to current provision. The project overview at section 5 helpfully explains that the contributions will be used to refurbish Wellington Way Health Centre which shall increase not only its own capacity but will reduce pressure on two nearby health centres. Since this project will result in increased capacity to that currently provided at the extant Health Centre we believe it can be considered as creating additional facilities where there were none before. As such, we are satisfied that this project is aligned with the terms of the s106 agreements.

4.3 It is noted that the contributions to be drawn from these agreements are to be paid directly to an external organisation (NHS). The terms of these agreements do not

specify that the contributions can be paid to NHS; therefore such payments are considered to constitute grants. Therefore, as the Council is under no legal obligation or duty to provide this payment, it is discretionary and considered to be a grant. As such, approval must first be sought from the Grants Determination (Cabinet) Sub-Committee before any payment is made.

- 4.4 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.
- 4.5 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.
- 4.6 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.

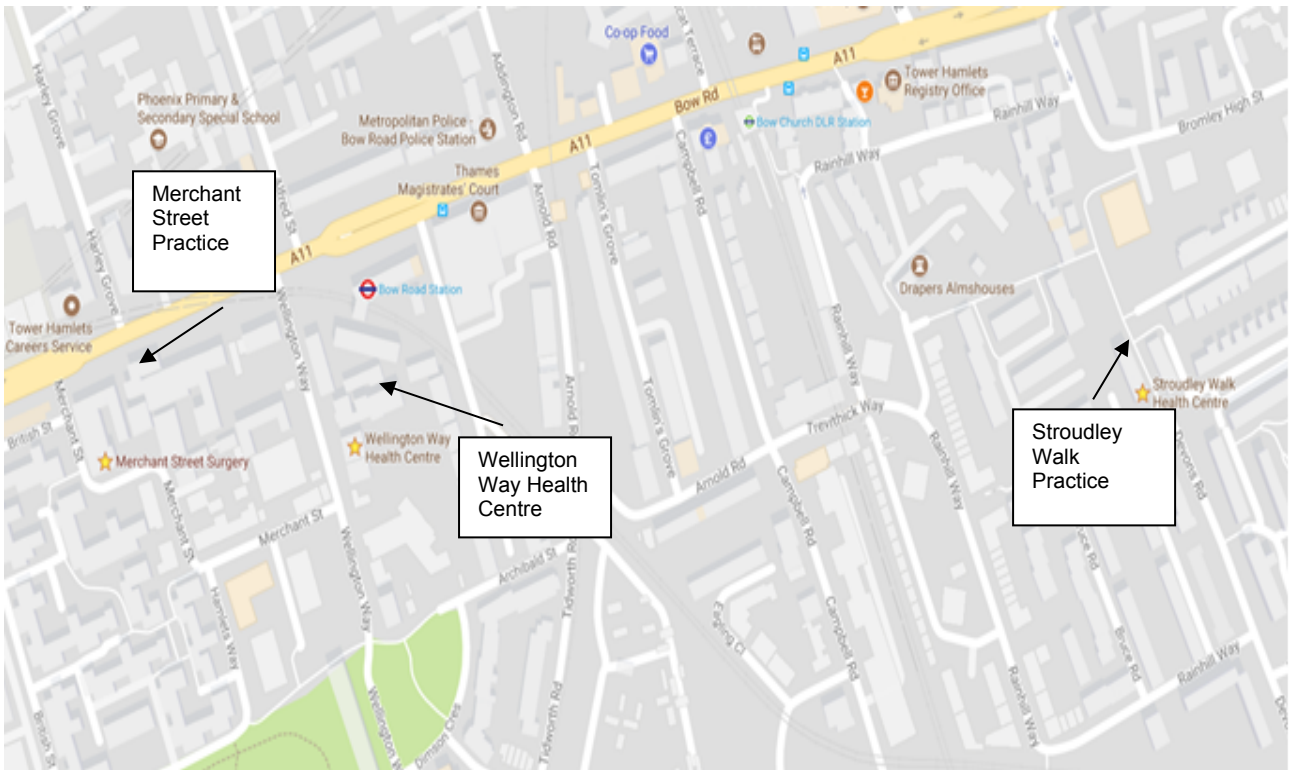
5.0 Overview of the Project

- 5.1 This project will involve the construction and fit out of a new ground floor, single storey extension to the newly refurbished Wellington Way Health Centre. The development will provide six additional clinical rooms at the Wellington Way site. The proposed development is intended to contribute to delivery of additional clinical capacity that will be required to meet the primary healthcare needs of the population of the Bow West, Bow East, Mile End, Bromley and Bromley South Wards.
- 5.2 The Merchant Street and Stroudley Walk GP practices currently have a combined registered list of 9,666 patients¹. The extra clinical capacity provided by the new build extension will enable the two practices to expand their combined patient list by a further 5,000 over the next five years to 2021/22. The new facility will be fully integrated with the existing health centre building, enabling patients to access a wider range of community and specialist health services that will be provided from the site
- 5.3 The new build extension will comprise a gross internal area (GIA) of 245.9 m². With the extension included, the health centre will have a total GIA of 1,192.6 m². The

¹ Registered Patient List at 31st January 2017, recorded by THCCG

extension will be of a timber frame construction and situated on a part of the site that is currently used as a car park. Drop-off and disabled parking will continue to be provided at the site.

- 5.4 The structure of the extension will be specifically designed for future proofing, allowing for the option of building upwards, above the ground floor extension, at a later stage to create additional clinical capacity on the first-floor level, should there be a requirement to expand the facility in future years.
- 5.5 An architectural drawing (No. M744_006.PL1) showing the area of the planned refurbishment and the location of the new build extension proposed in this PID is included with the appendices.
- 5.6 The map below shows the locations of the new health facility and the existing Globe Town Surgery premises.



6.0 Business Case

Overview/General

- 6.1 There are clear needs to further develop healthcare services for the growing

population of the east of the borough. The challenge is that primary care services in E3 are under pressure. It is an area of high healthcare need and significantly growing population. It is close the Lower Lea Valley Opportunity Area, for which a planning framework was adopted in 2007, estimating it would deliver 32,000 new homes. It is estimated that the populations of Bow East, Bow West, Mile End, Bromley South and Bromley North wards will grow by at least 14,000 up to 2025/26.

- 6.2 In Tower Hamlets there are is a high incidence of long term health conditions but also considerable variation by ward. Bow East and Bow West have similar prevalence to the borough with slightly higher prevalence of asthma, hypertension and depression. The Mile End and Bromley South wards have a generally higher prevalence of most conditions and particularly asthma, depression and vascular conditions.
- 6.3 Preliminary design work for the new extension has already been completed. It is expected that the final design will be completed in November. The intention therefore will be to dovetail the construction programme for the extension with the planned Wellington Way refurbishment works, which are scheduled to start in January 2018 and completed in September 2018.

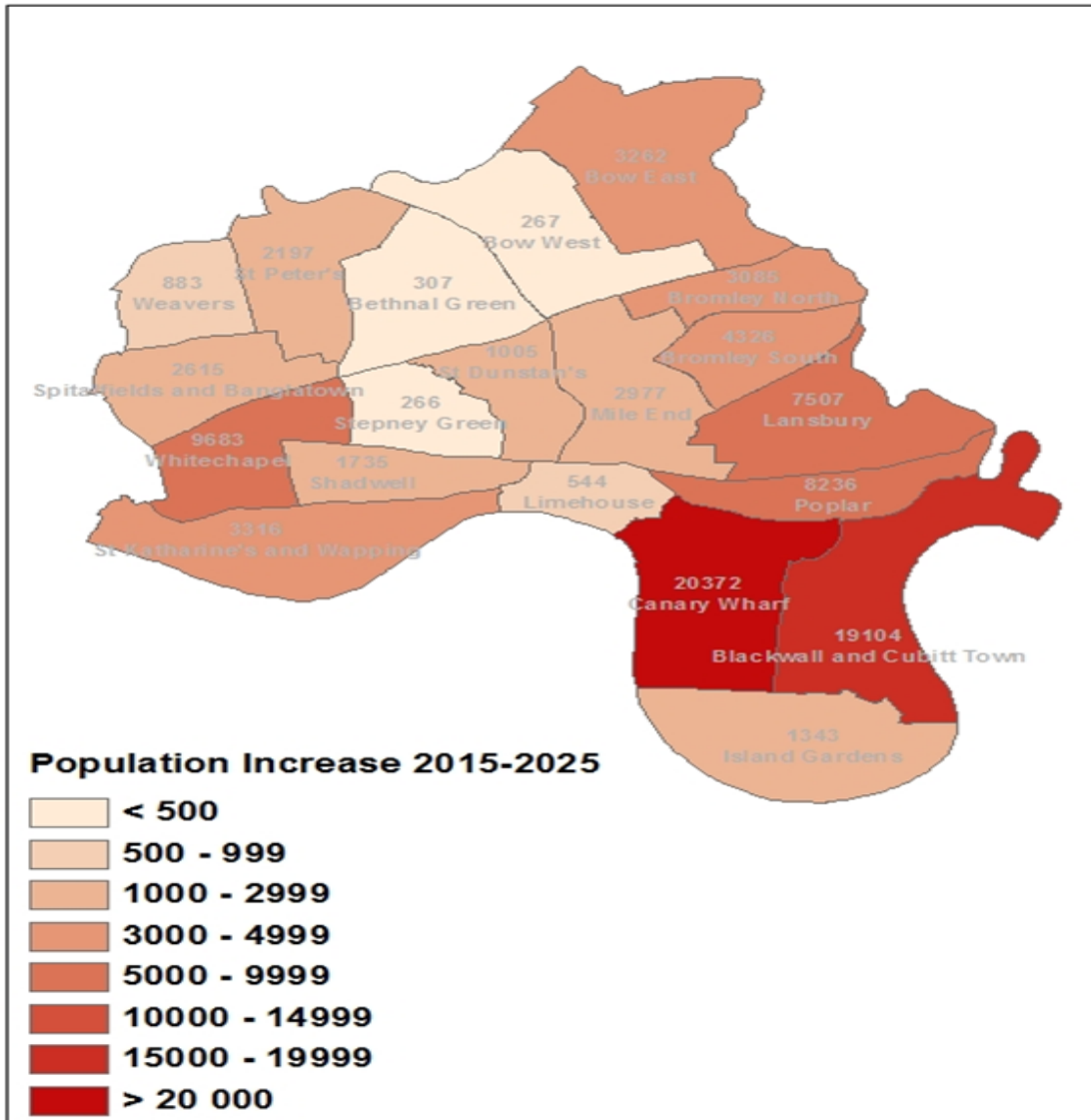
Demand Modelling

- 6.3. NHS Tower Hamlets Clinical Commissioning Group has developed a model with clinicians to enable projection of future demand for primary care services. The modelling exercise, which takes account of population growth and planned shifts in outpatient activity from hospital to primary care, has identified a requirement for the provision of eighteen additional clinical rooms in primary care to meet demand within the North-East Locality by 2021/22.² The recently completed William Cotton Place project has produced three additional clinical rooms for the Locality and the planned refurbishment of the existing Wellington Way building will produce a further three clinical rooms, over and above current provision. The proposal to add a new extension at the Wellington Way Health Centre will create a further six clinical rooms. Together these projects will deliver eleven of the eighteen clinical rooms that are required for the North-East Locality.
- 6.4 Future clinical capacity requirement is mainly driven by population growth, as the model projects relatively minimal infrastructure growth being required from shifting activity out of hospital into primary care.

² Transforming Services Together Estate Options, WEL CCGs

6.5 Figure 1 below shows the net increase in population in Tower Hamlets Wards to 2025³.

Figure 1: Net increase in Population in Tower Hamlets Wards to 2025



6.6 Tower Hamlets Council is working closely with NHS Tower Hamlets CCG and other stakeholders to develop further initiatives to build primary care capacity in the North-East Locality.

6.7 On a borough wide basis, there are currently enough GPs to accommodate current demand. However, the borough is expected to be the subject of significant population growth over the next 15 years which will result in the need to deliver

³ LBTH Report, Potential Future Primary Healthcare Infrastructure, 2016

more health facilities, such as the project proposed in this PID. Table 1 below describes that by 2030/31, the borough will have a deficit in provision of 38 GPs unless further provision is delivered.

Table 1

Year	Provision (GP's - FTE)	Projected Population	Demand (GP's)	Deficit / Surplus	Deficit / Surplus (% of Provision)
2015/16	182.13	284,106	157.84	24.29	13.34
2020/21	182.13	344,196	191.22	-9.09	-4.99
2025/26	182.13	384,166	213.43	-31.30	-17.18
2030/31	182.13	396,977	220.54	-38.41	-21.09

Project Objectives

6.8 The following objectives have been set by for the project:

- Provide a new extension to the Wellington Way Health Centre to create additional capacity to meet projected population demand and support the introduction of new models of care to deliver a broader range of integrated primary care and community health services to the local community
- Ensure the Wellington Way new build extension development represents value for money and is affordable to the local health economy

Project Drivers

6.9 The Improving Health and Well Being Strategy, first developed in 2006 and refreshed in 2010 and 2012, sets, out an ambitious programme to improve and develop local services and underpins the borough's vision to improve the quality of life for everyone who grows up, lives and works in Tower Hamlets. As part of the original HWB strategy, a number of capital schemes were proposed across the Borough for new health and wellbeing centres. One of the proposed schemes was the provision of the new Wellington Way facility.

6.10 The NHS Tower Hamlets CCG Estates Strategy identifies a requirement to development new facilities in the North-East Locality to meet future demand for primary care services. The building of a new extension at the Wellington Way Health Centre will contribute to delivery of the extra clinical capacity that is required in the Locality.

Deliverables, Project Outcomes and Benefits

6.11 This project will:

- deliver a new extension providing six modern treatment rooms that will be fully integrated with the refurbished Wellington Way Health Centre
- create capacity for the Merchant Street and Stroudley Walk Practices to register up to 17,000 patients ((the refurbished premises at Wellington Way, without the extension, will have capacity for a maximum of 13,500 patients)
- the new build extension will provide 43,200 new patient appointment slots in the North-East Locality, based on a utilisation rate of 60%
- enable an expansion of the primary care workforce in the North-East Locality, equivalent to 1 GP per 1,800 new patients
- the purchased equipment for the extension will include IT equipment, hydraulic examination couches, cabinetry, task chairs and other furnishings required for a fully equipped primary care medical facility.

6.12 It is expected that the new facility will be operational by September 2018.

Other Funding Sources

6.14 There are no other funding sources available for this project and there is no requirement or expectation for match funding. Due to the financial pressures facing the NHS, Tower Hamlets CCG does not have access to any capital resources for building projects. However, the NHS will meet the revenue costs for the employment of clinical and administrative staff that will be required at the expanded Wellington Way Health Centre.

Related Projects

6.15 This project builds on two other projects that are upgrading primary care healthcare facilities in the North-East Locality of Tower Hamlets:

- Re-provision of the St Paul's Way Medical Centre to a new facility within the William Cotton Place development PID which was approved at IDB in April 2014)

- Re-provision of the Merchant Street and Stroudley Walk GP practices at the refurbished Wellington Way Health Centre. The refurbishment project will enable the two practices to expand their combined registered list to 13,500 patients. However, the extra capacity will be insufficient to meet future demand resulting from planned population for the area. The proposed new extension to the Wellington Way premises, set out in this PID, will provide the extra capacity needed for the two practices to grow their combined list to 17,000 patients.
- The above projects form part of a wider Section 106 funded capital programme to improve healthcare services infrastructure across the borough of Tower Hamlets.

6.16 It is proposed that the proposed Wellington Way Health Centre (New Build Extension) project be run in tandem with the project (that was approved at October 2016 IDB) that is currently underway to refurbish the existing premises to provide fit for purpose accommodation for the Merchant Street and Stroudley Walk GP practices.

7.0 Approach to Delivery and On-going Maintenance/Operation

7.1 NHS Property Services and NHS Tower Hamlets CCG will apply effective public procurement, prioritising good design outcomes to maximise the social, environmental and economic benefits of the development.

Procurement

7.2 The proposed contractual arrangements in this procurement are as follows:

- NHS Property Services will procure the scheme design and fit-out works and manage the construction of this development, with capital funding provided via a Section 106 capital grant.
- To reduce costs for design and professional fees, it is proposed that the new extension and the internal refurbishment of the existing Wallington Way Centre be integrated as a single procurement. Construction works are expected to be procured via a traditional form JCT tender, with invitations issued to a selected list of contractors who are proven at this scale and scope of NHS fit-out, in accordance with the NHSPS tendering guidelines. NHSPS will appoint a professional design team, including a contract administrator who will be

responsible for compliance in terms of valuations, payments and acceptance of practical completion prior to handover.

- NHSPS will sub-let the fully fitted out medical suite at the Wellington Way Health Centre (including the new build extension) to the Merchant Street and Stroudley Practices via a full repairing, insurance lease agreement for an initial 30-year term
- NHS Tower Hamlets CCG will procure furnishings and IT equipment for the six treatment rooms, with capital funding provided via a Section 106 capital grant
- The NHSPS and CCG procurements will be undertaken in accordance with NHS Standing Financial Instructions

7.3 The health facility will be in the ownership of NHSPS as a virtual freehold. NHSPS will be responsible for external repairs, whilst it is expected that maintenance of internal furnishings and equipment, utilities, rates and insurances will be the responsibility of the Merchant Street and Stroudley Walk practices, in accordance with the terms of their lease agreements with NHSPS. IT equipment will be maintained by Tower Hamlets CCG.

7.4 All on-going revenue costs arising from this project will be funded by the NHS.

7.5 The Wellington Way building and site is owned by the NHS. This negates the risk that the building or any part of the grounds could be redeveloped for another purpose in the short to medium term following the Council's investment. If this building was owned by a private surgery, this risk would be greater.

8.0 Infrastructure Planning Evidence Base Context

8.1 Twenty healthcare projects have been identified in the current Infrastructure Delivery Plan (2016) to help meet the need for primary healthcare facilities in the borough. This includes the refurbishment of, and extension to the Wellington Way Healthcare Centre. This project is a top officer priority as it will meet increasing need in the shorter term.

9.0 Opportunity Cost of Delivering the Project

9.1 The project is fulfilling a specific S106 obligation to provide additional healthcare

facilities in the borough. The funds provided are ring-fenced for healthcare facilities and cannot be used for anything else. This project is one of a number of other healthcare facilities improvement projects being delivered through S106 monies – spread around the borough and decided according to need.

10.0 Local Employment and Enterprise Opportunities

10.1 NHS Tower Hamlets CCG and NHS Property Services as statutory public sector bodies will use their procurement procedures to secure any required contracts. The existing or appointed contractor will be requested to work with the council's Economic Development Team who can support them in delivering any economic and community benefits associated with any contract.

11.0 Financial Programming and Timeline

Project Budget

11.1 Table 2 below sets out the details of the project's budget and funding sources.

Table 2			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
Construction cost including prelims	£796,457	S106	Capital
Professional fees	£117,364	S106	Capital
Equipment, IT, project and legal costs	£244,514	S106	Capital
Contingency and inflation	£124,694	S106	Capital
VAT (less estimate for VAT recovery)	£210,671	S106	
Total	£1,493,700		

11.2 The cost estimate for construction works have been forecast by recognised cost consultants, Richard Stephens Partnership, RICS quantity surveyors. The pricing indices for are as per current RICS Building Cost Information Service (BCIS) information. The estimate is based at "Present Day" prices with adjustment to the estimated total to allow for "Market Trends" up to the mid-point of the construction period. No adjustment for location has been made as this is assumed to be within the Price and Design Risk percentage. Any monies not spent will be used for the purchase of additional equipment within the development.

NHS VAT Liability

- 11.3 With regards to VAT liabilities for this project, the CCG has received advice from Bauer VAT Consultants Ltd, as follows: *Whereas 'normal businesses' are entitled to recover VAT on goods/services used in the course of business, the NHS is severely restricted on precisely what services it is able to recover VAT on; the specifics of which are included in the COS guidance. To give some context, local authorities, under the Section 33 of the VAT Act 1994, are unrestricted on VAT recovery, however the NHS are dictated by different Section 41 (Contracted Out Services) and face restrictions on what they are entitled to recover VAT on. In conjunction with the COS Guidance, the NHS must have an 'in-house-ability' to conduct the services; an example where this would not occur would be on statutory building inspections, the NHS could not conduct this service in-house therefore they would be unable to recover the VAT on the inspection.* Taking account of further advice received from Quantity Surveyors, Currie & Brown Holdings Ltd, we estimate that 3.58% of the total project cost will be VAT recoverable. A sum equivalent to this percentage has been deducted from the estimated VAT total in Table 2 above. It should be noted that it is the CCG's standard practice to draw down S106 grant monies on a quarterly basis in arrears against actual expenditure, but only after any VAT liabilities have been calculated.

Project Management

- 11.4 The Project will be managed by NHGS Tower Hamlets Clinical Commissioning Group. The CCG has established robust programme management arrangements to ensure consistent design and completion of S106 healthcare infrastructure schemes within the required programme and budget parameters. The programme is managed by NHS Tower Hamlets System Wide Estates and Capital Strategy Group, which is led by the Deputy Director of Commissioning Development and meets monthly. The membership of the Estates Strategy Group includes a representative from the Borough.
- 11.5 The operational delivery of this project will be managed by the Wellington Way Health Centre Project Board, which reports into and is accountable to NHS Tower Hamlets System Wide Estates and Capital Strategy Group. Membership of the Project Board comprises officers from NHS Tower Hamlets CCG, NHS England, the London Borough of Tower Hamlets, NHS Property Services and representatives from the GP practices, including patient representatives.
- 11.6 The Project Board will manage project delivery against programme milestones and the benefits realised against project objectives and the benefits sought. Project

evaluation will be an integral part of the overall project management, contract management and commissioning processes.

Financial Profiling

11.7 Table 3 below sets out the profile of the project's expenditure over its lifetime

Table 3							
Financial Profiling							
Description	17/18	18/19				19/20	Total
	Q4	Q1	Q2	Q3	Q4	Q1	
Construction cost including prelims	£79,646	£159,291	£318,583	£159,291	£0	£79,646	£796,457
Professional fees	£35,209	£46,946	£23,473	£0	£0	£11,736	£117,364
Equipment, IT, project and legal costs	£24,451	£48,903	£48,903	£73,354	£48,903	£0	£244,514
Contingency and inflation	£12,469	£37,408	£37,408	£12,469	£12,470	£12,470	£124,694
VAT (less estimate for VAT recovery)	£21,067	£42,134	£84,268	£42,134	£0	£21,068	£210,671
Total							£1,493,700

Outputs/Milestone and Spend Profile

11.8 Table 4 below sets out key events (milestones) as the projects moves through its lifecycle.

Table 4			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	Final design/business case	£57,614	30/11/2017
2	Contractors appointed (contract signed)	£115,229	19/01/2018
3	Contractors start on site	£334,682	10/01/2018
4	Contractors end on site	£799,884	29/09/2018
5	End of contract defects liability period	£186,291	29/09/2019
Total		£1,493,700	

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Somen Banerjee, Director of Public Health
- Abigail knight, Associate Director Public Health (Children & Families)

13.0 Project Reporting Arrangements

13.1 Direct progress reporting will be dealt with via NHS Project Board; the Council's Project Manager will be a member of the Project Board. In addition, progress reporting will be provided to the Council as follows:

Table 5			
Group	Attendees	Reports/Log	Frequency
IDSG Sub Group	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDSG	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly

14.0 Quality Statement

14.1 For quality assurance, the Wellington Way Health Centre refurbishment and new

build extension will be developed in accordance with all relevant NHS guidance for healthcare building design, technical requirements and good practice in stakeholder engagement, including the following:

- Health Building Note 00-01 General design guidance for healthcare buildings. HBNs give best practice guidance on the design and planning of new healthcare buildings and on the adaptation or extension of existing facilities.
- Health Technical Memoranda (HTMs) give comprehensive advice and guidance on the design, installation and operation of building and engineering technology used in the delivery of healthcare.
- BREEAM Healthcare sets the standard for best practice in sustainable building design, construction and operation and has become one of the most widely recognised measures of a building’s environmental performance. The aim is for this development to achieve a BREEAM rating of ‘very good’, in accordance with BREEAM Criteria for fitted out premises.
- Design Quality Indicator (DQI) is a facilitated process that takes the form of structured workshops to assess and evaluate the quality of building design. The Design Quality Indicator empowers the building’s stakeholder community by providing a structured way to talk about their new building. By encouraging effective communication between suppliers and the eventual users of the building, the process helps suppliers deliver excellent buildings attuned to the users’ needs.

15.0 Key Risks

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

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
1	Building Control / Development control approvals are		Delay while permissions obtained	Confirm these are not required before commencement of work	1	2	2

Table 6

Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
	required						
2	Cost overrun on building works	Additional works requirement not foreseen in quotes	Costs exceed budget	Extensive planning and quotes obtained for building work. Learning from previous experiences.	1	1	1
3	Service disruption	Inability to provide normal GP function from the existing site when works are being undertaken	Alternative premises requirement or reduction of service provision	Project management discussion with developer in order to minimise disruption of service	1	1	1
4.	Slippage on building works causing overrun		Project overrun	Project management and penalties built in	1	1	1
5.	ICT equipment not required specification / incompatible with existing infrastructure		Inability to fully utilise new equipment	Only equipment meeting the necessary specification will be ordered	1	2	2

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.

Table 7			
Key Stakeholders	Role	Communication Method	Frequency
NHS Tower Hamlets CCG	Supplier	Project Board	Monthly
Merchant Street and Stroudley Walk GP Practices	Service Provider	Project Board	Monthly
NHS Property Services	Building Client	Project Board	Monthly

17.0 Stakeholder Communications

17.1 As part of its remit, the Wellington Way Health Centre Project Board will develop a communications strategy that will aim to:

- provide clear, consistent information to stakeholders at key stages of the project
- issue and publish the key messages to patients and key stakeholders
- ensure that the parties delivering the project are aware of their communications responsibilities
- raise awareness of the project via the local media
- ensure patients and key stakeholders of the Merchant Street and Stroudley Walk practices are fully informed in a timely manner about the arrangements for the relocation to the new premises at Wellington Way

Target audience

- Staff at the Merchant Street and Stroudley Walk Practices
- Registered patients of Merchant Street and Stroudley Walk Practices
- Merchant Street and Stroudley Walk Practices Patient Participation Groups
- Tower Hamlets Healthwatch
- London Borough of Tower Hamlets
- Ward Councillors
- Tower Hamlets CVS
- NHS England
- GP practices in the South-East Locality
- Local MP
- Local Medical Committee
- Local Pharmaceutical Committee
- Tower Hamlets CCG
- NHS Property Services
- Local media

18.0 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	Ann Sutcliffe		
Divisional Director	Somen Banerjee		

Project Closure

[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]

Appendices

[Amend as necessary]

Appendix A: Recorded Corporate Director's Action Form;

Appendix B: Risk Register;

Appendix C: Project Closure Document

Project Closure Document

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 ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
Yes		No					
2b.	<ul style="list-style-type: none"> Key Outputs <i>[as specified in the PID]</i> Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> 						
3a.	Timescales I confirm that the project has been delivered within agreed time constraints.	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
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	Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table>		Yes		No	
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	
		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> 					

9.	<p>Comments by the Project Sponsor including any further action required <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <hr style="border-top: 1px dashed black;"/> <hr style="border-top: 1px dashed black;"/>										
10.	<p>The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Sponsor (Name)</td> <td style="width: 40%;"></td> <td style="width: 15%;">Date</td> <td style="width: 15%;"></td> </tr> <tr> <td>Project Manager (Name)</td> <td></td> <td>Date</td> <td></td> </tr> </table>			Sponsor (Name)		Date		Project Manager (Name)		Date	
Sponsor (Name)		Date									
Project Manager (Name)		Date									

PROJECT INITIATION DOCUMENT

September 2017

RAINES FOUNDATION SCHOOL

Project Initiation Document (PID)

Project Name:	Raines Foundation School		
Project Start Date:	October 2017	Project End Date:	December 2018
Relevant Heads of Terms:	Education		
Responsible Directorate:	Children's Services		
Project Manager:	Janice Beck		
Tel:	4328	Mobile:	
Ward:	St Peter's		
Delivery Organisation:	LBTH Children's Services capital programme		
Funds to be passported to an External Organisation? ('Yes', 'No')	As part of capital programme		
Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')	No		
Supplier of Services:	Construction contractor to be appointed		
Is the relevant Lead Member aware that this project is seeking approval for funding?	Yes		
Is the relevant Corporate Director 1 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	No		

append the draft RCDA form for signing to this PID)	
Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')	No, will follow subject to this approval
<u>S106</u>	
Amount of S106 required for this project:	£4m
S106 Planning Agreement Number(s):	PA/08/01161, PA/12/00051, PA/12/03248, PA/13/01991, PA/13/01656, PA/11/03372, PA/14/02585, PA/11/03587, PA/13/01433, PA/13/01432, PA/12/01829, PA/11/01945, PA/11/01944, PA/12/02332, PA/11/03785, PA/12/02923,
<u>CIL</u>	
Amount of CIL required for this project:	N/A
Total CIL/S106 funding sought through this project	£4m
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	Service Head – Major Project Development
LBTH – Resources	Paul Leeson	Finance Business Partner
LBTH - Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Legal	Fleur Francis	Team Leader - Planning Legal
LBTH - Legal	Marcus Woody	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Afiya Begum	S106 Portfolio Coordinator

Organisation	Name	Title
LBTH - Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH - Governance	Thorsten Dreyer	Service Manager – Strategy, Performance and Resources
LBTH - Adults	Tim Madelin	Senior Public Health Strategist
LBTH – Children’s	Janice Beck	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	Joseph Ward	Development Viability Team Leader
LBTH – Place	Christopher Horton	Principal Growth and Infrastructure Planner

Related Documents

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

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1.0 Purpose of the Project Initiation Document

- 1.1 The project involves improvements to the accommodation of Raines Foundation School, Lower site in Old Bethnal Green Road. The school is on a split site; the Upper site is in Approach Road. The school benefitted from investment as a part of the Building Schools for the Future programme but this principally provided improvements at the Upper site. The Lower site is recognised as in need of improvement and refurbishment to the teaching accommodation.
- 1.2 This Project Initiation Document (PID) will define the Raines Foundation project and bring together the key components needed to start the project on a sound basis. It also provides the basis for building the principles of project management into the project right from the start by confirming the business case for the undertaking, ensuring that all stakeholders are clear of their role, agreeing important milestones, and ensuring that any risks involved have been assessed. The primary purposes of this PID are to:
- Justify the expenditure of S106 contributions on the named project which will provide the IDSG with a sound basis for their decision;
 - Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

2.0 Section 106/CIL Context

Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the [Council's Regulation 123 List](#).

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

S106

- 2.4 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the following developments. Details of the s106 contributions funding the project are listed in the table below, expressing the amount received and the reception & expiry dates of each contribution.

PA REF	Site Address	Funding Requirements	Amount Received	Date Received	Amount Requested	Expiry Date	Expiry Funding Requirements
PA/08/01161	St Andrews Hospital, Devas Street, London, E3 3NT	provision of educational facilities	£1,715,538.00	07/07/2009	£850,000.00	07/07/2019	10 years from date of receipt.
PA/12/00051	136-140 Wapping High Street	educational facilities	£210,908.46	12/12/2014	£210,908.46	12/12/2019	spent or committed within 5 years of commencement date
PA/12/03248	city pride	for the provision of primary and secondary educational facilities in the councils area	£401,333.12	22/06/2016	£120,005.98	22/06/2023	committed or expended the whole or any part of any contribution towards the related object specified in clause 3.1 within a period of 7 years from date of receipt.
PA/13/01991	Former St. Andrews Hospital	Towards Education facilities in the Borough	£55,411.20	16/07/2014	£5,000.00	16/07/2024	10 years from date of receipt.
PA/13/01656	Former Job Centre Plus 307 Burdett Road	secondary educational facilities in the borough	£318,020.56	19/02/2016	£318,020.56	19/02/2026	utilise within 10 years of payment or repay to developer
PA/11/03372	land at Bow Wharf	Education contribution	£106,499.75	24/12/2015	£106,499.75	24/12/2020	5 years from the date of payment
PA/14/02585	Watts Grove	education facilities	£597,328.00	18/08/2016	£597,328.00	no expiry date	no expiry date
PA/11/03587	Former Goodmans Fields	Provision of education facilities in the Borough	£1,964,515.32	11/07/2014	£982,257.67	11/07/2019	5 years from date of receipt



PA/13/01433	Dame Colet and Haileybury	towards secondary education facilities in the borough	£67,493.00	16/07/2014	£40,894.70	TBC	10 years from practical completion
PA/13/01432	Poplar Baths	towards secondary education facilities in the borough	£124,067.00	16/07/2014	£124,067.00	TBC	not expended in full within 10 years from date of practical completion of the whole development
PA/12/01829	640 Commercial Road	towards education facilities	£52,007.00	22/07/2014	£52,007.00	TBC	10 years from practical completion
PA/11/01945	Dollar Bay	provision or improvement of secondary education facilities within the borough	£26,088.82	18/09/2014	£26,088.82	TBC	5 years from practical completion
PA/11/01944	Thomas Road	provision of or improvements to secondary education facilities in the Borough	£234,799.41	05/12/2014	£234,799.41	TBC	spent or committed for expenditure within 5 years from the date of Practical Completion'
PA/12/02332	Leopold Estate, Bow Common Lane, St Pauls Way & Burdett Road - phase2	towards educational facilities in the borough	£133,674	01/04/2015	£133,674.00	TBC	expended or committed within 10 years from date of practical completion
PA/11/03785	58-64 Three colts Lane and 191-205 Cambridge Heath Road	towards secondary education	£99,518.65	01/04/2015	£99,518.65	TBC	expended or committed within 7 years from date of practical completion
PA/12/02923	1-3 Turnberry Quay	secondary educational facilities	£98,930.00	27/05/2015	£98,930.00	TBC	10 years from date of practical completion
Total			£4,000,000				

2.9 This PID does not seek approval for the expenditure of CIL funding.

3.0 Legal Comments

3.1 Legal Services considers the use of contributions to support the improvements being carried out to the accommodation at Raines Foundation School satisfies the terms of all S106 agreements set out in the table at paragraph 2.5 above.

3.2 All S106 agreements are clear that the contributions are to be used by the Council for “*educational facilities*” in the Borough. Some of the agreements specify that the funding is to be used only towards “*secondary educational facilities*”. Paragraph 4.1 confirms that the school sites are only used for secondary education and so we are satisfied funding for this PID is in accordance with those s106 agreements which are more specific in terms of how contributions should be used.

3.3 Although the term “*educational facilities*” has not been defined in any of the agreements it is our view, having read the helpful description of the project at paragraphs 4.1 – 4.2, that the improvements being made to both school sites clearly falls within this definition. The works being carried out will improve existing facilities and pupils will benefit from an overall better school experience.

3.4 We ought to point out that technically the financial contributions received under PA/14/05285 were not made under a S106 agreement, but rather through a scheme submitted pursuant to planning condition (4). This was because the Council owns the relevant land and as a matter of law the Council cannot covenant with itself under S106 where it is also the enforcing authority. Nonetheless, we consider IDSG to be the appropriate forum to approve the use of this funding. Although not a S106 payment, its purpose is aligned (to make the development acceptable in planning terms) and it would have been, but for this idiosyncrasy of public law. The Council will need to ensure that any spending of the contribution is in accordance with this scheme.

3.5 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.

3.6 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.

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

4.0 Overview of the Project

- 4.1 Working with the school governing body and the London Diocesan Board for Schools, Children's Services has identified the need for improvements to the Raines Bethnal Green Road site. The works will enhance the curriculum facilities and support the recruitment to the school. The Bethnal Green Road site was used for Years 7 and 8 with all other year groups and the sixth form at the Upper site. In September 2016 the low numbers in Years 7 – 11 allowed all Year Groups to be accommodated on the Approach Road site. This reorganisation has seen Year 7 pupil numbers increase from 70 to over 120 for September 2017. With the increase in numbers the proposal is to move the Sixth Form to the Bethnal Green Road site in September 2018 with facilities tailored to the needs of the Sixth Form. This has benefits for the organisation and management of the school and the curriculum delivery.
- 4.2 Raines Foundation is a voluntary aided (VA) mixed CE school. It is maintained by the local authority and provides school places for the local community. The places provided form a part of the local supply of places both in overall number as well as the type of school adding to the range of choice for parents. Where there are significant unfilled places in the LA it will prejudice the case for land and funds for new places to meet growth in need. The projections of need for additional places assume all existing places are taken up before extra are required.
- 4.3 The LA does not own VA schools but has a responsibility for their sustainability as part of the local provision. The governors of VA schools are responsible for capital funding which is generally secured by grant from the DfE and to which they have to contribute 10%. The DfE provides an annual allocation by formula to all LA areas for the capital grant. The use of the total available has to be agreed by the VA bodies and the LA for use across all the VA schools in the area. This funding is for alterations, improvements and major replacements such as windows. LAs can choose to support VA schools in providing funding for capital projects. In this case the available grant aid does not cover the costs of the project (although a pooling approach has been taken by London Diocese to prioritise this school using funds from the Tower Hamlets allocation and other LAs) and other DfE funds are not

available. The grant funding programme for VA schools is not sufficient to allow a project of the proposed value at Raines to be funded as a single project. If there is no support from the Council, the alternative would be to spread the project and funding over several years which is likely to be more expensive as well as disruptive to the school. It is therefore proposed that education s. 106 contributions should be allocated towards the project.

- 4.4 The London Diocesan Board for Schools (LDBS) is an umbrella body for the VA Church of England schools in London Diocese. It does not itself provide any funds to schools which receive their revenue funding from their local authority and the capital funds as described above. LDBS collects contributions from all schools which are pooled into a building fund which is used to support governing bodies in funding the 10% contribution to the DfE grant aid referred to above.

5.0 Business Case

5.1 Overview/General

The School has been under-subscribed arising from a period of falling achievement. Actions have been taken and are continuing to address this. The popularity of the School is rising with an extra 50 pupils choosing to join Year 7 in September 2017. Recruiting a larger number of pupils will enable the School to offer a broader curriculum and purchase support to improve the quality of education. The proposed reorganisation and improvement of the school accommodation supports this.

5.2 Project Drivers

The school has recently not fully recruited pupils to all the available capacity. This is of significance for the LA provision as whole as the places are taken account of in our assumptions on capacity planning and forecast need for places. As part of the governing body's strategy to improve recruitment, the poor quality of the Lower site facilities has been identified as an obstacle. Where a school does not fully recruit to its capacity, this has a considerable destabilising effect on the school as its budget falls and it consequently becomes more difficult to maintain staffing which, in turn, can affect outcomes for children. The LA has an interest in ensuring all schools perform well and provide high standards for children.

The governing body has agreed to amend the school's admission arrangements as

part of the strategy. To date the school has admitted 50% of pupils based on adherence to Christian faith and 50% open places. From September 2017 all places (150 per year) will be open.

5.3 Deliverables, Project Outcomes and Benefits

The project supports the reorganisation of the school across the two sites and aims to improve the teaching accommodation at the Bethnal Green Road site. The works include roof renewal and a range of accommodation improvements to upgrade the site to make it educationally and functionally a more efficient and attractive 6th Form Centre. The improvements include:

- Accessibility improvements
- Sixth form specialist facilities to include a new lecture theatre, a multi-use gym and a cafe area for both social and study purposes.
- New library, kitchen and dining areas
- New Dance studio and a room for weight training
- New changing rooms
- New toilets on the upper floors and the ground floor,
- Enhancement to external recreation areas to include an all-weather surface MUGA but floodlights will not be provided

The educational benefits of the proposal are:

- Growth and further improvement of the already good 6th form provision which in turn supports more local young people into higher education and good quality apprenticeships
- Improvements to building will make partnership working with other schools more attractive and possible
- Benefits of Y7-11 on one site are fully realised- better behaviour, consistency in teaching leading to better outcomes and progress
- Both sites equally attractive to parents and so the whole school is seen as more desirable when parents apply for places
- Recruiting and training teachers will be easier when premises brought up to a modern standard
- Community use of sport facilities and internet café for out of school hours activities which will bring educational benefits to the wider community;
- Improved facilities and removal of the 50% cap on open places is likely to enhance recruitment and take pressure of other secondary schools in the vicinity.

5.4 Realising the benefits

- Bringing Years 7 and 8 onto the Approach Road site has already improved behaviour and pupils learning

- Bethnal Green Road ground floor facilities designed to be accessible by the Community
- Internet café will provide food and drink to users of the sport facilities and access for computers which is an issue for local families
- Lecture theatre will be available for community hire at community rates
- Dance studio and gym will be available for yoga, slimming clubs etc
- Users of MUGA pitch will have access to changing rooms
- Staff who support PE will provide out of hours instruction/personal training for the community users as a means of boosting their income

5.5 Other Funding Sources

Contributory funding of £1,231,227 is being provided to the project. This includes funds from the DfE grant aid programme for voluntary aided schools and funds from the school and the LDBS building fund referred to above.

places (150 per year) will be open.

5.6 Related Projects

Not applicable

6.0 **Approach to Delivery and On-going Maintenance/Operation**

6.1 The governing body has appointed a technical team to design the project and is supported and assisted by the London Diocesan Board for Schools. A competitive tender process will be undertaken to appoint the construction contractor. The proposed tender list will be circulated in advance of the tender process in accordance with the LDBS requirements for public procurement.

6.2 On completion, the accommodation will continue to be maintained by the school which has a delegated budget for this purpose. In the longer term, where any significant planned maintenance or replacement is required, this would be a call on DfE grant aid for VA schools.

7.0 **Infrastructure Planning Evidence Base Context**

7.1 This particular project is not identified in the Evidence Base, which focuses on the provision of additional secondary school provision. It mentions planned projects

that would help to meet the need for secondary school places, such as the identification of additional capacity. The Evidence Base sets out 3 opportunities, which focus on delivering new secondary schools; the delivery of a school on the London Dock site; and the potential to expand existing facilities, and search for new secondary school locations as part of the renewal of the Local Plan. As referred to in 4.2, the planning for the need for additional school places assumes all existing capacity is taken up. This proposal supports full use of existing capacity.

8.0 Opportunity Cost of Delivering the Project

This scheme is considered as a priority for investment to improve education facilities. As stated above, the LA does not receive funds from the DfE for VA schools and so the s. 106 resources are sought. In considering the total available s. 106 education contributions to be allocated and anticipated resources over the next 2 – 3 years, the allocation sought for Raines would not prevent funding for other schemes likely to be in the programme. The contributions identified have been received for the purposes of improving education facilities and, in some cases, specifically secondary education facilities. If not used for the education capital programme they could not be used for other service areas.

9.0 Local Employment and Enterprise Opportunities

- 9.1 In accordance with good practice in all its procurement, the LDBS will initiate a pre-qualification process which will be led by the LDBS Project Manager and supported by the Quantity Surveyor/Architect. A typical long list would include contracting entities of suitable size and experience relative to the value of this contract award that are known to the team and have a good track record in delivering on time and on budget and with local resources and knowledge. The LDBS would welcome input from LBTH should there be any suitably experienced local contractors that could be included in this pre-qualification process. Construction projects inherently deliver local benefits for the duration of the process as main contractors invariably draw on a local supply chain in terms of materials suppliers, labour only sub-contractors and local agency labour and this will be encouraged through the pre-qualification documentation and the main tender documents. Many LDBS contractors form part of larger national businesses who are keen to encourage school level engagement through the provision of apprenticeships and exposure to construction project pre-arranged visits, subject to appropriate safety considerations. Tendering contractors will be advised to ensure that diversity and local community appointments should be considered at all times during the procurement process and will be directed to the Council's Employment Service to support the local engagement.

10.0 Financial Programming and Timeline

Project Budget

Table 1			
Financial Resources			
Description	Amount	Funding Source	Funding (Capital/ Revenue)
DfE grant aid/LDBS (2016 First Phase Enabling) <i>Completed</i>	£50,200	DfE/LDBS	Capital
DfE grant aid/LDBS (2017 Second Phase Enabling) <i>Completed</i>	£36,387	DfE/LDBS	Capital
DfE grant aid/LDBS (2017 re-roofing) <i>Completed</i>	£370,000	DfE/LDBS	Capital
DfE grant aid/LDBS (2017 Phase 1) <i>Completed</i>	£774,640	DfE/LDBS	Capital
S106	£4,000,000	LBTH S106	Capital
Total including VAT	£5,231,227		

The LBTH contribution will be capped at £4m. The funding will be made available as reimbursement on provision of evidence of costs incurred and use of other resources in the overall budget. If the LBTH contribution is not fully expended, any balance will be returned for re-allocation.

Project Management

The project is being managed by advisers appointed by the governing body and is being led by the LDBS lead Project Manager. All fees and VAT are taken account of in the overall costs.

Financial Profiling

Table 2										
Financial Profiling (In £,000's)										
Description	Prev	Year 2017/18				Year 2018/19				Total
	Year	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Works	0.429		0.622							1.051
Fees	0.088	0.05	.042							0.18
Works				0.1	0.9	0.9	0.9	0.5	.224	3.524
Fees				0.16	0.1	.06	.06	.06	.036	0.476
Total	.517	0.05	.664	0.26	1	0.96	0.96	0.56	0.26	5.231

Outputs/Milestone and Spend Profile

Table 3			
Project Outputs/Milestone and Spend Profile			
ID	Milestone Title	Baseline Spend	Baseline Delivery Date
1	SUMMER 2016 enabling works	£50,200	September 2016 <i>(Completed)</i>
2	SUMMER 2017 enabling works	£36,387	September 2017 <i>(Completed)</i>
3	Phase 1 Reroofing works -	£370,000	Mid-January 2017 <i>(Completed)</i>
4	Phase 2 works – ground floor and WC refurbishment floors	£677,354	
5	Phase 3 planning	£40,000	March 2018
6	Phase 3 tender	£150,000	April 2018
7	Complete Phase 3	£3,907,286	December 2018
Total		£5,231,227	

11.0 Project Team

11.1 Information regarding the project team is set out below:

- Project Sponsor: Janice Beck, LBTH
- Project Manager: Steve White, London Diocesan Board
- Architect/Designer: NBF Partnership
- Structural Engineer: Couch Consulting Engineers
- Quantity Surveyor: Henry Riley LLP
- Mechanical/Electrical Engineer: ENG Design Ltd

12.0 Project Reporting Arrangements

Table 4			
Group	Attendees	Reports/Log	Frequency
Children's Services capital programme monitoring group	CS capital team; consultants if required	Monthly monitoring reports	Monthly
Quarterly capital monitoring	Written	Corporate reporting	Quarterly
Cabinet	Members	Reports on CS capital programme, including spend and progress	Annually

13.0 Quality Statement

13.1 The building proposals will be compliant with Building Bulletin 103 which is the main guidance for schools. The works will comply with all relevant statutory requirements.

14.0 Key Risks

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

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total

Table 6							
Risk No.	Risk	Triggers	Consequences	Controls	Likelihood	Impact	Total
				work to commence Jan 17			
2	Delay in planning approval	Not obtaining planning prior to start on site	Delay to commencement or less cost effective programme if refurb commences in advance of new build	Early discussions with planning authority and regular dialogue. Residents objections not anticipated	3	2	6
3	Tenders return over budget	Budget exceeded	Potential delay whilst project team identifies Value Engineering opportunities - undertake Pre Tender Estimate to inform Client of likely out-turn cost	Client contingency figure included within cost plan at 5% of the construction cost to cover any unforeseen variations.	3	3	9

15.0 Key Project Stakeholders

15.1 The principal stakeholders are shown in Table 5 below and will be engaged from the earliest stages of the project and through to project closure. The key stakeholders will be engaged as required, after delivery is completed.

Table 5			
Key Stakeholders	Role	Communication Method	Frequency
Headteacher	Lead client user	Meetings	At least monthly depending on project

Table 5			
Key Stakeholders	Role	Communication Method	Frequency
			phase
Governing Body	Oversight of the school	Update to GB meetings	As required
Students and parents	Future users	Consultation and school newsletters	As required

16.0 Stakeholder Communications

16.1 As above. The main communication will be for the Headteacher to communicate with parents and also with prospective parents in the annual secondary transfer round.

17.0 Project Approvals

The PID has been reviewed and approved by the Chair of the IDSG, Ann Sutcliffe and the Divisional Director for Education and Partnership leading the project.			
Role	Name	Signature	Date
IDSG Chair	Ann Sutcliffe		
Divisional Director, Education & Partnership	Christine McInnes		

Project Closure

Once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.

<p>Cabinet 31 October 2017</p>	 TOWER HAMLETS
<p>Report of: Ann Sutcliffe, Acting Corporate Director, Place</p>	<p>Classification: Part Exempt</p>
<p>Disposal of 2 Trinity Green, Mile End Road, E1 4TS</p>	

Lead Member	Councillor David Edgar, Cabinet Member for Resources
Originating Officer(s)	Divisional Director, Property & Major Programmes
Wards affected	Bethnal Green
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

Executive Summary

This report sets out a proposal to declare a dwelling that forms part of the Trinity Green Almshouses as surplus to the Council’s operational requirements and to dispose of it on the open market. This is due to the substantial cost of bringing the property back up to a habitable standard, dealing with its current configuration and its Grade 1 listed status.

Disposing of it would allow the purchaser to bring the dwelling back up to a habitable standard through a restoration programme and return the site to housing use. This would place the expense and risk on them and allow the Council to invest the receipt in the provision of replacement affordable housing. The receipt is likely to support the acquisition of two flats, which could be held within the Housing Revenue Account.

This report sets out the proposal for the disposal of 2 Trinity Green, Mile End Road, E1 4TS.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the contents of this report;
2. Agree that 2 Trinity Green, Mile End Road, E1 4TS is surplus to the Council’s operational requirements;

3. Agree to the disposal of the site and to note that the Corporate Director, Place will decide, under delegated authority, on the most appropriate disposal method in accordance with Council's procedure for disposals and lettings, adopted at Cabinet on 8th April 2015 ;
4. Agree to the disposal of the site on a freehold basis;
5. Agree that the capital receipt is used for the provision of affordable housing,
6. Authorise the Corporate Director, Place, to progress the sale of the site; and
7. Authorise the Corporate Director, Place, following consultation with the Corporate Director, Governance, to agree the terms and conditions of any agreements required to implement the recommendations above.
8. Authorise the Corporate Director, Governance to execute all agreements required to implement the recommendations above.

1. REASONS FOR THE DECISIONS

- 1.1 2 Trinity Green is currently vacant and in poor condition. Its condition and the Grade I listing mean returning the dwelling back to a habitable state will be at a significant cost. That cost would be to the Council's Housing Revenue Account.
- 1.2 In disposing of it the Council will require the purchaser to bring the dwelling back up to a habitable standard and return the site to housing use. This would place the expense and risk on them and allow the Council to invest the receipt in the provision of affordable housing. Based on the allocation of the estimated receipt to purchase replacement affordable housing, along with the use of Right to Buy receipts as supplementary funding, the Council could reasonably expect to secure two flats in replacement.
- 1.3 The development of the property will bring a vacant and disused dwelling back into use. By taking constructive action in this way the Council is meeting its enabling role in increasing the housing supply in the borough while also protecting a significant heritage asset.

2. ALTERNATIVE OPTIONS

- 2.1 The Council has considered restoring the dwelling directly and letting it for housing use. However, this would be at a significant cost due to the poor condition of the dwelling (as confirmed by a recent condition survey) and due

to the Grade 1 listed status of the building, which would require specialist – and therefore more expensive – contractors than standard residential schemes of a similar nature. The costs of ongoing maintenance would also be significantly higher than for a comparable dwelling not subject to Grade 1 listing. It is now proposed to let the market deliver the restoration instead.

- 2.2 The Council has also considered the transfer of the property to its wholly-owned housing company. However, a high-level financial appraisal has determined that this would not offer value for money given the level of investment the wholly-owned company would still need to make.

3. DETAILS OF REPORT

- 3.1 The Trinity Green Almshouses (formerly Trinity Hospital) are a series of Grade I listed almshouses on Mile End Road. They were originally built in 1695 to provide housing for retired sailors, and are the oldest almshouses in Central London.
- 3.2 Listing, which refers to the addition of a property to the National Heritage List for England (the statutory list of buildings of special architectural or historic interest in England), is used to recognise a building's special architectural and historic interest. It has the effect of protecting the building for future generations by requiring specific considerations as part of the planning process.
- 3.3 Grade I listing is the highest category of listing and means the building/site is of exceptional interest; only 2.5% of listed buildings/sites in England are designated as Grade I.
- 3.4 Believed to have been designed by Sir William Ogbourne (although some claim it was designed by Sir Christopher Wren), the houses are organised in two rows with a central green and chapel.
- 3.5 Following the destruction of some of the almshouses in the Second World War, Trinity Green was Grade I listed in 1950. The London County Council then purchased and restored the remaining almshouses and the chapel. These were subsequently transferred to Stepney Borough Council, one of the predecessors to the Tower Hamlets London Borough Council. The current use of the almshouses is as HRA dwellings.
- 3.6 The chapel forms part of the Council's community buildings portfolio and is occupied by Deaf Plus under a 5-year lease that commenced in 2015.

- 3.7 The majority of the dwellings around the green are privately owned, having been purchased under Right to Buy legislation. However, four of them remain in the Council's ownership and are occupied by council tenants although the dwelling that is the subject of this report is currently vacant and has been so for at least two years.
- 3.8 The vacant dwelling, no. 2, is in poor condition. It forms part of a larger terrace of properties and consists of a single bedroom, 1 reception room / kitchenette and small bathroom. Its condition and the Grade I listing mean returning the dwelling back to a habitable state will be at a significant cost. That cost would be to the Housing Revenue Account capital programme.
- 3.9 The remainder of the site also requires some work in order to ensure that a significant heritage asset does not fall into disrepair. The Council's Asset Management, Strategic Housing and Planning departments will be working together to draw up a local conservation plan. This plan will address the need for a costed programme of repairs and maintenance to the communal areas, which the Council will set aside appropriate budget provision. The purchaser of the property and subsequent owners will be required to contribute a fair proportion of the costs of repairs and maintenance to the communal parts of the site, the use of which benefits the property.
- 3.10 The Council appointed Hutton + Rostron, a firm who specialise in building pathology and heritage conservation, to undertake a detailed condition survey of the dwelling.
- 3.11 Their report confirmed the initial view of officers that the dwelling was in poor condition. The report identified chronic water penetration, mould growth, rising and penetrating damp, residual moisture and salt in the walls, surface condensation problems, blocked chimney flues, windows in poor state of repair (such as to impede operation), inadequate passive vents for moisture-laden air and a lack of any meaningful insulation.
- 3.12 The approximate cost of works has been estimated as at least £35,000 for repairs and a further £50,000 for adaptations and improvements, excluding fees and any further work found to be necessary once invasive work on the structure is commenced. Given the conditions found in the building, this report proposes that the dwelling be disposed of on the open market.
- 3.13 In disposing of the dwelling a private developer or occupier will be required to bring the property back up to a habitable standard. Subsequently the property may be occupied by the purchaser, let or resold, in any case without incurring expenditure on the Council's part. This will also generate a capital receipt for

the Council, which could be applied towards the provision of affordable housing.

- 3.14 The Friends of Trinity Green and Spitalfields Trust were informally consulted and are supportive of the Council's proposal to dispose of 2 Trinity Green.
- 3.15 The disposal could be made subject to actions set out in the local conservation plan, once drawn up. This would be used to commit the purchaser to carry out the required works within a reasonable period of time. The exact mechanics of this would need careful consideration to ensure the disposal does not fall foul of the Public Contract Regulations 2015.
- 3.16 The Council's Property Procedures for Disposals and Lettings identifies a number of different disposal methods that may be used and states that the most appropriate method is to be determined by the Divisional Director, Property & Major Programmes.
- 3.17 In this case, the most suitable form of disposal is likely to be auction or informal tender. Assuming a reserve (if one is set) is met, an auction allows a disposal to take place quickly and guarantees a sale and arrives at a demonstrably open market value and can be cheaper than other methods of sale..
- 3.18 An alternative would be for sale by informal tender. This is when the site is marketed for a fixed period and sealed bids sought. These are then assessed by the Council (or its agents) to consider the value of the bid and the seriousness of the bidder before determining who the preferred bidder is..
- 3.19 It is proposed that the sale will be on a freehold basis. While the Council's procedures state a general preference for long leasehold disposals (usually of 199-years), in this case, a freehold disposal is being proposed. This is because the other privately-owned houses in Trinity Green – those sold via Right to Buy – are owned on a freehold basis. Introducing a range of different arrangements on the estate (i.e. social rented, freehold and long leasehold) would complicate the management arrangements for the estate, making it inefficient. The benefit the Council might get in 199 years' is off-set by being able to manage the estate more efficiently and the marginal increase in the disposal value. The purchaser of the property and subsequent owners will be required to contribute a fair proportion of the costs of repairs and maintenance to the communal parts of the site, the use of which benefits the property.
- 3.20 An estimated value of the capital receipt is contained in the exempt report.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report seeks the agreement of the Mayor in Cabinet to declare the property at 2 Trinity Green as being surplus to requirements and to agree its disposal on the open market.
- 4.2 The listed property is held under Housing Revenue Account powers for use as tenanted accommodation but has been empty for several years and requires significant capital investment in order to bring it to lettable standard. In light of this it is considered better value for the Council to avoid the necessary capital renovation costs and to dispose of the property in order to generate a capital receipt which can be used to finance capital priorities in accordance with both the Capital Strategy and the Medium Term Financial Strategy. Although the Council is currently undertaking large programmes to acquire properties within both the HRA and the General Fund for use as temporary accommodation, the costs associated with the refurbishment of this property make disposal and reinvestment of the receipt the preferable option.
- 4.3 The report proposes that the receipt is earmarked to finance the future provision of affordable housing (recommendation 5). The site is held under Housing Revenue Account (HRA) powers, and as such, any receipts from disposal will be 100% usable within the HRA as these receipts are no longer subject to the pooling regime. They are also fully usable within the General Fund if applied for the provision of affordable housing or to fund regeneration projects.
- 4.4 Disposal will mean that the Council will avoid any on-going revenue costs necessary to keep the empty property secure. Any expenditure that the Council incurs in marketing the site will be met from the 4% 'top-slice' that can be offset from capital receipts to cover the cost of sale.
- 4.5 In order that the Council can make best use of the capital receipt, it is essential that any necessary legal approvals for the disposal of an HRA dwelling are obtained in advance of selling the property.

5. LEGAL COMMENTS

The report seeks approval for the disposal of the Council's freehold interest in the property at market value owing to the property being vacant and surplus to requirements. Furthermore, the report seeks approval for the capital receipt to be used for the provision of affordable housing.

5.1 Disposal Powers

- 5.2 Whenever a local authority disposes of land held by it for housing purposes it has to have regard to section 32 of the Housing Act 1985. Section 32 states that a local authority may not dispose of any land held by them without the

consent of the Secretary of State. In order to facilitate the disposal of land held for housing purposes the Secretary of State has issued a series of general consents, which permit the disposal of land held for housing purposes without the need to obtain express consent. The consents are collectively known as The General Housing Consents 2013.

- 5.3 In accordance with paragraph A.2.2 of the General Housing Consents a disposal includes a conveyance of a freehold interest. Paragraph A3.1.1 permit local authorities to dispose of land or dwelling at market value. Specific consent of the Secretary of State should therefore not be required to effect the proposed disposal which will be at market value.

5.4 **Provision of affordable housing**

- 5.5 Use of receipts arising from the disposal of housing assets (i.e. assets held under Part II of the Housing Act 1985 and for which account is made in the Housing Revenue Account (HRA)) is governed by the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (as amended)

The 2003 regulations require that:

- (i) receipts arising from Right to Buy (and similar) sales may be retained to cover the cost of transacting the sales and to cover the debt on the properties sold, but a proportion of the remainder must be surrendered to central Government;
- (ii) receipts arising from all other disposals may be retained in full provided they are spent on affordable housing, regeneration or the paying down of housing debt.

- 5.6 Section 11(6) of the Local Government Act 2003 (as inserted by section 174 of the Localism Act 2011) permits the Secretary of State to enter into agreements with local authorities with the effect that any requirement imposed by the 2003 regulations does not apply, or is modified in its application.

5.7 **The Council's procedure for disposals and lettings**

- 5.8 The Council's procedure for disposals and lettings, adopted at Cabinet on 8th April 2015, specify that disposals may be by one of the following means: (a) informal tender; (b) formal tender; (c) auction; and (d) sale by negotiation. The procedures provide that the Divisional Director, Property and Major Programmes will determine the most appropriate method of disposal, based on the type and location of the property and the prevailing property market and subject to the Council meeting its legal requirements. In this case, it is recommended that the decision as to the appropriate procedure be determined by the Corporate Director, Place under delegated authority.

5.9 **Best Value Obligation**

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

5.10 **Equality Duty**

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.

6. **ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 The public sector equality duty under section 149 Equality Act 2010 arises where the Council exercises its functions. The Council proposes to use the capital receipt generated by the sale for affordable housing or regeneration projects. Such schemes primarily benefit persons who are the intended beneficiaries of the equality duty.

7. **BEST VALUE (BV) IMPLICATIONS**

- 7.1 The arrangement proposed in this report supports the Council’s best value duty. The proposal represents an efficient and effective use of the Council’s estate.
- 7.2 Where an asset has been identified as surplus to requirements, the Council has the option to retain the asset for future use (and in the meantime to pay any costs associated with maintaining and securing the asset) or to sell the asset for a capital receipt.
- 7.3 In this case, the property is in poor condition and can only be restored at significant cost to the Housing Revenue Account.
- 7.4 By disposing of the site, the Council will receive a capital receipt from the sale while also safeguarding the listed building and bringing it back into use.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no immediate 'sustainable action for a greener environment' implications arising from this report.

9. RISK MANAGEMENT IMPLICATIONS

9.1 **Timing and marketing strategy** – the maximum capital receipt may not be realised if the disposal and marketing strategy are not managed well, or insufficient information exists at the time of marketing the property. This may lead to the value being suppressed.

9.2 Mitigation – The Asset Management team will ensure that full and complete property information is compiled and supplied to the auctioneer or agent for informal tender.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no immediate crime and disorder implications arising from this report. While vacant sites attract anti-social behaviour, including vandalism and squatting, this property – due to its location as part of Trinity Green – does not appear to have attracted such behaviour.

11. SAFEGUARDING IMPLICATIONS

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

Linked Reports, Appendices and Background Documents

Linked Report

- None

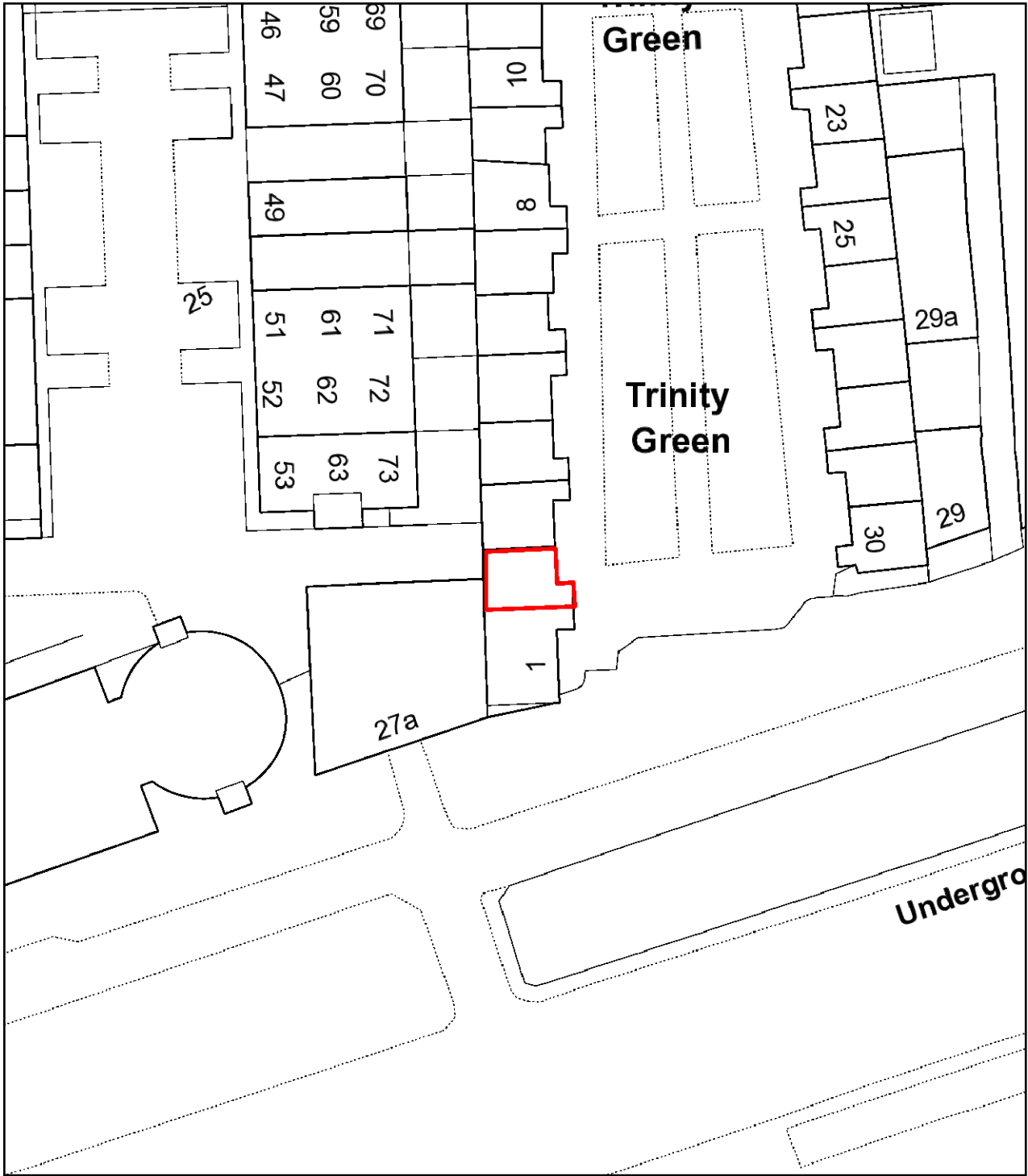
Appendices

- Appendix A – Site plan.
- Appendix B – Valuation advice (exempt appendix)

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

- None

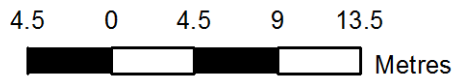
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2 Trinity Green, E1 4TS



Scale 1:500



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