

# 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, 30 January 2018 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:**

Matthew Mannion, Democratic Services,  
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG  
Tel: 020 7364 4651  
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Web: <http://www.towerhamlets.gov.uk>

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## Public Information

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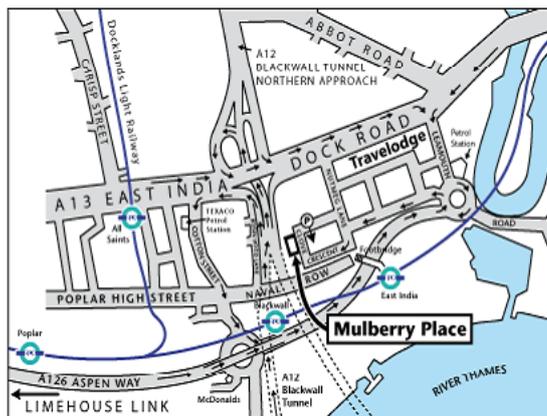
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## A Guide to CABINET

### **Decision Making at Tower Hamlets**

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

### **Which decisions are taken by Cabinet?**

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

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

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

Upcoming Key Decisions are published on the website on the 'Forthcoming Decisions' page through [www.towerhamlets.gov.uk/committee](http://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, 1 February 2018**
- The deadline for call-ins is: **Thursday, 8 February 2018**

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, 30 JANUARY 2018**

**5.30 p.m.**

	<b>Pages</b>
<b>1. APOLOGIES FOR ABSENCE</b>	
To receive any apologies for absence.	
<b>2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS</b>	<b>11 - 14</b>
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.	
<b>3. UNRESTRICTED MINUTES</b>	<b>15 - 22</b>
The unrestricted minutes of the Cabinet meeting held on Tuesday 9 January 2018 are presented for approval.	
<b>4. OVERVIEW &amp; SCRUTINY COMMITTEE</b>	
<b>4.1 Chair's Advice of Key Issues or Questions</b>	
Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to unrestricted business to be considered.	
<b>4.2 Any Unrestricted Decisions "Called in" by the Overview &amp; Scrutiny Committee</b>	
(Under provisions of Article 6 Para 6.02 V of the Constitution).	

## 5. UNRESTRICTED REPORTS FOR CONSIDERATION

5.1	<b>The Council's 2018-19 Budget Report and Medium Term Financial Strategy 2018-21</b>	<b>Separate (updated) Budget Pack</b>
<p><b>Report Summary:</b> This report sets out for consideration those issues that have a bearing on the Council's financial planning for the 2018-19 budget and the 2018 – 2021 Medium Term Financial Strategy (MTFS). This will include the relevant risks, uncertainties and the options for managing those issues. The Full Council is required to take final decisions on the Council's budget including the setting of the Council tax.</p>		
<p><b>Wards:</b> All Wards <b>Lead Member:</b> Cabinet Member for Resources <b>Corporate Priority:</b> A transformed council, making best use of resources and with an outward looking culture</p>		
5.2	<b>Community Engagement Strategy and the Local Strategic Partnership (LSP)</b>	<b>23 - 100</b>
<p><b>Report Summary:</b> To agree the Strategy for delivery.</p>		
<p><b>Wards:</b> All Wards <b>Lead Member:</b> Mayor <b>Corporate Priority:</b> Creating and maintaining a vibrant, successful place</p>		
5.3	<b>Consultation on an Additional Licensing Scheme for Houses in Multiple Occupation</b>	<b>101 - 200</b>
<p><b>Report Summary:</b> Houses in Multiple Occupation (HMOs) play a key role in meeting the housing needs of residents in the Borough. It is estimated that there could be as many as 9,000 HMOs within the Borough. It is recognised that there are many good landlords operating in Tower Hamlets, but unfortunately there are also those who do not maintain their properties leaving tenants at risk and giving potential problems to neighbouring properties.</p>		
<p><b>Wards:</b> All Wards apart from Weavers, Whitechapel, Spitalfields and Banglatown wards <b>Lead Member:</b> Cabinet Member for Environment <b>Corporate Priority:</b> A transformed council, making best use of resources and with an outward looking culture</p>		

5 .4	<b>Report requesting approval of the allocation of S106 funding and approval for the adoption of a capital budget in respect of the following projects: Oval Public Space PID; and Leisure Facility Improvement PID</b>	<b>201 - 280</b>
<p><b>Report Summary:</b> Approval of the allocation of S106 funding and the approval for the adoption of a capital budget in respect of the following projects:</p> <ul style="list-style-type: none"> <li>• Oval Public Space PID;</li> <li>• Leisure Facility Improvement PID</li> </ul> <p>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</p> <p><b>Wards:</b> St Peters (Oval Public Space); All Wards (Leisure Facility Improvement)</p> <p><b>Lead Member:</b> Cabinet Member for Strategic Development and Waste, Cabinet Member for Culture and Youth</p> <p><b>Corporate Priority:</b> A transformed council, making best use of resources and with an outward looking culture</p>		

5 .5	<b>Neighbourhood Planning: Determination of Poplar Neighbourhood Area</b>	<b>281 - 314</b>
<p><b>Report Summary:</b> The Council has received an application by the 'Poplar regen alliance' to establish a Neighbourhood Planning Area in the wider Poplar area.</p> <p>The Council is required to determine applications for the area designations in accordance with the Town and County Planning Act 1990 (as amended) ("TCPA 1990") and the Neighbourhood Planning (General) Regulations 2012 ("the 2012 Regulations").</p> <p>The Government's Planning Practice Guidance ("PPG") on Neighbourhood Planning (Ref ID: 41) provides guidance on the determination of such applications. It also states that the role of the Local Planning Authority ("LPA") is to take decisions at key stages in the Neighbourhood Planning process.</p> <p>Government guidelines require a decision to be made within 13 weeks of the application being made public for consultation. This requires a decision to be made by the 8th of February 2018.</p> <p><b>Wards:</b> Poplar</p> <p><b>Lead Member:</b> Cabinet Member for Strategic Development and Waste</p> <p><b>Corporate Priority:</b> Creating and maintaining a vibrant, successful place</p>		

<b>5.6 Article 4 Direction - Office (B1a) to Residential (C3)</b>	<b>315 - 366</b>
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**Report Summary:**

To confirm the Article 4 direction that was made by the Mayor-in-Cabinet on 19th September 2017 to remove permitted development rights between offices (Use Class B1(a)) and residential (Use Class C3). The direction will take effect from 1st June 2019 to maintain the protection afforded by the current exemption which ceases on 31st May 2019.

**Wards:** Bethnal Green; Blackwall & Cubitt Town; Bow West; Canary Wharf; Limehouse; Mile End; Poplar; Spitalfields & Banglatown; St Dunstan's; St Katharine's & Wapping; St Peter's; Weavers; Whitechapel

**Lead Member:** Cabinet Member for Strategic Development and Waste

**Corporate Priority:** Creating and maintaining a vibrant, successful place

<b>5.7 Annual Infrastructure Statement 2018/19</b>	<b>367 - 392</b>
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**Report Summary:**

This document is to be considered alongside the Council's Capital Programme and the latest Infrastructure Delivery Plan which was published with the consultation version of the Council's draft Local Plan in October 2017.

The Annual Infrastructure Statement (AIS) will set out the Mayor's approach to investing Community Infrastructure Levy (CIL) monies up until 31st March 2019 into infrastructure to support the development and growth of Tower Hamlets.

**Wards:** All Wards

**Lead Member:** Cabinet Member for Strategic Development and Waste

**Corporate Priority:** A transformed council, making best use of resources and with an outward looking culture

<b>5.8 Strategic Performance Monitoring 2017/18 Q2</b>	<b>393 - 476</b>
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**Report Summary:**

Note the Council's performance at the Q2 (July- September 2017-18) stage for the six month stage for strategic plan and strategic measures.

**Wards:** All Wards

**Lead Member:** Mayor

**Corporate Priority:** A transformed council, making best use of resources and with an outward looking culture

**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:** Mayor

**Corporate Priority:** A transformed council, making best use of resources and with an outward looking culture

**5.10 Tower Hamlets Homes Governance - Resident (Tenant) Board Appointment**
**Report Summary:**

To consider an appointment to the Tower Hamlets Homes Board.

**Wards:** All Wards

**Lead Member:** Deputy Mayor and Cabinet Member for Housing

**Corporate Priority:** A Great Place to Live

**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)**

Should any Exempt / Confidential (Pink) Committee papers be presented at the meeting, which are commercially, legally or personally sensitive they 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**

### **Next Meeting of the Committee:**

Tuesday, 27 February 2018 at 5.30 p.m. in C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

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# Agenda Item 2

## **DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER**

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

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

### **Interests and Disclosable Pecuniary Interests (DPIs)**

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

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

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

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

### **Effect of a Disclosable Pecuniary Interest on participation at meetings**

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

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

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

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

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

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

**Further advice**

For further advice please contact:-

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

## APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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## LONDON BOROUGH OF TOWER HAMLETS

### MINUTES OF THE CABINET

HELD AT 5.34 P.M. ON TUESDAY, 9 JANUARY 2018

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

#### Members Present:

Mayor John Biggs	
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor 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)

#### Other Councillors Present:

Councillor Dave Chesterton	(Chair of the Overview and Scrutiny Committee)
Councillor Peter Golds	(Leader of the Conservative Group)

#### Officers Present:

Zena Cooke	(Corporate Director, Resources)
Janet Fasan	(Divisional Director, Legal)
Debbie Jones	(Corporate Director, Children's)
Tom McCourt	(Strategic Director)
Denise Radley	(Corporate Director, Health, Adults & Community)
Will Tuckley	(Chief Executive)
Owen Whalley	(Divisional Director, Planning & Building Control)
Stephen Bramah	(Deputy Head of the Mayor's office)
David Courcoux	(Head of the Mayor's Office)
Matthew Mannion	(Committee Services Manager, Democratic Services, Governance)

#### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Asmat Hussain (Corporate Director, Governance) for whom Janet Fasan (Divisional Director Legal Services) was deputising.
- Ann Sutcliffe (Acting Corporate Director, Place) for whom Owen Whalley (Divisional Director, Planning and Building Control) was deputising.

## **2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**

Declarations of Disclosable Pecuniary Interests in relation to Agenda Item 5.4 (Fees and Charges 2018/19) were received on behalf of:

- Councillor Sirajul Islam (Council Tenant)
- Councillor Amina Ali (Council Tenant)
- Councillor Asma Begum (Housing Association Tenant)

However, it was noted that regulations provided for a dispensation for Councillors in this situation and so they would participate in the meeting.

## **3. UNRESTRICTED MINUTES**

### **RESOLVED**

1. That the unrestricted minutes of the Cabinet meeting held on Tuesday 19 December be agreed 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**

No Pre-Decision Scrutiny Questions had been received in advance of the meeting. However, it was noted that the Overview and Scrutiny Committee had a meeting arranged for Monday 15 January where they would be scrutinising the Executive's draft budget proposals. A response would be provided to the Executive in time for the Cabinet meeting on 30 January 2018.

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

Nil items.

## **5. UNRESTRICTED REPORTS FOR CONSIDERATION**

### **5.1 The Council's 2018-19 Budget Report and Medium Term Financial Strategy 2018-21**

The Supplemental Pack circulated to Members in advance of the meeting was tabled and noted.

Councillor David Edgar, Cabinet Member for Resources, introduced the report proposing a draft Budget for consultation. He explained that in February 2017 the Council had agreed a three year budget plan. This report therefore provided an update to that previous report as well as adding on an additional year 2020-21 to maintain the three year Medium Term Financial Strategy.

He took Members through the report including highlighting a number of points including the funding pressures the Council was under from government cuts,

the introduction of a London-wide business rates retention pilot scheme and the impact of demographic and inflationary changes. The budget was also specifically prepared to focus on the Council's identified priority areas.

The report also set out specific growth plans such as extending free school meals, more money for tackling anti-social behaviour and efforts to deal with air quality. Savings identified included on back-office functions, introducing new LED streetlights and better use of Council assets.

Cabinet discussed the report and noted a number of issues including:

- The investment in children's services for the most vulnerable especially around children's social care.
- The funding for supporting residents to find work, such as training more childcare staff and launching the Young Workpath service.
- The commitment to support private renters with increased enforcement work and the private renters' charter.
- A new air quality assistant to help drive the air quality action plan forward.
- Pilot schemes for neighbourhood management teams to tackle anti-social behaviour.
- The growth bid for adult social care due to the predicted population growth increasing demand for those services, especially amongst the elderly.
- Work to recruit environmental health staff with a particular focus on encouraging student placements.
- The funding for youth services being the largest per young person in the country.

The **Mayor** welcomed the report. He noted the impact the required budget cuts would have on certain services but considered the proposals were judiciously prepared and had an important focus on key areas. He then took Cabinet through each of the recommendations, noting that, whilst the main budget proposals were to be put out for consultation, there were a number of linked items that were for decision at this meeting. He **agreed** the recommendations as set out.

## **RESOLVED**

1. To propose a draft General Fund Revenue Funding Requirement of £344.299m subject to any changes arising from the Final Local Government Finance Settlement.
2. To propose a Band D Council Tax of £986.14 for 2018-19 to be referred to Full Council for consideration.
3. To agree to increase the Council Tax empty homes premium from 50% to 100%.
4. To confirm the Council's decision to be included in the London-wide business rates retention pilot from the 1st April 2018.

5. To note that, under section 23 of the Welfare Reform and Work Act 2016 the Authority must implement a rent reduction of 1% for four years starting in 2016-17, and consequently to agree an average weekly rent reduction of 1% to take effect from the first rent week of April 2018. This equates to an average rent reduction of £1.14 per week for 2018-19.
6. To agree that the average weekly tenanted service charge will increase by 4% from the first rent week in April 2018.
7. To note the refreshed priorities and outcomes (Paragraph 3.2.4) for the final year of the three year Strategic Plan agreed by Cabinet in April 2016.
8. To note the following:

### **General Fund Revenue Budget for 2018-19 and Medium Term Financial Strategy 2018-19 to 2020-21**

The initial budget proposal and Council Tax for 2018-19 together with the Medium Term Financial Strategy set out in Appendix 1A to the report.

#### **Budget Consultation**

The outcome of consultation with business ratepayers, residents and other stakeholders will be reported to Cabinet on the 30th January 2018.

#### **Funding**

The funding available for 2018-19 and the indications and forecasts for future years as set out in Section 3.4 of the report.

#### **Growth and Inflation**

The risks identified from potential growth and inflation commitments arising in 2018-19 and future years together with new initiatives identified as Mayoral Priority Growth as set out in Section 3.5 of the report and Appendix 3 to the report.

#### **Savings**

New proposed saving items to be delivered in 2018-19 and 2020-21 as set out in Section 3.6 of the report and Appendix 4 to the report.

#### **Financial Risks: Reserves and Contingencies**

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

### **Reserves and Balances**

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

### **Schools Funding**

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

### **Housing Revenue Account**

The proposals for Rent and Tenanted Service Charge Setting – 2018-19 and Equalities impact assessment set out in Section 3.10 of the report and Appendix 8 to the report.

## **5.2 Council Tax Base 2018/19**

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He stated that this was a technical report that set out how the Council Tax Base was calculated.

The **Mayor** noted that the Borough had experienced the biggest increase in properties in the country which brought with it additional Council Tax income but also extra pressure on services. He **agreed** the recommendation as set out.

### **RESOLVED**

1. To approve, in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, that the amount calculated by the London Borough of Tower Hamlets as its Council Tax Base for the year 2018/19 shall be 95,095.

## **5.3 Local Council Tax Reduction Scheme 2018/19**

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He explained that it was proposed to retain the existing Local Council Tax Reduction Scheme (LCTRS) unchanged since last year.

It was noted that there had been some concern about some self-employed local residents and that any in financial hardship were encouraged to contact the Council who could then review the situation. There was also a 'tackling poverty fund' for those severely impacted when placed on Universal Credit.

The **Mayor** noted the proposals and the listed mitigation measures. He highlighted that the LCTRS was amongst the most generous in the country. He **agreed** the recommendations as set out.

**RESOLVED**

1. To agree that the existing LCTRS remains for 2018/19 including the hardship provision in the scheme
2. To note the package of support that has been put in place for self-employed residents and disabled non-dependants.

**5.4 Fees and Charges 2018/19**

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He highlighted that most fees and charges were rising with inflation and that any higher increases or new rates were listed in the report.

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

**RESOLVED**

1. To approve the proposed increase to discretionary fees and charges by a minimum of CPI (2.9%) or RPI (3.9%) rounded up to the nearest 5p, 10p etc, with effect from 1<sup>st</sup> April 2018
2. To approve proposed increases above CPI 2.9% for the following areas;
  - a. Integrated Early Years Services
  - b. Sports & Physical Activities
  - c. Street Trading
  - d. Pre application
  - e. Registration of Births, Deaths & Marriages
  - f. Idea Store and Idea Store Learning
3. To approve New Charges proposed in the following areas;
  - a. Parking – Residents and Car Club permits, ranging from £25 to £1,300
  - b. Street Trading - Use of Markets Equipment by traders / non traders, £5 / £30 per day
  - c. Development Management – Pre-application advice, ranging from £885 to £4,000
4. To approve proposed new parking concessions for the area around Roman Road market only as specified in Section 3.4.4 and 3.4.5 of the report. The new charges will be implemented immediately once approved.
5. To agree the detailed list of proposed changes within

**Health, Adults & Community** as set out in Section 3.2 of the report and **Appendix 1** to the report.

**Children's Services** as set out in Section 3.3 of the report and **Appendix 2** to the report.

**Place** as set out in Section 3.4 of the report and **Appendix 3** to the report.

**Governance** as set out in Section 3.5 of the report and **Appendix 4** to the report.

**Resources** as set out in Section 3.6 of the report and **Appendix 5** to the report.

6. To note the revised **Statutory** fees and charges as set out in **Appendix 6** to the report with effect from 1<sup>st</sup> April 2018. The statutory planning fees for 2017-18 now incorporates the proposed 20% fee increase that will come into effect on 1<sup>st</sup> January 2018.

## **5.5 List of Recent Individual Executive Mayoral Decisions**

The **Mayor** introduced and the report noting recent Individual Mayoral Decisions. He **agreed** the recommendation as set out.

### **RESOLVED**

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

## **6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**

Nil items.

## **7. EXCLUSION OF THE PRESS AND PUBLIC**

Nil items.

## **8. EXEMPT / CONFIDENTIAL MINUTES**

Nil items.

## **9. OVERVIEW & SCRUTINY COMMITTEE**

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

Nil items.

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

Nil items.

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

Nil items.

The meeting ended at 6.17 p.m.

MAYOR JOHN BIGGS

<p><b>Cabinet</b></p> <p>30 January 2018</p>	
<p><b>Report of:</b> Will Tuckley, Chief Executive</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Community Engagement Strategy</b></p>	

<b>Lead Member</b>	<b>The Mayor</b>
<b>Originating Officer(s)</b>	Emily Fieran-Reed, Service Manager Cohesion Engagement and Commissioning
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	Yes/No
<b>Community Plan Theme</b>	Cross-cutting priority: 'Empowering residents and building resilience'

### Executive Summary

This report presents the Council's Community Engagement Strategy 2018-2021, its framework and its delivery plan. It takes into account changes made following a wide consultation to extensively engage with the process.

The strategy aims to support strong, active and inclusive communities who can influence and shape the borough in which they live and work. It also marks a more transparent and accountable council and promotes a vision where 'Local people are effectively informed, engaged, involved and empowered by the Council'.

### Recommendations:

The Mayor in Cabinet is recommended to

1. Agree the Community Engagement Strategy, its delivery plan and framework, taking into account the changes made from comments and responses received from stakeholders, Department Leadership Teams, Corporate Leadership Team and the Mayor's Advisory Board.
2. Consider the resources and responsibilities required across the Council to implement the Community Engagement Strategy delivery plan, in particular in relation to local engagement under the Local Strategic Partnership.

## **1. REASONS FOR THE DECISIONS**

- 1.1 To agree the Council's approach to community engagement.

## **2. ALTERNATIVE OPTIONS**

- 2.1 The Council to further develop the Tower Hamlets Community Engagement Strategy based on suggestions provided by Cabinet.

## **3. DETAILS OF REPORT**

- 3.1. Tower Hamlets is a diverse borough made up of many 'communities'. From an analysis of the 2011 Census data, the borough is currently the 16th most diverse local authority area in the country, with 43 per cent of residents born outside the UK and a high level of population churn. This growing and changing population puts increasing pressure on local services and creates challenges for community engagement. The Public Sector Equality Duty in the Equalities Act (2010) requires that we have due regard to the need to encourage participation and engage with people affected by decisions. The Council's Community Plan and Strategic Plan make a commitment to support community engagement and leadership in order to empower residents and build resilience.
- 3.2. Savings of over £100m have been delivered by the Council in the last four years. Further savings of £59m over the next three years are required. In this context, effectively engaging our communities in prioritising and making difficult decisions about services is likely to become more important.
- 3.3. The Community Engagement Strategy aims to enhance the Council's approach to community engagement by empowering communities and ensuring services and priorities are better aligned to local need. The strategy is focused on the important resource of the community itself – in self-help, prevention, early help and intervention as well as how the Council can work in partnership with local people where appropriate, to encourage greater ownership in the design and delivery of services.

### **Vision, Outcomes and Objectives**

- 3.4. The strategy's vision is that:

'Local people are effectively informed, engaged, involved and empowered by the Council. They actively help define and design local priorities and policies, deliver and evaluate services and inform council decision-making in areas that impact on their lives.'

3.5. The strategy sets out four priority outcomes:

**Outcome 1:** Communities lead the way in making Tower Hamlets a great place to live

**Outcome 2:** Communities have the power to influence issues that affect them

**Outcome 3:** Activities to involve communities are focused and purposeful

**Outcome 4:** Tower Hamlets is digitally active

These four priority outcomes are underpinned by an enabling objective:

**Staff are supported to involve communities effectively in everything that we do**

3.6. The actions in the delivery plan all link to the further objectives and outcomes of the strategy, which are:

Objectives	Outcomes
1. Focus on working in partnership with local people including hard to reach communities.	Services are better at delivering improved outcomes and customer satisfaction.
2. Develop council plans and commission services in a way that involves community assets and is driven by outcomes	Communities are recognised and valued as experts and put at the heart of deciding priorities and services.
3. Involve communities through elected representatives.	Information and insight from local communities (community intelligence) is clearly reflected in the decisions we make.
4. Improve transparency and accountability	Information is easily accessible to communities and open to scrutiny
5. Increase support for people to take part in community life.	Local people influence issues that affect their communities and are involved in improving their local area.
6. Improve people's experience of involvement.	Local people find it easy to be involved with us and feel that they make a difference..
7. Promote opportunities to get people involved.	Local people are more aware of how and when to get involved.
8. Increase the use of digital technology to connect with people in the borough	Local people are able to contact us through a range of digital methods that meet their needs.
9. Promote ways that people can get involved via digital technology.	Local people are aware of digital services and supported to use them.

10. Introduce tools and frameworks to help staff develop effective ways of involving communities.	Staff have access to the tools and support they need to design and deliver involvement which is effective and inclusive.
11. Provide training to support skills and build ability.	Staff have the skills and confidence to engage communities and understand needs.

- 3.7. The new approach to the Local Strategic Partnership is one that sees partners themselves leading in areas they can make a difference. Equally, the community could lead local engagement without the Council being prescriptive as to the structure of this (unlike in the past where local engagement was through structures such as the Local Community Ward Forums and Local Area Partnerships). The Council will now need to consider its role in supporting community led local engagement and the resources that it may be able to provide to engender the joint working approach.

Major dependencies

- 3.8. The Community Engagement Strategy provides an overarching framework which has been further developed as part of the delivery plan. In particular it is aligned with:
- The response to the Transparency Commission
  - The Marketing and Communications Plan
  - The Digital Strategy, Local Presence and Customer Access Improvement Programme
  - Neighbourhood Planning, Neighbourhood Forums and the neighbourhood portion of Community Infrastructure Levy
  - Commissioning
  - The further development of the Local Strategic Partnership

As part of the development of the strategy, Corporate Strategy and Equality has worked closely with council leads in these areas and input from across service areas have significantly helped shape the strategy.

**Development of the strategy**

- 3.9. The strategy is owned by the Council but has been developed in close collaboration with local partners and stakeholders, such as Tower Hamlets Clinical Commissioning Group and Tower Hamlets Council for Voluntary Service. The Council will be working closely with partners to deliver the strategy (see Appendix B).
- 3.10. The strategy development included open dialogue with representatives from a variety of council services. A cross-directorate working group met regularly to lead the strategy and provide input and communication on behalf of directorates more widely. The working group also had input from a social housing provider and a community based organisation that was responsible for engaging with, and feeding in voices of the community. All Departmental Management Teams and Community Plan Delivery Groups as well as the

Community Involvement Network have received a presentation on the Strategy and had the opportunity to feed in comments.

- 3.11. There have also been a number of articles in Managers' and Members' Briefings, to encourage a wide range of officers and members to feed into the development of the strategy. Two interactive staff events were held to give staff the opportunity to input into the strategy, but most importantly to ensure that they will help embed the thinking behind the strategy into their teams. The strategy has also been informed by engagement with councillors and the Mayor including cross-party Members' Seminar and a number of discussions at Transparency and Overview and Scrutiny committees.

### **Wider consultation and engagement**

- 3.12. This took place in two main phases. The first involved an open conversation to develop the strategy, and the second phase refined the final draft. In the first phase, as well as an online survey open to the wider public, a programme of consultation and engagement was commissioned and delivered by Urban Inclusion (a local community led organisation). Engagement included focus groups, interviews and a literature review.
- 3.13. Public engagement took place with:
- Representative bodies for particular issues or interest groups;
  - Community groups;
  - Service user forums;
  - Steering / taskforce groups;
  - Other community forums of residents.
- 3.14. The second phase of consultation was more extensive and began with a launch event with the Mayor which was held on 10<sup>th</sup> July 2017 with a presentation to key community stakeholders illustrating the development process and highlighting the strategic drivers for the authority. The strategy was introduced to the wider community with a clear vision and the councils' commitment to the five pledges to involve, be open and connected, keep it simple, share it and enable staff to be adequately trained to support the strategy.
- 3.15. The framework - a short, easy to use summary version of the strategy - was the main document consulted on, with the more detailed strategy and action plan available for those who wished to access it.

### **Social media**

- 3.16. Social media was used to reach a cross section of the community, including:
- Twelve videos posted on our YouTube channel with 222 views
  - Tweets reached a total of 15602 with 168 engagements
  - Facebook posts reached 1607 people with 60 engagements
  - LinkedIn posts reached 12154 people with 51 engagements

### **Online survey**

- 3.17. The online questionnaire was available between 10<sup>th</sup> July and 5<sup>th</sup> September 2017, and hard copies were available upon request. This was promoted on

the Council's website, through voluntary and community sector groups and Idea Stores across the borough.

- 3.18. A total of 252 responses were received to some parts of the questionnaire. The majority of respondents (64%) were Tower Hamlets residents, with 28% working in Tower Hamlets, and the rest responding on behalf of an organisation or connected to Tower Hamlets in some other way. The responses were generally well balanced across the population though there was an under representation of younger people (under 35) and people from Black and Minority Ethnic Communities. This was addressed via the face to face work described below, where the results better reflect the population mix of the borough. (It should be noted that the demographic questions were at the end of the survey, and only 122 out of 252 respondents completed these.)
- 3.19. In addition to an online survey, significant inroads were made in engaging diverse communities in the borough through face to face engagement at various locations in the borough. This process was extended to ensure that views of a wider range of communities were captured, including those who had engaged less with the online process. This includes, but was not limited to, younger people, older people, people with mental health challenges and those from Black and Minority Ethnic communities and with English as an additional language need. There were 163 individual responses recorded face to face as well as a range of group responses. This included:
- Queen Mary University's Festival of Communities
  - Engagement with the youth council at their meeting
  - Idea Stores (Watney Market and Shadwell Centre)
  - East London Mosque and Maryam Centre
  - Local cafes
  - Summer Night Lights Events
  - Community Events such as Society Links Summer BBQ
  - Markets
  - Community Centres

### **Consultation findings and responses**

- 3.20. A full analysis of consultation findings can be found in Appendix C. In the main, respondents agreed with the Council's commitments in relation to the Community Engagement Strategy specified in the survey.
- 3.21. Key findings from the consultation were that:
- There is a need to ensure that all parts of the community, including hard to reach communities, and those in full time employment have equal opportunities to engage with the Council rather than the Council's engagement activities supporting only those with the 'loudest voices'.
  - There is a need to clarify where elected members fit with the partnership and local engagement structures.

- There is a need to set out clearly the Council's parameters and approach to co-production, including ensuring systems and mechanisms to support genuine co-production of services.
- There is a need to consider the resources allocated to engaging with the community, to ensure value for money.
- There is a need to supplement the use of digital tools with more traditional methods of engagement and to safeguard against personal data being mismanaged.
- There is a need to allocate a lead council service for engagement, and that training on engagement is available to staff and regular training is offered to mitigate against the impact of staff turnover.

3.22. To a large extent these comments are already addressed in the documentation and where they are not, they will be addressed in the delivery of it. However, where necessary the strategy, delivery plan and framework have been adapted in response to these comments to ensure that these matters are addressed.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1. Approximately £19,600 was spent on general public and more targeted community group consultations and this was funded through existing general fund budgets. The outcomes from these consultations have informed the final strategy presented within this report.
- 4.2. In addition, a sum of £355k has been set aside within the Council's specific earmarked reserves to enable delivery of the Community Engagement Strategy. The delivery plan attached in Appendix B details the key activities that will enable delivery of the strategy
- 4.3. Under the Council's Reserves Policy, this specific reserve is now part of the Council's £7.3m service reserve. Should the action plan be agreed, an appropriate sum will need to be earmarked from the reserve.

#### **5. LEGAL COMMENTS**

- 5.1. When exercising its functions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Whilst the Council is not obliged to have a Community Engagement Strategy, such a document demonstrates a commitment to that duty.
- 5.2. An Equalities Analysis (EA) has been taken on the strategy in conjunction with the cross-directorate working group. The intention of the strategy is to improve the reach of council engagement across the range of Protected Characteristics. It is expected that the delivery of the strategy will have a

positive impact on each of the equalities groups. The strategy builds in the mitigating actions from the EA particularly in considerations about ensuring that the digital priority does not have a negative impact on older and disabled residents. The co-production approach of joint working is also intended to bring different people together which will contribute to our cohesion duty in the Equalities Act (2010).

- 5.3. The Council is a Best Value authority within the meaning of Part 1 of the Local Government Act 1999. As a Best Value authority, the Council has an obligation under section 3 of the Local Government Act 1999 to 'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness' (the Best Value duty). Meaningful engagement with the community is a way in which the Council can make arrangements to secure continuous improvement in the way in which its functions are exercised.
- 5.4. There is no statutory requirement to consult but the Council did consider whether a common law duty arose. It was considered that it did and such consultation complied with the common law criteria.
- 5.5. Before agreeing the strategy however, the product of consultation needs to be conscientiously taken into account. Section 9 of the report sets out key findings from the consultation exercise and a full analysis of the consultation findings can be found in Appendix C.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 By having a clear and considered strategy on community engagement the Council would enhance its delivery of the One Tower Hamlets Vision 'to reduce inequality, promote community cohesion and enable community engagement'.
- 6.2 The strategy sets out the Council's approach to engaging with the community of Tower Hamlets, including different equality groups, and makes specific reference to engaging with hard to reach communities. During the consultation phase active effort was made to consult with different equality groups.
- 6.3 The Community Engagement Strategy has a commitment to be more transparent and give the public more opportunities to be involved in making decisions and make the council more accountable. This will enable the council to better fulfil its functions with openness and improve the delivery of services to meet the needs of the local people.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 See section 5.3 above

**8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

8.1 No specific environmental implications.

**9. RISK MANAGEMENT IMPLICATIONS**

9.1 An effective community engagement approach will help mitigate against the risk of the Council shaping and delivering services which do not reflect the needs of the local community. The commitment in the strategy to be more transparent will help prevent reputational damage to the Council.

**10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

10.1 No specific crime and disorder implications.

**11. SAFEGUARDING IMPLICATIONS**

10.2 No specific safeguarding implications.

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**Linked Reports, Appendices and Background Documents**

**Linked Report**

- NONE

**Appendices**

- Appendix A – Community Engagement Strategy
- Appendix B – Delivery Plan
- Appendix C – Online and Face- to-Face survey results
- Appendix D – TH Engagement Strategy Framework

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

- NONE

**Officer contact details for documents:**

Emily Fieran-Reed, Service Manager Cohesion Engagement and Commissioning

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# Tower Hamlets Community Engagement Strategy 2018-2021



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# Foreword

The people of Tower Hamlets are our greatest asset. My main priorities are to make the council more transparent and accountable and to encourage more local people to get involved in shaping their neighbourhoods, council services and the future of the borough. This Community Engagement Strategy, and the Transparency Protocol I launched in December 2015, will help make sure that residents remain at the heart of everything we do. The strategy provides a framework for a new kind of relationship with local people.



John Biggs  
Mayor of Tower Hamlets

It builds on how we currently involve our communities and outlines what we will do to improve the way we consult and involve local people over the next three years.

The current economic climate and continuous reductions in public sector spending by Central Government mean that we will need to make difficult decisions about our budget over the next few years. Therefore, it is more important than ever that we work together with the residents of Tower Hamlets to help us identify local priorities and develop solutions to the challenges we face.

I am grateful for all the input to this strategy that we have received from local people and stakeholders. I will be leading this council's approach to community involvement and look forward to meeting and working with even more local people over the coming years.

# 1. Overview and vision

The Community Engagement Strategy 2018-2021 aims to support strong, active and inclusive communities who can influence and shape the borough in which they live and work. The strategy aims to create a more transparent and accountable council and promote a vision where:

**“Local people are effectively informed, engaged, involved and empowered by the council. They actively help define and design local priorities and policies, deliver and evaluate services and inform council decision making in areas that impact on their lives.”**

Supported by the Tower Hamlets Partnership Community Plan 2015 and an overarching priority that aims to create an environment in which strong and confident communities can emerge, the new strategy also reflects the challenges we face in the coming years. This includes rapid population growth over the next decade, increased demands on services, high levels of deprivation and a continued decline in local government resources.

The strategy draws on good practices that we already follow and recognises the important role the community can play in:

- supporting us to work with them to measure our performance;
- how we respond to challenges;
- improving how we deliver local services; and
- providing residents with the skills and methods to make a significant difference to the way services are shaped and delivered.

To help us define our vision for involving the community, we have worked with a range of partners through working groups made up of representatives from all council directorates and social-housing providers and have consulted councillors, our main stakeholders (people with an interest in our work) and the wider community in Tower Hamlets. This has been supported by an independent study (see note 1 below) commissioned by us that involved local residents, council reference groups and housing partners. The study considered how effective our existing approach to community 'engagement' (involvement) is and identified where we could make improvements. (See page 3 for a definition of community engagement.)

To help turn our vision into a reality, we have drawn up the four priority outcomes below, with an 'enabling objective' that will help (enable) us to achieve these outcomes.

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<sup>1</sup> The study was carried out by an independent research group commissioned by us to look in greater detail at the four priority areas of co-production of local services, community leadership, use of digital technology and how involvement could be made more effective. The study was made up of focus groups, interviews with stakeholders and residents, and a literature review.

# Priority outcomes

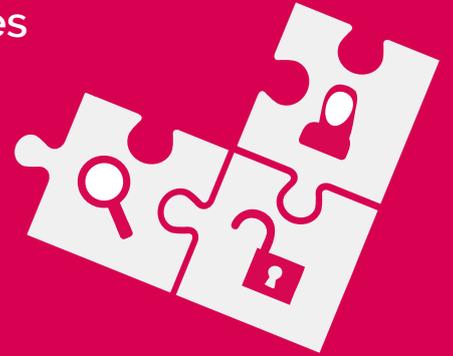
## Outcome 1

Communities lead the way in making Tower Hamlets a great place to live



## Outcome 2

Communities have the power to influence issues that affect them



## Outcome 3

Activities to involve communities are focused and purposeful



## Outcome 4

Tower Hamlets is digitally active



## Enabling Objective

Staff are supported to involve communities effectively in everything that we do



# 2. National and local context

## National drivers

The importance of effective community involvement is recognised nationally and supported by significant research. Under the public sector Equality Duty (created by the Equality Act 2010), councils must recognise the need to encourage people to take part in public life and other activities. 'The Benefits of Community Engagement' report by the Institute for Public Policy Research (IPPR) and the Home Office (see references on page 36) argues that government services in particular are often too remote and inflexible, and need to be brought closer to the people who use them (people living and working in the borough, businesses and other stakeholders).

Over the last two decades, there have been many drives to encourage greater community involvement, backed by the view that it supports better decision-making and builds trust. This view has been reinforced through the Local Government Act (1999) and the Local Government and Public Involvement in Health Act (2007) which place duties on local authorities to inform, consult or involve the public. The Localism Act (2011) introduced new rights and powers for communities, giving them the freedom to be better involved in the way local decisions are made and more influence over the future of where they live. These included providing communities with the right to take over and deliver local services, bid for assets of community value such as heritage sites and community spaces and approve or reject 'excessive' council tax rises.

Public-service providers nationally have used various approaches to involve their local communities (see reference 2). These have included citizens' panels and juries, neighbourhood committees and forums, community champions and joint approaches (used in initiatives such as the Healthy Communities Collaborative) (see note 2). The 'personalisation' of adult social care (where service users can choose and shape their care packages), driven by the Care Act (2014), has also resulted in more focus on connecting the development of public services with the real needs of the people who use them.

There are challenges for local authorities in involving people effectively, as set out in the Localism Act (2011) and other legislation behind the Localisation Agenda (an attempt to transfer more powers to local areas and communities). Barriers to successfully involving communities can include the established cultures of organisations in the public sector and the willingness and ability of service users and the public to get involved. In developing this strategy, we recognise that we will need to overcome these challenges and fully achieve our vision for the borough and its residents.

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<sup>2</sup> The Healthy Communities Collaborative is a health promotion initiative led by the community. It works by involving the public as public health practitioners, training them to carry out basic improvements to their own neighbourhoods to achieve measurable and lasting change in specific areas of health.

# Local challenges

Tower Hamlets has one of the fastest-growing populations in London and is expected to be one of the fastest growing local authority areas in England over the next 10 years. By 2026, the population in Tower Hamlets is predicted to increase by 26%, to 374,000 (see reference 3).

Each year the borough experiences high numbers of people moving into or out of the area. One of the main reasons for this is international migration. The 2011 Census shows that the number of residents in Tower Hamlets born outside of the UK rose from 35% to 43% between 2001 and 2011, making it the 16th most diverse local authority area in the country, with over 90 languages spoken in the borough. This growing and changing population puts particular pressure on local public services and infrastructure (schools, roads and so on), and can present major challenges to understanding communities and delivering services for communities that are constantly changing.

The public sector has also gone through a period of significant change in recent years. Cuts to Government funding for local authorities have meant we have had to deliver savings of over £138m from 2010-2016, with a further £58m expected to be saved by 2018-2019. With the referendum decision to leave the European Union, overall economic uncertainty will mean local government can expect to continue to see resources decline in the future.

Apart from the financial squeeze, there has also been major reform to the wider public sector, with particularly significant changes in both health and education. Alongside the introduction of the Tower Hamlets Clinical Commissioning Group (THCCG) and the many new free schools and academies, we have seen the growth of public sector 'place-based' partnership working, bringing organisations together to deliver services in a particular location.

## Our challenges

By 2020



**only 55%** agree that the council involves them when making decisions



**£58m** savings to be made by 2018/19



**8-13%** digitally excluded



**13%** rise in older people



**11%** more residents with a limiting health problem or disability



**11%** more children and young people



**13%** increase in population (to 331,010)

# 3. What is community engagement?

The term 'community engagement' can mean different things to different people and can cover a range of approaches depending on what people want it to achieve. It is best understood as a planned process, which has the specific purpose of working with identified groups of people, whether they are connected by place, interest, affiliation or identity, to encourage them to actively take part in making decisions about their community (see reference 4). This can range from encouraging communities to share their views on how their needs are best met and influence how services should be delivered, to giving communities the power to make and share decisions and provide services with us.



# 4. Defining our communities

Communities are usually defined as groups of people who have common characteristics. They can be broadly categorised as 'communities of place', defined by location (such as a hostel, a street, a ward, borough or region) or 'communities of interest', defined by any shared characteristic, such as ethnic group or race, age, occupation, a shared interest (such as using the same service), affinity (such as religion and faith) or other common bonds such as student or business communities (see reference 5).

Tower Hamlets is home to a wide range of communities, with more than two-thirds of its population belonging to minority ethnic groups, almost half of the population aged 20 to 39 (see reference 6), and a rapid population growth rate, which is set to outpace all other regions in England and Wales over the next decade.

There is a lively voluntary and community sector, including faith-based organisations, with over 1400 groups and organisations (see reference 7) providing valuable support and services to the residents of the borough. A large part of our voluntary and community sector is made up of small neighbourhood community organisations working locally to help in specific areas, such as employment support and youth activities.

In line with the aims set out in the Community Plan 2015, we recognise how important it is to involve communities, giving them the means to influence issues that affect them (this includes people working or studying in the borough). The borough hosts Queen Mary University of London, which attracts more than 21,000 students each year, 46% of whom come from outside the UK. The borough is also a base for a vibrant business community, which includes multinational corporations operating out of the Canary Wharf complex, serving the domestic and global financial markets, and over 16,000 small and medium-sized enterprises (SMEs) (see reference 8). As well as using the borough as a home for their operations, many local businesses, large and small, play an active part in supporting and strengthening our communities through initiatives such as corporate social responsibility (CSR) programmes, sponsorship and funding, and volunteering.

We recognise that people are members of several different 'communities', and that some people find it harder to make themselves heard than others. This can be the case where individuals belong to marginalised groups or because they haven't been involved in a way that's properly inclusive. As a council, we want to make sure that we actively involve all of our communities in a purposeful way.

# 5. How we currently involve our communities

There are a number of ways in which we currently involve our communities.

## Informing

We give people information about events, services, policies and decisions which might affect or interest them. We do this in various ways, including through our website, the 'Our East End' newsletter, fortnightly email bulletins, social media and printed information, for example, leaflets.



## Consulting

We ask people for their opinions about policies and services.



## Involving

We give people opportunities to influence and get involved with decision-making and commissioning services through forums such as the Youth Council and neighbourhood agreements.

## Supporting

We provide support and funding to a range of local providers, including businesses and organisations from the voluntary and community sector in the borough.



## Acting Together

We work with communities and the voluntary and community sector to identify what people's needs are, and take action to meet those needs.



## Giving them power

We give communities the confidence and ability to build their skills to achieve outcomes themselves.



Our Statement of Community Involvement (SCI) also provides an important way of involving communities. It guides the way in which we involve residents, businesses and other stakeholders when developing our planning policies and making decisions about physical changes (such as housing and transport developments) to the borough. We are currently revising the SCI to reflect changes to planning law.

# 6. Priority outcomes

## Outcome 1: Communities lead the way in making Tower Hamlets a great place to live

### Overview

People and communities increasingly want a bigger say in the services they receive and in shaping the places where they live. Co-production as defined by the New Economics Foundation, offers an approach for sharing power 'in an equal and mutual relationship, bringing together professionals, service users, their families and neighbours to design and deliver public services' (see reference 9). This approach has increasingly been adopted by public sector organisations, who recognise that when power is shared, services are more responsive and any solutions reached better reflect the needs of communities.



Co-production is best understood through the six principles that support it, as set out in the following table.

<b>Taking an assets-based approach</b>	Transforming the way people are perceived so that they are seen not as bystanders to programmes but as equal partners in designing and delivering them.
<b>Building on people's existing capabilities</b>	Altering the delivery model from one that focuses on needs and inequalities to one that provides opportunities to recognise and add to people's capabilities and actively supports them to put these capabilities to good use.
<b>Reciprocity and mutuality</b>	Offering people a range of opportunities and incentives to work with each other across sector boundaries, with mutual responsibilities and expectations.
<b>Peer support networks</b>	Using peer and personal networks as the best way of transferring knowledge, encouraging involvement and building expertise.
<b>Breaking down barriers</b>	Removing the distinctions between professionals and service users, and between those who provide services and those who use them, by restructuring the way programmes are developed and delivered.
<b>Facilitating rather than delivering</b>	Allowing professional organisations and institutions to trigger change (this will ultimately be led and shaped by others).

Together, these principles support a move away from simply involving, consulting and informing communities, to sharing power and recognising the power that communities have to transform themselves.

This process is best described by the 'Ladder of Participation' model (see below), which sets out the full range of how we can involve communities.



Source: New Economics Foundation (NEF)

To help develop our Community Engagement Strategy, we consulted residents and stakeholders on the strengths and weaknesses of how we currently involve them. They told us the following.

1. We don't involve residents enough or use their insight properly when assessing local needs and designing services.
2. We have limited options when designing services and these are often restricted by our structures and procedures instead of focusing on the outcomes residents want.
3. There is an imbalance in the relationship between our staff and residents, and we don't always value the views of local people (see reference 11).

Despite these views, over half of everybody we questioned agreed that getting involved in council consultations made a difference (see reference 12). To try to deal with the limitations raised by the consultation, we will work with others to help develop council plans and define how we commission services. This will help open up more of our work to our communities, allowing them to design and produce policies and services with us, particularly across adult social care, planning and regeneration, health and wellbeing, and youth services.

By adopting this approach, we aim to support our elected representatives to deliver their commitments through working more with residents, improved decision-making and stronger policy outcomes.

## What we will do in future

We will work in partnership with local people, sharing power and giving them a greater role in designing and delivering local priorities, policies and services.

To achieve this we will focus on the following objectives and outcomes.

Objectives	Outcomes
1. Focus on working in partnership with local people, including hard-to-reach communities	Services are better at delivering improved outcomes and customer satisfaction
2. Develop council plans and commission services in a way that involves community assets and is driven by outcomes	Communities are recognised and valued as experts and put at the heart of deciding priorities and services

To achieve these objectives we will need to recognise existing barriers and promote ourselves as an organisation that is open to change and comfortable with well-managed risk. Our enabling objective (see page 32) will be at the centre of making sure that we have in place the necessary training and support for our staff so that we can deliver our priorities.

### Objective 1

#### Focus on working in partnership with local people

To help us move towards a new approach to involve communities, share power and make involving communities and working more in partnership a priority, **we will put in place a co-production framework. This framework will guide how we develop all future council plans and commissioning, including strategies that are developed and delivered jointly with other statutory partners, such as the Health and Wellbeing Strategy.**

The framework (see reference 13) will set out the role of communities at each stage and act as a 'compact' (or agreement), managing the relationship between local residents and us.

## Co-production framework

Stages	Plans and policies	Commissioning
<b>1. Insight</b>	We will involve and support communities by training them in how to identify local needs and priorities through peer research (see note 3) and participatory appraisal (see note 4). Information collected about local needs will be supported by evidence we and our partners have gathered, and used to develop a joint needs assessment.	
<b>2. Planning</b>	Communities, council staff and, where appropriate, service providers from agencies will come together to do the following.	
	Produce plans by developing a shared vision and making decisions about our main priorities and outcomes, and what will need to be done to achieve these outcomes.	Produce specifications for services, deciding on quality and outcomes, to make sure services properly meet the needs communities have identified.  Communities and service users will also play a role in evaluating bids from suppliers and taking part in 'dialogue days' with potential bidders.
<b>3. Delivery</b>	Communities, service users and other relevant organisations such as Healthwatch will take the lead on assessing the effect of the outcomes and objectives, and recommend changes during the lifetime of the strategy or service.  In the case of commissioning, what this stage can cover may be limited by the size of a service, how complicated it is and the number of commissioning partners involved.	

To make sure we make the most of all opportunities for co-production, our aim is that all council plans and commissioning will be co-produced, unless there are appropriate reasons for them not to be. We will support this by making changes to our procurement procedures (the process of buying goods, services and work), which will require everyone who is commissioning services to look for opportunities to use the principles of co-production at the earliest stages.

As a starting point, **we plan to pilot the framework by reviewing our Community Plan, agreeing a new set of outcomes and commissioning a range of cohesion services (see note 5) that bring people from different backgrounds together across the borough.** We will assess how effective this approach is and incorporate what we have learned into a 'community engagement toolkit' for staff, before including it in wider council practice.

<sup>3</sup> Peer research is a research method which uses those taking part to lead on research activity.

<sup>4</sup> Participatory appraisal aims to remove barriers to people's involvement in the community, such as barriers to literacy, power and confidence, through using practical and often visual activities such as diagrams and mapping information as part of the involvement exercise.

<sup>5</sup> Community cohesion, as defined by the Commission on Integration and Cohesion (CIC) 2007, "is about working towards a society in which there is a common vision and a sense of belonging by all communities".

As a public body, we will continue to be bound by, and are aware that we need to keep to, our obligations under various statutory duties. If we decide not to co-produce a service or strategy, we will be clear from the start about how far we will involve communities and manage expectations. We will make any information supporting our decisions available on our website. Reasons for not co-producing may include the following.

- Legal considerations and statutory duties have been placed on us.
- The service area involved is complicated and needs specialist knowledge.
- Protected characteristics groups may be affected (see note 6).
- Availability of resources (time, money and skills), the implications of this and the benefits that will be achieved by not co-producing.
- Who has the legal responsibility for taking decisions. For instance, in many areas of the council, our cabinet has the ultimate responsibility.

Each year, we will review our progress on our commitment to use co-production and present the review to our cabinet and the Overview and Scrutiny Committee, and publish it on our website. These reviews will report on our performance and recommend areas for improvement.

## Objective 2

### **Develop council plans and commission services in a way that involves community assets and is driven by outcomes**

To support communities and groups in playing a stronger role in shaping priorities and services, **we will identify and make best use of local assets**. This is one of the main principles of co-production and a fundamental part of strengthening and building involved and supported communities by focusing on their strengths, skills and resources to achieve better outcomes (see table below).

Needs-based approach	Asset-based approach
Focuses on weaknesses	Focuses on strengths
Results in disjointed responses to local needs	Builds relationships among people, groups and organisations
Makes people passive rather than active users of services and builds dependence on services	Identifies ways that people and organisations can contribute through their talents and resources
Gives residents little say in deciding how to deal with local concerns	Allows people to be a major part of the solution to community problems and issues

<sup>6</sup> The Equalities Act 2010 defines the following as protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexuality.

Working with communities to gather information on community assets (things like skills, knowledge, ability, resources, experience or enthusiasm and physical spaces), we will aim to keep an up-to-date picture of our communities and assets, improve our understanding of local needs, and match assets to opportunities to design and deliver plans and services. As well as using people's skills and expertise, this approach helps people further develop their abilities by taking part.

To help establish this further and make sure we are clear about what is important, what needs to happen and who can best deliver this, **we will take an outcomes-based approach to developing council plans and commissioning services.** This change in approach, which focuses on defining and achieving end results as opposed to measuring outputs, will help to make sure we improve our activities and services. Putting this approach in place will require us to change working practices, particularly in the way we commission services.



# Outcome 2: Communities have the power to influence issues that affect them

## Overview

Councils need clear strategies and policies to allow them to deliver services that meet the needs of local communities while making the best use of resources. Agreeing these strategies and policies is the responsibility of our elected leaders and the democratic process.

Making sure that we can be held accountable for our decisions is important in strengthening people's trust in the way we make these decisions, and in encouraging more of the public to take part in influencing the decisions. To achieve this, we need to manage our decision-making processes effectively and be transparent in what we do, and make sure those who make our decisions are accessible.

As we enter a period of unprecedented challenges, it is essential that we govern openly and effectively if we are to show we are accountable and help communities to achieve better outcomes. To help encourage people to share our priorities and support communities to be involved, we are committed to giving people more opportunities to work with us to make decisions at a local level.



## What we will do in future

**We will be more transparent and give the public more opportunities to be involved in making decisions, to make us more accountable.**

To deliver our vision, we will focus on delivering the following objectives and outcomes.

Objectives	Outcomes
<b>1. Involve communities through elected representatives</b>	Information and insight from local communities (community intelligence) is clearly reflected in the decisions we make
<b>2. Improve transparency and accountability</b>	Information is easily accessible to communities and open to scrutiny
<b>3. Increase support for people to take part in community life</b>	Local people influence issues that affect their communities and are involved in improving their local area

## Objective 1

### Involve communities through elected representatives

Our elected representatives have an important role in helping people to understand the democratic process (how we elect representatives and influence how the council makes decisions) and helping communities to make use of the opportunities available to them. We know that our communities are highly aware of their local councillors (see reference 14) but recognise that more can be done to make them more accessible.

In January 2016, we introduced our 'Ask the Mayor' events, where residents can meet the Mayor and councillors. These events, held every two months throughout the borough, have been well received, with many residents wanting to ask questions of their representatives.

Building on this success, **we will continue to hold and improve the 'Ask the Mayor' events** across the borough. Where appropriate, we will use them as an opportunity to bring together local partners, such as health and the police, to respond to local concerns. These events will also be used to share information relevant to the ward hosting the event, helping residents to better understand and influence priorities for their local areas.

While our main focus will always be on encouraging people to join us in person at events, we will explore widening the ways in which a range of people can take part in the 'Ask the Mayor' events. In line with our commitment to making Tower Hamlets more digitally active, we will broaden our use of social media, making use of opportunities such as live tweeting, sharing short online clips and exploring the potential of filming meetings and events. Short films and clips could also be used with the Mayor and members of our cabinet as a way of involving people in local priorities and issues. We will trial some of these digital techniques at particular events, with the aim of identifying methods that we can then use more widely across the council.

## Objective 2

### Improve transparency and accountability

Transparency is critical to building trust and gaining the confidence of the communities we serve. We have already adopted the Transparency Protocol and have agreed to put in place recommendations made by the Overview and Scrutiny Transparency Commission in November 2015, which aim to help us lead the way in openness, accountability and transparency by the end of 2017- 2018 (see note 7).

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<sup>7</sup> The Tower Hamlets Overview and Scrutiny Transparency Commission (OSTC) was established in 2015 to identify what we should do to improve transparency.

As part of our continued efforts to keep to the Transparency Protocol and put in place the Commission's recommendations, **we will update our website to publish information about our performance and include options for users to be alerted when we publish new content.** These changes will allow us to share information with users based on their preferences, and publish all the information required by the Local Government Transparency Code. This will include information about how services such as housing and community safety are performing, with options for people to compare our performance against local and national benchmarks.

To make us even more transparent, we will encourage residents to get involved when we make decisions, but also explain the limitations of this and redirect decisions to others where appropriate. **We will look at increasing the use of digital tools such as online petitions and social media to give people more opportunities to take part.** This might include live streaming through services such as YouTube and allowing questions via social media. As part of this process, we aim to gain the Social Media Friendly Mark developed by the Local Government Association, demonstrating our commitment to using social media.

## **Objective 3**

### **Increase support for people to take part in community life**

Communities feel they have more influence when their involvement has purpose and results in change. Local activity plays an important role in encouraging people to become more involved, and fostering the conditions that convince local people that making a difference is both possible and worthwhile. The Tower Hamlets Local Strategic Partnership and local engagement structures have been largely inactive for several years, and need to be renewed to help communities influence issues that affect them and encourage people to get more involved.

#### **a. Renew the Local Strategic Partnership**

The Tower Hamlets Local Strategic Partnership (LSP) forms part of our formal consultative and engagement framework set out in our constitution. It brings together statutory, private, and voluntary and community sectors to make sure that agencies in the borough work together to better meet local needs and priorities. The LSP defines our vision for Tower Hamlets and develops the Community Plan, which sets out our main targets for making the borough a desirable place to live, work and visit.

**The Mayor will work with our partners to establish a new LSP,** which will be supported by models of engagement that improve public services through involvement. The voluntary and community sector will also have a significant role to play. Our aim is that, eventually, residents will play a wider role in adding to social capital (see note 8) in the borough. The proposed structures for the new LSP include the following.

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<sup>8</sup> Social capital refers to networks of relationships among people who live and work in a particular society, allowing that society to function effectively.

## – Tower Hamlets Strategic Partnership Board

The Strategic Partnership Board governs the Local Strategic Partnership, and is responsible for making sure there is a borough-wide vision with a Community Plan that sets out our priorities and outcomes.

The board will be chaired by the Mayor, and will be made up of chief executive officers from the main statutory agencies in Tower Hamlets as well as leading figures from the private and voluntary and community sectors. Our aim is to make sure there are opportunities for a range of stakeholders to be involved and have a say in shaping and influencing the strategic direction (our long-term vision) for the borough.

The exact structure and membership of this board has yet to be decided, and will be decided by the partners themselves.

## – Thematic partnership delivery groups

Thematic partnership delivery groups are responsible for delivering the outcomes of the Community Plan. There are currently many different partnership groups in the borough. Some examples include:

- Community Safety Partnership (Safe and Cohesive Community Plan Delivery Group);
- Health and Wellbeing Board;
- Children and Families Partnership;
- Tower Hamlets Housing Forum;
- Growth and Economic Development Partnership (in development); and
- Third Sector Advisory Board.

We plan to review all partnership groups to clarify their role and make sure they are effective and focused strongly on delivering outcomes and that their strategies and plans are in line with our Community Plan vision, priorities and outcomes.

Each group will have cabinet members in leadership roles and methods in place for involving communities, such as forums or feedback systems. We will also need to consider the role of the voluntary and community sector as part of the partnership groups.

## – Public sector agency partnerships

To help make the improvements needed in the borough, we will consider holding regular meetings between smaller groups of chief executives responsible for statutory public services. We will host a partnership staff conference for senior managers from across the public sector and other key agencies, and propose that two major stakeholder events a year should be hosted about specific issues to bring together a range of external stakeholders.

## – Local community engagement

Involving local communities can bridge the gap between services and communities and help make services more aware of the opinions and needs of the communities they represent. Together, services and communities can find solutions to local issues (see reference 15).

Public agencies often put in place structures and processes that stifle community development (the process of coming together to lead on collective action), preventing communities from changing the things that matter most to people, their families, neighbourhoods and wider communities. In Tower Hamlets, local involvement will be led by the community, with no restrictions on the numbers of groups or locations. Instead, we will allow and encourage communities to organise themselves in ways they decide and plan.

According to a report commissioned by Lambeth Council (see reference ), this process usually begins with projects that are 'lean and live' – they start with very little money and grow rapidly through trial and error. These projects are developed by local people working together, and people can dip in and out of them without much commitment.

Online communities are also an important part of this and we recognise them as part of our commitment to support digitally active communities (Outcome 4).

Local involvement may include activities such as fundraising, organising community events and carrying out community projects. These will also give ward councillors an opportunity to be at the heart of their local community, playing a key role in supporting people to get involved.

We will work with socially active communities to encourage more residents to get involved and share knowledge and expertise across the borough. To make sure that those people or communities who find it harder to organise themselves are not left behind, we will look at working with the voluntary and community sector to help build people's skills in developing their communities. We will also make an active effort to involve communities who usually do not get involved, to make sure their views are also represented.

To bring about change, we need to identify the links between a community's involvement and their influence over decision-making, particularly relating to funding and resources. Communities will be involved as a result of the review of the thematic partnership delivery groups as set out above, and we are currently developing a local engagement model for the Community Infrastructure Levy (CIL) to allow a wide range of people to influence their local area. There is also an opportunity to use existing housing neighbourhoods or police ward areas to deliver activities, and opportunities for us and residents to produce local neighbourhood plans together. **We will review how we involve communities to influence funding and decision-making to bring about change.**

## b. Improve business networks

Tower Hamlets is one of the highest economic and employment growth areas in the country. The borough is home to more than 16,000 small and medium-sized enterprises (SMEs) (see reference 17), as well as a number of multinational corporations, branches of national organisations and individual entrepreneurs.

We recognise the importance and contributions of our business community, and have worked hard to involve businesses through forums and workshops and supporting them to flourish in a challenging economic environment. We continue to try to develop a more business-friendly Tower Hamlets and explore how we can work with businesses to tackle the high levels of unemployment in the borough.

**We also plan to establish a growth and economic development partnership.** This partnership will be responsible for:

- promoting a lively local economy with high levels of growth which benefits local people and businesses;
- working with the voluntary sector to secure jobs for local residents; and
- making best use of stakeholders by co-ordinating action to promote a stronger local economy.



# Outcome 3: Activities to involve communities are focused and purposeful

## Overview

Public services must meet the needs of a diverse range of local communities and individuals. As part of this process, we need to involve communities through activities that support decision-making.

Poorly planned involvement can often lead to resentment due to failure to manage expectations. It can also often prove to be a burden as communities can be consulted more frequently without demonstrating how they are affecting outcomes by taking part.

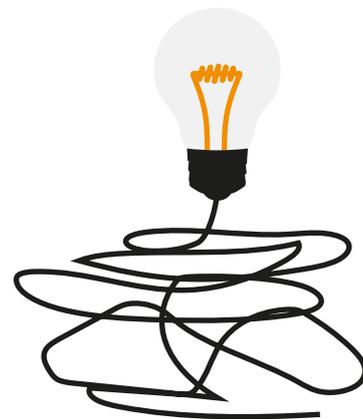
We recognise that our approach to involvement has not always lived up to the standards we hope to deliver. We need to do more to improve how we involve underrepresented groups, including young people, and Black, Asian and minority ethnic (BAME) and disabled communities. A survey for the Overview and Scrutiny Transparency Commission (see reference 18) showed that just over two-thirds of people questioned felt that we do not listen to the concerns of local residents, and almost 75% of people thought we did not involve residents when making decisions or keep them informed about whether their involvement had made a difference. These views are not necessarily representative of the wider community, but they are a useful starting point in identifying a focused and purposeful approach to involving residents.

## What we will do in future

**We will create a simpler and more streamlined experience which encourages residents to take part, demonstrates how people's involvement informs decision-making, and supports communities to develop their ability to get people involved.**

To achieve this, we will focus on delivering the following objectives and outcomes:

Objectives	Outcomes
<b>1. Improve people's experience of involvement</b>	Local people find it easy to be involved with us and feel that they make a difference
<b>2. Promote opportunities for people to get involved</b>	Local people are more aware of how and when to get involved



## Objective 1

### Improve people's experience of involvement

Success in involving communities can be judged by how many people take part in activities, the quality of their involvement (see below), and how effectively involving others encourages an organisation to share responsibility for challenges and solutions.

Our involvement with stakeholders in developing this strategy shows that we need to make sure the ways we involve people are clearer. We also need to improve people's awareness of how to get involved, share information, and highlight the effects that getting involved has.

#### **a. Improve the quality of involvement**

Effective involvement with stakeholders means making sure that the purpose and intended outcomes for each stakeholder relationship are clear from the start, and that stakeholders feel that they can affect the outcomes of a process in order to achieve lasting outcomes (see reference 19) .

Under the public sector Equality Duty any consultation we undertake must be meaningful. It states: "Sufficient time must be allowed for people to respond and responses must be considered with an open mind. Consultations should not be an exercise of form over substance."

To make sure we reflect this in how we involve communities, **we will do our best to make sure that all of our activity:**

- has a clear purpose and that we are honest about what the limitations are;
- involves people at the earliest opportunity to influence outcomes;
- gives people access to the right support to take part;
- is accessible and inclusive, considering the levels of involvement of each of the protected characteristics identified in the Equalities Act (2010) as well as other characteristics;
- allows people to easily see the effect their involvement has; and
- makes sure how and to what degree people are involved is in proportion to the size and resources of the service and the significance of the issue.

Where we can, we will establish this approach in services we commission, and promote them as a standard for our partners, in order to be more consistent across the borough.

## **b. Use more effective ways to involve people**

Involving people in a focused and purposeful way also means going beyond our current traditional approaches and using more innovative and effective techniques to encourage people to be more creative and come up with fresh ideas.

To help us to do this, **we will use more innovative methods alongside our traditional approach.** This will include things such as World Café, Open Space, participatory appraisal (see note 3) and peer research, appreciative enquiry (see note 9), Forum Theatre, and asset mapping (recording a community's strengths and resources). We will also consider setting up a time-banking scheme (see note 10) to encourage people across the borough to get involved and place a value on their contribution.

## **c. Provide feedback on how involving people has affected outcomes**

Providing feedback on how we have used people's contributions is important as it maintains people's interest. To make sure stakeholders stay involved and can continue to share responsibility for plans and services they have been involved in, **we will develop an online engagement tracker.** The tracker will aim to complete the feedback process by reporting on how opinions collected through previous involvement activities have influenced outcomes. The tracker will also support us to share more information with partner agencies and improve co-ordination in planning and delivering involvement activities.

The way we provide feedback will vary in line with the scale and type of involvement or activity and how practical it is to do so. If appropriate, we will give feedback in the way those taking part have said they would prefer. If we are unable to provide feedback, we will include a statement on our website explaining how we will use the information we have collected and where and when people can find it. If we decide to take a different approach to the feedback received from a consultation, we will clearly set out our reasons for this.

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<sup>9</sup> Appreciative inquiry (AI) is a model that aims to involve stakeholders in designing and delivering change.

<sup>10</sup> Time-banking is a scheme that allows people to earn time credits for each hour given in helping others in their local community, working on a project or working for an organisation. In return for their help they can earn and use the time credits for rewards, either financial or non-financial such as free access to leisure facilities.

## Objective 2

### Promote opportunities for people to get involved

Councils are bound by a 'duty' to inform, consult or involve. As part of this, we involve residents and stakeholders in processes such as consultations to help us decide on our priorities for the borough and provide services that meet local needs.

We recognise that we have to make improvements so that more of the community are getting involved and taking part. To do this efficiently, the process has to be accessible and inclusive and keep to the Equalities Act (2010), in particular the technical guidance on the public sector Equality Duty and the duty to promote community cohesion (see note 5).

The public sector Equality Duty also says that before deciding whether further involvement is necessary and the extent of that involvement, we should establish what information is already available, such as research or the results of earlier consultation and involvement activities, and where the gaps are. We should also work with other organisations on any involvement exercises to make best use of resources and to reduce 'consultation fatigue'. Improving how we co-ordinate our involvement activities will improve our ability to do this.

#### **a. Promote opportunities for involvement**

To increase awareness of opportunities for involvement and make it easier for people to find information about activities, **we will develop a consultation and involvement calendar**. This will act as a central database, setting out details and timeframes of taking part in all our consultation and involvement activities. It will also help residents and our partners to identify areas of interest and provide their contributions.

To reach the small minority of the borough that is not digitally active, we will look at including information about involvement in existing hard copy publications, such as annual council tax statements.

**We will also work with ward councillors to encourage more people to get involved locally and have their say.** They will lead the way in highlighting the opportunities there are for residents to get involved and help them to understand local democracy and other processes. We will provide support and training for our councillors and highlight how they could use their role to encourage people to get involved.

We will work in partnership with the Tower Hamlets Youth Council, schools and the wider voluntary and community sector to promote opportunities for involvement, including actively taking part in improving local areas. We will also work with our Youth Service to make sure that when consulting and involving residents we specifically consider young people when designing, planning and putting in place activities. We also plan to use the expertise of Tower Hamlets Youth Council and other youth forums when developing activities that are relevant to young people.

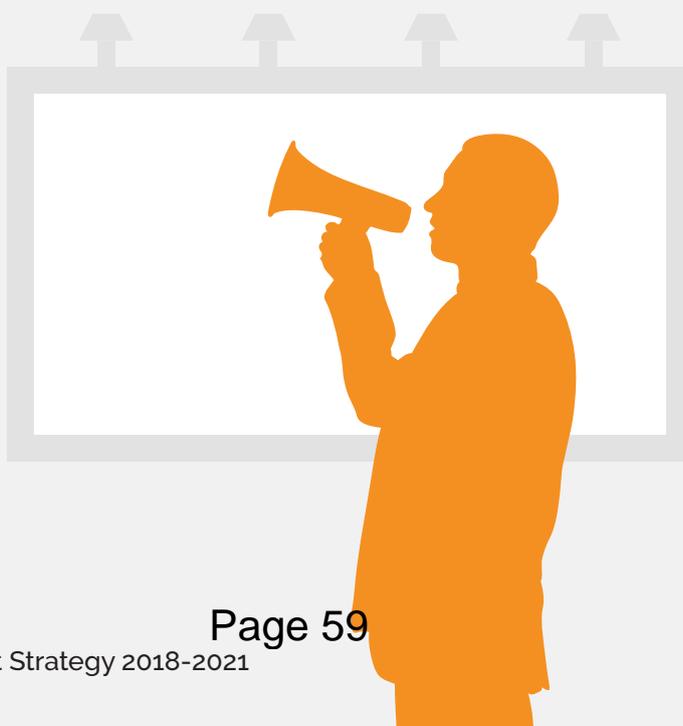
## b. Establish permanent spaces for involvement

To continue to make it easier for people to find out about opportunities to get involved, **we will create permanent 'engagement spaces'**. These will be guidance and information points inside Idea Stores, as part of the 'local presence' model. We will maintain a digital and physical presence on the council website and across a small number of key Idea Stores in the borough. The spaces will provide:

- information on consultation, involvement and decision-making activities, with links to the consultation and engagement calendar, council committee pages and information on how to get involved;
- a live feed of the council's social media pages;
- information about the Local Strategic Partnership, including information about thematic groups and community-led activities;
- feedback from previous activities and information on action we have taken;
- key information about local forums and groups, for example key contacts and frequency of meetings;
- information about community leadership positions such as school governors and trustees;
- information on community events and activities we run or support, including arts, culture and sports activities; and
- guidance on volunteering or setting up a community group.

## c. Create recognisable campaigns

To make people more aware of the opportunities there are to get involved in the community, **we will make sure all of our activity is supported with recognisable campaigns**. This will help to symbolise the new partnership we want to form with the wider community. Evidence from other boroughs such as Camden and Islington (the Vision Islington campaign) show how successful this can be in encouraging councils and communities to work together on their priorities.



# Outcome 4: Tower Hamlets is digitally active

## Overview

Technology has always played a vital role in the way local government works. Over the last decade, things like smart phones and tablets, and access to reliable broadband connections, have become essentials of modern living.

Social changes driven by advances in technology, together with fewer resources, mean councils need to adapt and look for innovative and efficient ways of involving communities and providing important services. This need is also reflected nationally through the Government's 'Digital by Default' programme, which aims to make it easier for residents to access digital services (and as a result improve efficiency). Feedback from our residents confirms that they too expect Tower Hamlets to be at the forefront of innovation in the use of technology (see reference 20).



The number of people in Tower Hamlets who have access to the internet is high and closely resembles London averages. Figures from the Office for National Statistics (ONS) and our own Annual Residents Survey 2016 suggest 87 to 92% of adults in Tower Hamlets have access to the internet. We know that, on average, younger people use more platforms to access online services, with the average being 2.3 platforms for 18- to 34-year-olds, compared with 1.7 for those aged 50 and over. However, findings from the Annual Residents' Survey 2014 (see reference 21) tell us that residents with disabilities or health problems are far less likely to have access to the internet, and those from Black, Asian and minority ethnic (BAME) backgrounds are less likely to use online methods to contact us than people from white British backgrounds.

While we want to try to increase our digital presence, we also need to consider those who are less able to get involved in this way, and make sure that everyone in Tower Hamlets is supported to access the necessary technology.

## What we will do in future

We will increase our digital presence and offer communities new, improved and accessible ways to contact us.

To do this, we will focus on achieving the following objectives and outcomes.

Objectives	Outcomes
1. Increase the use of digital technology to connect with people in the borough	Local people are able to contact us through a range of digital methods that meet their needs
2. Promote ways that people can get involved via digital technology	Local people are aware of digital services and supported to use them

### Objective 1

## Increase the use of digital technology to connect with people in the borough

Increasing the use of digital technology can help us to involve larger groups of people, help us to better plan, manage and direct resources more effectively, and shape policy. As well as being a responsive platform, using technology effectively can help us make savings and improve residents' satisfaction with services.

### a. Strengthen our digital communications

Since 2004, the popularity of social media services has grown rapidly. Organisations across the private and public sectors have been quick to recognise the potential of this, and today all but a few major brands or public sector bodies use services such as Twitter or Facebook alongside their usual communication methods. Our own Twitter page, @TowerHamletsNow, set up in 2010, currently has more than 12,500 followers, offering us a significant opportunity to connect with a large audience. As an example, our use of social media as part of a campaign to refresh the Local Plan was seen by approximately 60,000 people.

Building on our existing social media presence, **we will support key council services to involve the community through social media.** Working closely with services such as Community Safety or Public Health and using our Communications Service to advise and guide staff will mean we can offer new ways to involve and interact with the public, such as using photos, videos and text, alongside our existing methods of communication. We will also use social media more extensively to ask for feedback on services and promote opportunities for people to get involved more widely.

We will support these changes with **a smart e-newsletter system that will give people information about our services based on their preferences.** This will help to increase the number of people we can involve by providing more relevant and tailored information, and will target specific campaigns to specific audiences, for example childcare campaigns and parents.

## b. Develop a 'My Tower Hamlets' hub

Our Annual Residents Survey 2014 (see reference 22) showed that while 59% of our residents used internet banking, only 37% used our online system to pay their council tax. We recognise that we need to improve our website facilities to provide a simpler and more user-friendly way for residents to access services.

To encourage more people to use our online and digital services, **we will co-produce an online 'My Tower Hamlets' hub which provides personalised access to our main services and key information.** Working with residents and local businesses, the portal will provide a central hub that works across desktops, tablets and mobiles and can interact with a range of services. These services may include managing council tax, parking permits, planning and licensing applications, refuse collection, complaints, and freedom of information requests. Users would also be able to receive emails and text messages about opportunities to get involved or decisions being taken at council committees. This will allow us to provide everybody with the same consistent service, reduce the number of separate online services and encourage greater interaction between us and the people who use our services. Residents would also be able to access the hub at Idea Stores through self-service facilities.

## c. Use innovative digital engagement tools

Involving people through traditional digital methods can sometimes fail to raise enough interest and enthusiasm for involvement. We have been at the forefront of exploring new ways of using technology to involve people efficiently and effectively.

To make sure we continue to be innovative, **we will promote new digital services to help us reach more people and support initiatives led by us and the community.** Using gamification (see note 11), for example, will help us to encourage groups who may be harder to involve, while platforms such as Spacehive (an online crowdfunding programme) will allow us to involve and support communities to strengthen, find more effective solutions to problems and put their ideas into practice and get results. Spacehive is increasingly being used by local authorities and is supported by the Mayor of London, who pledged £840,000 to projects across London between June and September 2016.

To encourage people to use these services, we will promote them through our website, intranet and social media.

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<sup>11</sup> Gamification' is applying game-playing elements (for example, point scoring, competition with others) to other areas of activity to encourage people to use a product or service.

## Objective 2

### Promote ways that people can get involved with digital technology

While we welcome these digital opportunities, we realise that as technology changes there are likely to be differences in how different groups are able to access these opportunities. Information from the 2013 ONS Opinions and Lifestyle Survey suggests that, nationally, up to 45% of people do not use digital technology due to a lack of skills or because they cannot afford the cost of equipment or access to equipment. Although we do not have detailed information on this, we know that 8 to 13% of adults in the borough do not have access to the internet (see reference 23) and Black, Asian and minority ethnic groups and residents with disabilities are less likely to use online methods to contact us. The public sector Equality Duty states that, if further evidence of the involvement of different protected characteristics groups is needed, we must collect it.

In line with our Digital Inclusion Strategy, **we will provide a range of initiatives to develop confidence and life skills among our vulnerable groups in using digital services.** To do this, we will work closely with volunteers, community groups, providers of services we have commissioned and local businesses through social responsibility programmes, such as Barclays Digital Eagles, by using 'digital champions', and recruiting volunteers to help others gain digital skills. We will also work with ICT providers to look at increasing people's access to the internet and digital technology, particularly vulnerable people and other priority groups. As well as looking at improving the availability of Wi-Fi in the borough, we will continue to make computers with free internet access available in council buildings, particularly Idea Stores.

idea

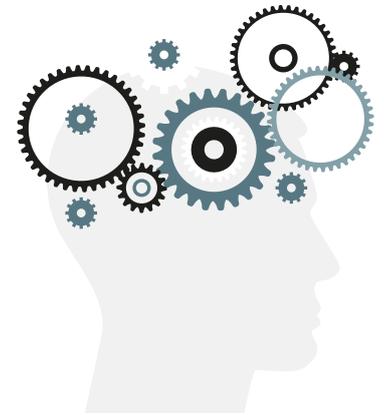


# Enabling objective

## Staff are supported to involve communities effectively in everything that we do

### Overview

Involving communities can often be affected by assumptions, for example about a community's needs, strengths and differences. This is often the result of not knowing enough about the community, relying too much on established methods of involving people or unrepresentative individuals (such as self-appointed community leaders). Failing to involve the whole of a community can result in continuing to misunderstand the needs of various groups, and this has been highlighted as a weakness in how we involve people.



Our vision commits us to informing and involving all local people effectively, helping them to influence the issues that affect their lives. The success of this vision depends on our staff, who will be at the centre of driving forward our commitments. Like our communities, staff will also need to be able to challenge historical patterns and conventions and establish new standards and approaches. This includes being able to identify when and how to involve people, planning involvement effectively and having access to the right tools, skills, knowledge and information.

### What we will do in future

**We will support our staff through giving them access to training, advice, guidance and information to help them design and deliver activities which are effective, focused, purposeful and inclusive.**

Objectives	Outcomes
<b>1. Introduce tools and frameworks to help staff develop effective ways of involving communities</b>	Staff have access to the tools and support they need to design and deliver involvement which is effective and inclusive
<b>2. Provide training to support skills and build ability</b>	Staff have the skills and confidence to involve communities and understand their needs

## Objective 1

# Introduce tools and frameworks to help staff involve communities effectively

While it is important that we provide more opportunities for communities to get involved, we must make sure that staff have access to the right tools and support to do this properly and consistently, make sure that they overcome 'consultation fatigue' by avoiding repeating activities, and improve value for money.

Toolkits have grown in popularity for their ability to provide simple and effective guidance on 'how to' do something. Used widely by other local authorities, they offer advice and guidance on methods of involving residents, as well as guidance on how to evaluate the success of involvement activity. Well-designed toolkits have been shown to help councils involve a more diverse range of people, as noted by the London Borough of Lambeth.

Recognising the benefits of this approach, **we will develop a community engagement toolkit to support staff to plan and deliver community involvement.** The toolkit will also be designed to be used by the community themselves.

Our toolkit will be supported by the following principles to help us make sure all future opportunities for involvement are:

<b>Timely</b>	<b>Community-focused</b>	<b>Inclusive</b>
<b>Interactive</b>	<b>Effective</b>	<b>Relevant</b>
<b>Well publicised</b>	<b>Well organised</b>	<b>Open, fair and can be evaluated</b>
<b>Cost-effective</b>	<b>Flexible</b>	<b>Accountable and provides feedback on results</b>

As well as providing advice and guidance on a range of ways to consult and involve people, the toolkit will also include information on how to design inclusive activities, particularly relating to protected characteristics groups set out in the Equality Act 2010 and the technical guidance on the public sector Equality Duty. This will include case studies and user guides, checklists and self-assessment frameworks, as well as links to internal and external sources, which provide information on our communities and assets.

To help us improve how we co-ordinate involvement activity within the council and with local partners such as the Tower Hamlets Clinical Commissioning Group, the toolkit will also include guidance that makes sure staff consider working with partners before choosing to deliver a separate programme. This will be supported by professional networks and online resources to help groups share information.

By making key information on community and voluntary groups and local assets (for example, size, skills and interests, and range of activity) easily and freely available, we can support our partners to recognise the skills and interests of communities and groups in the borough, and widen the opportunities available to community groups to improve the borough.

We recognise that the community itself knows best what works in terms of getting involved, so we will consult local people and keep them involved as we develop various aspects of the toolkit.

## Objective 2

### **Provide training to support skills and build ability**

Delivering this strategy requires us to make sure that staff have the necessary skills to design effective involvement programmes which use new approaches. This will be critical to making sure we are able to achieve our vision and deliver worthwhile involvement.

To make sure staff are appropriately supported, **we will include training on community involvement for services across the council to take up.** This will include formal training sessions, seminars and workshops, and more informal techniques reflecting the needs of staff and services. It will cover areas such as putting in place the principles of co-production when developing plans and commissioning services, using plain English, improving accessibility and inclusion, and improving digital skills. This will be crucial to making sure staff and services are able to use tools such as social media to support our new approach to involvement. We will provide training each year, to make sure any new staff are covered.

**We will also encourage networking opportunities within the council and with local partners who are involved in community involvement,** or who are using particular techniques such as co-produced commissioning, to provide peer support and review and share learning and resources.

We will also provide a single point of contact for staff to get guidance and resources on community involvement.

# 7. Conclusion

This Community Engagement Strategy reflects the input of local people and stakeholders. It is about using the valuable skills and expertise of local people to work together, and changing our relationship with local people to one of partnership.

The strategy, through its four key priority outcomes and enabling objective, outlines what will help us to achieve our vision. The priority sections outline the outcomes and objectives against which actions have been set out in the delivery plan. We will develop these actions by working with others using the approach set out in this strategy. Because delivering this strategy demands that we completely change the way we involve the local community, we will take particular care to make sure that our delivery plan is supported with the necessary resources and owned by those responsible for delivering it.

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# Tower Hamlets Community Engagement Strategy 2018-2021

## Delivery Plan



### Pledge 1: Involve – We will make our borough a better place to live by encouraging and helping residents to get involved in shaping local services.

We will	So that	When	Overall lead	Delivery partner(s)
<b>Focus on working in partnership with local people, including hard-to-reach communities</b>				
<ul style="list-style-type: none"> <li>● Introduce a co-production framework to help us work together with communities to develop council plans and commission all services (where appropriate), including jointly delivered services.</li> </ul>	<p>Services are better at delivering improved outcomes and customer satisfaction.</p>	Year 1	Corporate Strategy and Equality	
<ul style="list-style-type: none"> <li>● Review all our procurement and commissioning policies and processes to make sure they support co-production.</li> </ul>		Year 1	Corporate Strategy and Equality	Procurement, Tower Hamlets Council for Voluntary Service
<ul style="list-style-type: none"> <li>● Co-produce new versions of key council plans, such as the Community Plan, Community Safety Partnership Plan and Health and Wellbeing Strategy.</li> </ul>		Years 2 and 3	Corporate Strategy and Equality	Council services, Community Safety
<ul style="list-style-type: none"> <li>● Pilot co-produced commissioning on small-scale cohesion services (which bring people from different backgrounds together) and incorporate learning into the co-production framework.</li> </ul>		Year 1	Corporate Strategy and Equality	Procurement, Legal
<ul style="list-style-type: none"> <li>● Expand the co-production commissioning pilot across adult social care, health and wellbeing and youth services.</li> </ul>		Years 2 and 3	Corporate Strategy and Equality	Council services
<ul style="list-style-type: none"> <li>● Report to our cabinet each year on our progress on co-producing commissioning across the council, and make sure this information is easily accessible on our website.</li> </ul>		Years 1 and 2	Corporate Strategy and Equality, lead commissioners	Resources Directorate, Third Sector Team, Procurement

**Develop council plans and commission services in a way that involves community assets and is driven by outcomes**

<ul style="list-style-type: none"> <li>● Identify and use community assets (things like physical spaces and the skills, knowledge, ability, resources, experience or enthusiasm of groups and individuals) to influence local priorities and design services.</li> </ul>	<p>Communities are recognised and valued as experts and put at the heart of deciding priorities and services.</p>	<p>Year 1</p>	<p>Corporate Strategy and Equality, Resources, Third Sector Team, lead commissioners</p>	
<ul style="list-style-type: none"> <li>● Make sure all our commissioning activity is focused on delivering outcomes.</li> </ul>		<p>Years 1 and 2</p>	<p>Council services</p>	<p>Corporate Strategy and Equality, Procurement, lead commissioners</p>



## Pledge 2: Be open and connected – We will work openly and honestly and keep connected to communities and partners so that they can help us improve our performance and shape our borough.

We will	So that	When	Overall lead	Delivery partner(s)
<b>Develop council plans and commission services in a way that involves community assets and is driven by outcomes</b>				
<ul style="list-style-type: none"> <li>● Improve our 'Ask the Mayor' events by:               <ul style="list-style-type: none"> <li>– sharing local information relevant to the ward hosting the event;</li> <li>– providing opportunities for communities and partners to be involved; and</li> <li>– using digital tools (such as social media and short films) to improve how people can take part.</li> </ul> </li> </ul>	Information and insight from local communities (community intelligence) are clearly reflected in the decisions we make.	Years 1, 2 and 3	Executive Mayor's Office	Communications
<b>Improve transparency and accountability</b>				
<ul style="list-style-type: none"> <li>● Improve council and committee meetings by introducing digital tools so that people can follow or take part in the meetings.</li> </ul>	Information is easily accessible to communities and open to scrutiny .	Year 2	Democratic Services	Communications
<ul style="list-style-type: none"> <li>● Introduce new features on our website to report on our performance.</li> </ul>		Year 3	Communications, Freedom of Information Team	

## Increase support for people to take part in community life

<ul style="list-style-type: none"> <li>● Establish a Strategic Partnership Board, chaired by the Mayor, that is responsible for developing a borough-wide vision, and a new Community Plan which sets the priorities and outcomes for the borough.</li> </ul>		Year 1	Corporate Strategy and Equality	
<ul style="list-style-type: none"> <li>● Review partnership delivery groups to make sure their strategies and plans are in line with our new Community Plan vision, priorities and outcomes.</li> </ul>		Year 1	Corporate Strategy and Equality	
<ul style="list-style-type: none"> <li>● Annually host a Senior Managers Conference for all partners and two themed stakeholder events.</li> </ul>		Years 1, 2 and 3	Corporate Strategy and Equality, Human Resources	Relevant service leads
<ul style="list-style-type: none"> <li>● Encourage and support communities to get involved through schemes such as neighbourhood improvement plans that are locally led.</li> </ul>	Local people are better able to influence issues that affect their communities and be involved in improving their local area.	Years 2 and 3	Corporate Strategy and Equality in partnership with lead commissioners	
<ul style="list-style-type: none"> <li>● Work with active communities to share knowledge and expertise across the borough.</li> </ul>		Year 3	Corporate Strategy and Equality in partnership with Resources Directorate, Third Sector Team	
<ul style="list-style-type: none"> <li>● Make an active effort to involve communities who usually do not get involved, to make sure their views are also represented.</li> </ul>		Years 1, 2 and 3	Corporate Strategy and Equality in partnership with Resources Directorate, Third Sector Team	
<ul style="list-style-type: none"> <li>● Work with the voluntary and community sector to make sure there is appropriate support for building people's skills and developing communities.</li> </ul>		Year 3	Corporate Strategy and Equality in partnership with Resources Directorate, Third Sector Team	
<ul style="list-style-type: none"> <li>● Establish a Growth and Economic Development Partnership and make sure the local business community is involved.</li> </ul>		Year 1	Economic Development, Employment and Enterprise	
<ul style="list-style-type: none"> <li>● Offer networking opportunities and events to encourage partnerships between local businesses, communities and the voluntary and community sector.</li> </ul>		Year 2	Economic Development, Employment and Enterprise, Third Sector Team	

## Pledge 3: Keep it simple – We will make it easier for residents to have their say in decisions that affect them.

We will	So that	When	Overall lead	Delivery partner(s)
<b>Improve people's experience of involvement</b>				
<ul style="list-style-type: none"> <li>Set out minimum standards for all of our involvement activities and make sure that people are aware of opportunities to get involved.</li> </ul>	Local people find it easy to be involved with us and feel that they make a difference	Year 1	Communications, Corporate Strategy and Equality	
<ul style="list-style-type: none"> <li>Pilot the use of a range of involvement techniques, such as participatory appraisal, peer research, appreciative enquiry and others.</li> </ul>		Year 2	Services, Communications, Corporate Strategy and Equality	
<ul style="list-style-type: none"> <li>Develop our understanding of the role a time-banking scheme could play in Tower Hamlets.</li> </ul>		Year 1	Communications , Corporate Strategy and Equality, Resources, Third Sector Team	
<ul style="list-style-type: none"> <li>Introduce an online involvement tracker to provide information on how feedback from consultation has shaped outcomes.</li> </ul>		Year 2	Communications, Corporate Strategy and Equality	

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## Promote opportunities for people to get involved

<ul style="list-style-type: none"> <li>● Introduce a consultation and involvement calendar that lists all opportunities to get involved in our consultation and involvement activity.</li> </ul>	Local people are more aware of how and when to get involved.	Year 1	ICT, Corporate Strategy and Equality, Communications	
<ul style="list-style-type: none"> <li>● Support councillors to promote opportunities to get involved in local activities and decision-making, and work with the Young Mayor and the Youth Council to encourage young people to take part.</li> </ul>		Year 2	Democratic Services, Youth Services	Communications
<ul style="list-style-type: none"> <li>● Set up permanent guidance and information points online, in the borough's Idea Stores and other key locations to promote the opportunities available to get involved.</li> </ul>		Year 1	Communications, Corporate Strategy and Equality, Customer Access	
<ul style="list-style-type: none"> <li>● Adopt consistent campaign themes for all our consultation and involvement activity to increase recognition and encourage participation.</li> </ul>		Year 3	Communications, Corporate Strategy and Equality	

## Pledge 4: Share it – We will make extensive use of digital technology, so that residents can communicate with us across all platforms.

We will	So that	When	Overall lead	Delivery partner(s)
<b>Increase the use of digital technology to connect with people in the borough</b>				
<ul style="list-style-type: none"> <li>Widen use of social media across key council services such as Community Safety and Public Health to offer new ways to interact and involve residents.</li> </ul>	Local people are able to contact us through a range of digital methods that meet their needs.	Years 2 and 3	Communications, Customer Access	Community Safety, Public Health and relevant services
<ul style="list-style-type: none"> <li>Introduce a smart e-newsletter to that gives residents information on services based on their preferences.</li> </ul>		Year 1	Communications, Services	
<ul style="list-style-type: none"> <li>Gain the London Government Association's Social Media Friendly Mark.</li> </ul>		Year 3	Communications, ICT, Customer Access	
<ul style="list-style-type: none"> <li>Introduce an online 'My Tower Hamlets' hub to deliver a personalised and single point of access to key council services.</li> </ul>		Year 3	Communications, ICT, Customer Access	
<ul style="list-style-type: none"> <li>Encourage communities to use digital platforms such as Spacehive by promoting them through our website and social media.</li> </ul>		Years 2 and 3	Communications, ICT	
<b>Promote ways that people can get involved with digital technology</b>				
<ul style="list-style-type: none"> <li>Promote our digital services across all our key communication mediums (such as letters, emails and promotional material).</li> </ul>	Local people are aware of digital services and are supported to use them.	Year 2	Communications	
<ul style="list-style-type: none"> <li>Work with our partners to deliver initiatives to increase people's digital skills and confidence.</li> </ul>		Years 1 and 2	Third Sector Team, Economic Development, Customer Access , Resources	
<ul style="list-style-type: none"> <li>Look at opportunities to increase access to the internet for vulnerable people and other priority groups.</li> </ul>		Year 3	Resources, ICT, Customer Access	

## Pledge 5: Enable – We will provide our staff with high-quality training and tools to design and deliver programmes of involvement which are effective, meaningful and inclusive.

We will	So that	When	Overall lead	Delivery partner(s)
<b>Increase the use of digital technology to connect with people in the borough</b>				
<ul style="list-style-type: none"> <li>Develop and promote a 'community engagement toolkit' to support our staff and the wider community to design and deliver involvement activities that are effective and inclusive.</li> </ul>	<p>Our staff have access to the tools and support they need to design and deliver involvement which is effective and inclusive.</p>	Year 1	Communications, Corporate Strategy and Equality, HR	
<ul style="list-style-type: none"> <li>Publish online resources to help our staff and partners to identify the range of voluntary and community groups operating in the borough and involve community assets.</li> </ul>		Year 3	Resources, Third Sector Team	
<ul style="list-style-type: none"> <li>Establish a Consultation and Involvement Forum to help our staff and partners to network and co-ordinate involvement activities.</li> </ul>		Year 3	Communications, Corporate Strategy and Equality	
<b>Provide training to support skills and build ability</b>				
<ul style="list-style-type: none"> <li>Develop a comprehensive learning and development programme to help improve the quality of our involvement activity and promote an understanding of co-production.</li> </ul>	<p>Our staff have the skills and confidence to involve communities and understand their needs.</p>	Year 1	HR, Communications, Corporate Strategy and Equality	
<ul style="list-style-type: none"> <li>Provide co-production and community involvement training to a wide range of our staff, elected members and members of the wider community.</li> </ul>		Years 1, 2 and 3	Corporate Strategy and Equality, Resources, Third Sector Team	
<ul style="list-style-type: none"> <li>Improve our training and development programme to include more training and professional networking opportunities for our staff.</li> </ul>		Year 2	HR, Communications, Corporate Strategy Equality	

## Community Engagement Strategy Consultation

### *Online and face-to-face survey results*

#### Methodology

Two slightly different consultation questionnaires were used to ask the public about the framework of the Community Engagement Strategy:

1. **Online survey:** this questionnaire was available online through Survey Monkey between 10<sup>th</sup> July and 5<sup>th</sup> September 2017, though hard copies of this survey were available upon request. A total of 252 started the survey, though there was a relatively high drop-off rate, with sample sizes for individual questions being considerably lower than this.
2. **Face-to-face survey:** this questionnaire was an abridged version of the online questionnaire and was used to engage people at various locations in the borough such as the IDEA Store at Watney Market, the Shadwell Centre (IDEA Store), the East London mosque, the Maryam Centre, Tarling Community Centre, other open space and community events in the borough. A total of 163 people completed this survey.

#### Respondent profile

##### Online survey:

- **Connection to Tower Hamlets:** The majority of respondents (64%) were Tower Hamlets residents, 18% worked in Tower Hamlets, 10% were council officers, 6% were responding on behalf of an organisation and 2% were connected to Tower Hamlets in some other way (for example a student, an elected member, or a combination of the other categories).
- **Gender:** 53% of respondents were female, 38% were male, and 9% preferred not to say or identified their gender in a different way.
- **Age:** Younger people under 35 were under-represented, making up 25% of respondents but 52% of the adult population<sup>1</sup>. On the other hand, older adults 45 or older made up 57% of survey respondents but 27% of the adult population.
- **Disability:** 14% of respondents said that their day-to-day activities were limited because of a health problem or disability. This is broadly representative of the borough population.<sup>2</sup>

<sup>1</sup> Compared with ONS 2016 Mid-year Estimates.

<sup>2</sup> In the 2011 Census, 16% of adult residents reported that their day-to-day activities were limited 'a little' or 'a lot' – see table LC3101EW.

- **Ethnicity:** White British residents were over-represented in the consultation, making up 52% of respondents but 35% of the borough's 16+ population.<sup>3</sup> Bangladeshi and other BME residents were under-represented. 5% of consultation respondents were Bangladeshi compared with 26% of the borough population.
- It should be noted that the majority of these questions were at the end of the survey, so those who abandoned the survey will not have completed these questions. 122 out of 252 respondents completed the demographic questions.

#### **Face-to-face survey:**

- **Connection to Tower Hamlets:** 70% of respondents were residents, 15% worked in the borough, 9% were students, and the remaining 6% were connected to the borough in some other way (e.g. business owner, council staff, or on behalf of an organisation).
- **Gender:** 55% of respondents were female and 45% were male.
- **Age:** Survey respondents were broadly representative of the borough population. For example, 46% of respondents were aged under 35 compared with 52% of the adult population.
- **Disability:** 16% of respondents said that their day-to-day activities were limited by a long-term health problem or disability. This is the same proportion as the borough population in the 2011 Census.
- **Ethnicity:** Survey respondents were broadly representative of the borough population. 29% of respondents were White British compared with 35% of the borough's 16+ population. 33% of respondents were Bangladeshi compared with 26% of the population. 37% of respondents belonged to other minority ethnic groups (i.e. not White British or Bangladeshi) compared with 39% of the population.

#### **Social Media**

The Communications Team carried out regular Tweets, Facebook posts and posted 12 videos on our You Tube channel to publicise the consultation.

- 12 videos posted on our YouTube channel with 222 views.
- Tweets reached a total of 15,602 with 168 engagements.
- Facebook posts reached 1,607 people with 60 engagements.
- LinkedIn posts reached 12,154 people with 51 engagements.
- Vox Pops – 222 views

#### **Community advertising**

Copies of the pledge cards were distributed at IDEA Stores and other community centres to publicise the consultation and encourage to complete the online survey.

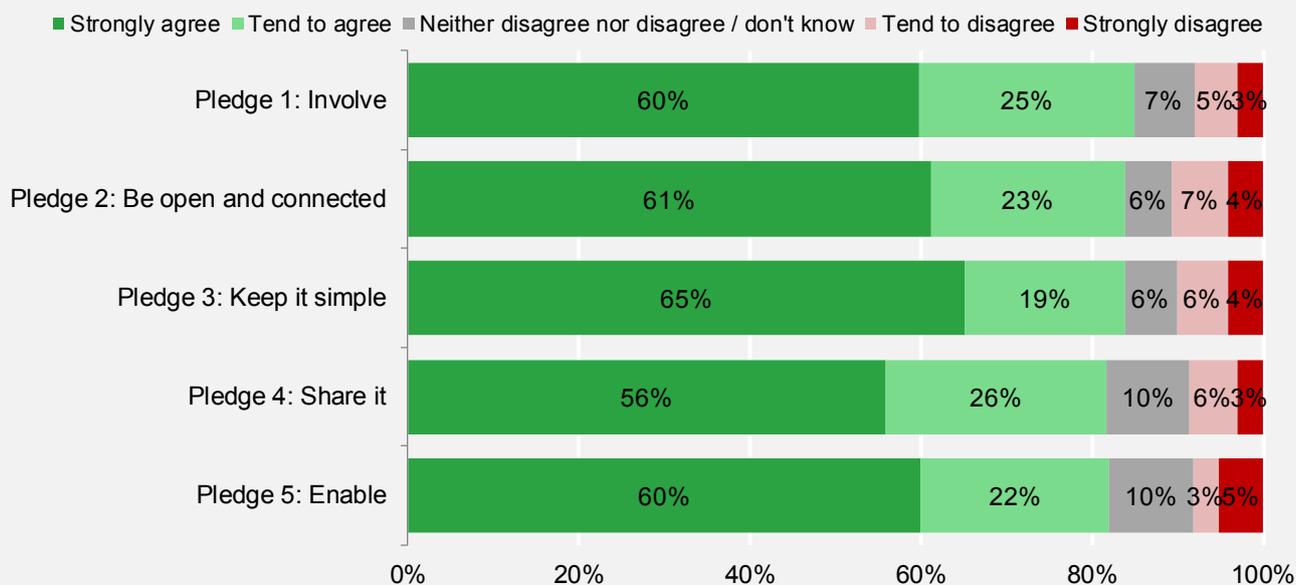
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<sup>3</sup> Compared with the 2011 Census – see Table LC2109EW.

## The five pledges

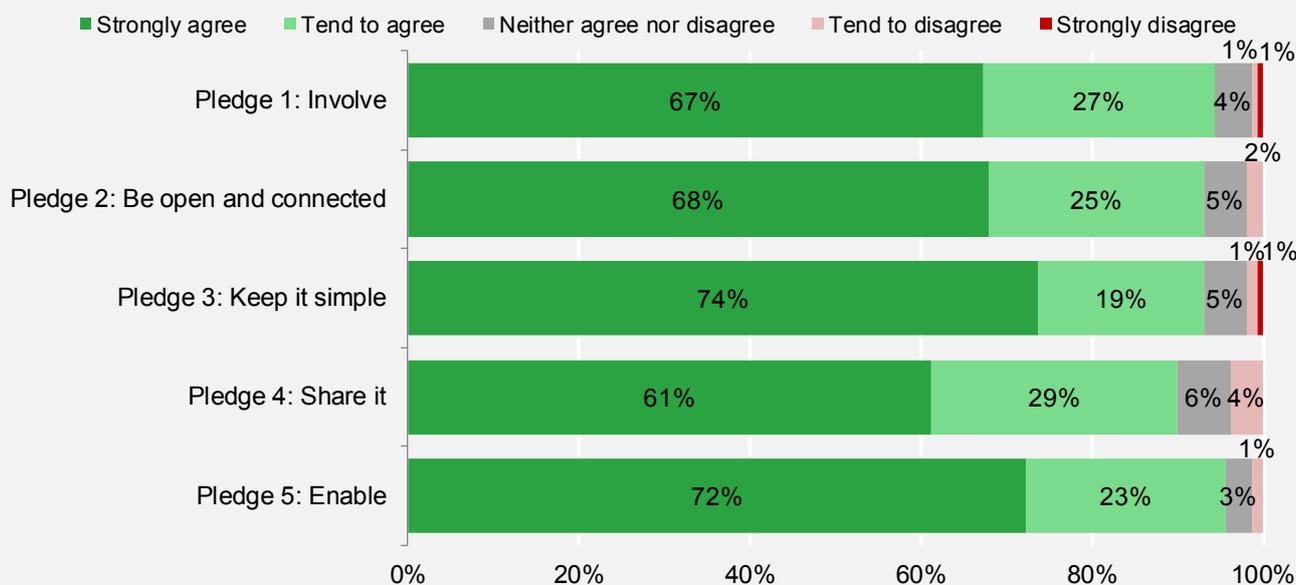
Respondents to both the online and face-to-face questionnaires were asked to what extent they agreed or disagreed with the five pledges set out in the Community Engagement Framework. The responses to these pledges were very positive in both the online and face-to-face surveys, with a majority of respondents strongly agreeing with the pledges.

### Online Survey Q: To what extent do you agree or disagree with these commitments?



Source: Community Engagement Strategy online survey. Minimum sample size = 195

### Face-to-face Survey Q: To what extent do you agree or disagree with these commitments?



Source: Community Engagement Strategy face-to-face abridged survey. Minimum sample size = 159

In addition, respondents were asked to provide free-text comments explaining why they agree or disagree with the commitments. Many respondents felt that these pledges were good, 'common sense' ideas. However some raised constructive points that the council should keep in mind:

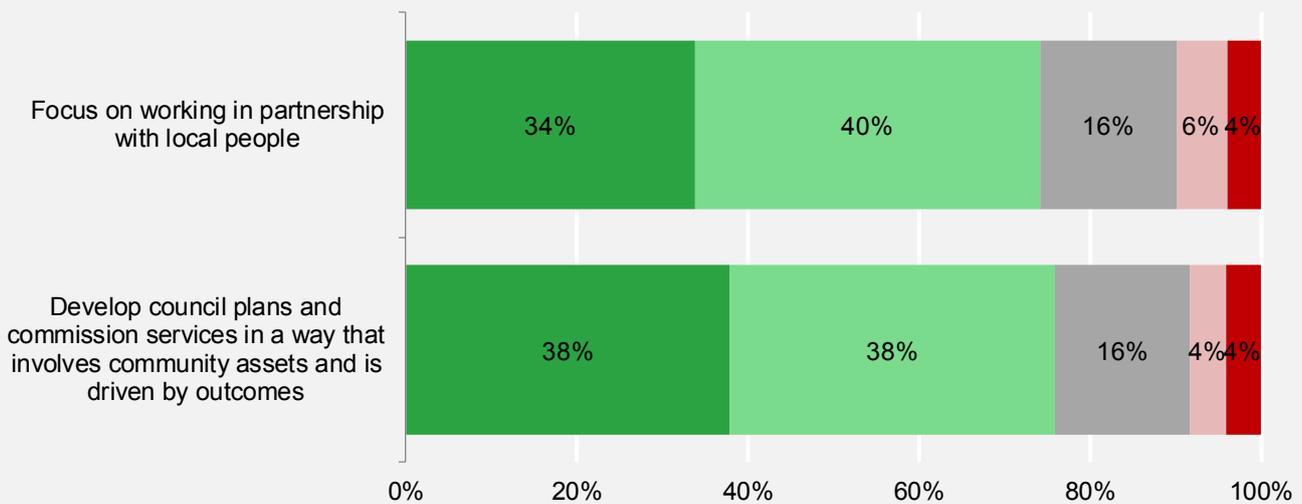
- The council must get real representation from all communities, not just the 'loudest voices' or the 'usual suspects' who are already active in the community. One respondent said: "Community consultation inherently demands that people hear about the meetings, that they are held at times and places which are accessible to people who have the time, skills and confidence to join in which...[tend to be] white middle class residents." Effort must be made to involve residents who are disengaged or who lead already busy lives.
- Engagement should not be tokenistic. Questionnaires should be designed to be open (not just agreeing with a decision that has been made), results should be published, action should be taken, and the people who have taken part should be kept up to date with what has happened as a result of their involvement. If this does not happen, residents will lose interest and motivation to get involved.
- Some groups will struggle to engage through digital technology. The council will have to ensure that they are not excluding residents by using digital channels for engagement.
- Some people prefer involvement through personal networking and relationships rather than 'programmes of involvement'.
- The balance of power in the commitments is still focused on the council. For example, instead of Pledge 5 focussing on council staff, it might read: 'We will all be supported by high quality training and tools to design programmes of involvement which are effective, meaningful and inclusive.'
- National policy may mean that the council does not have the power to enact the change residents want. There need to be clear, realistic expectations on what can and cannot be achieved through engagement.
- In order for these commitments to come to fruition, the council will have to put effort and resources into achieving them.
- Engagement is not only about specific involvement activities, but also about how residents engage with local services.

## Pledge 1: Involve

Respondents to the online consultation were asked to comment on specific actions identified in the Community Engagement Strategy that will enable the council to achieve Pledge 1 (Involve). Two broad categories of action were given (see chart below) with more specific actions detailed in addition to these. The chart shows that the majority of respondents agreed with the actions identified in the framework.

**Online Survey Q: To what extent do you agree or disagree that this action will help us to achieve Pledge 1?**

■ Strongly agree ■ Tend to agree ■ Neither agree nor disagree / Don't know ■ Tend to disagree ■ Strongly disagree



Source: Community Engagement Strategy online survey. Minimum sample size = 145

In addition, respondents were able to provide free-text responses to these actions. Some key points that emerged from the actions on **focusing on working in partnership with local people** were:

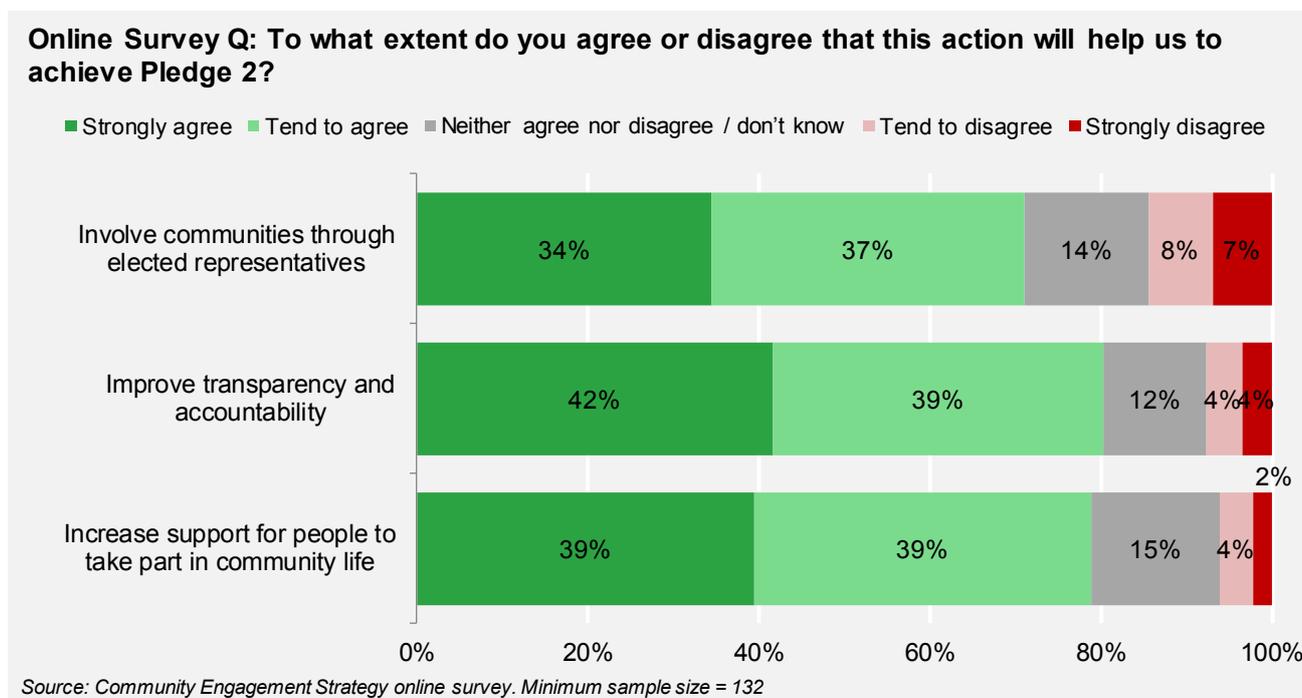
- The council must be transparent about the parameters of co-production and the constraints of local government. Expectations on all sides must be realistic on what can and cannot be achieved.
- The council must get real representation from all communities, not just the 'loudest voices' or the 'usual suspects' who are already active in the community. The strategy should explicitly indicate how the council will engage with hard to reach residents.
- In the context of budget cuts, it is important to avoid duplication and co-produce with other partners.
- Co-production takes a considerable amount of time, but often council staff are asked to deliver things at short notice
- The language of 'us' (i.e. the council) and implies that the power remains with the council.
- To what extent is this duplicating the democratic process? Elected officials are intended to represent local people.
- The word 'co-production' is 'too officer friendly and not resident friendly'. 'Partnership framework' was suggested as an alternative.
- 'There seems to be a lot of focus on documentation and governance rather than practical action on the streets.'

Some key points that emerged from the actions on **developing council plans and commission services in a way that involves community assets and is driven by outcomes** were:

- The council should financially compensate residents if they are expected to help deliver services and outcomes. It is very difficult to depend on volunteers, as many people cannot commit to this long-term as they have to prioritise other aspects of their lives.
- Identifying ‘assets’ runs the risk of prioritising people who already are able to participate as ‘assets’ and does not help to develop the capacity of other residents who are not engaged.
- The council will need to ensure that when ‘outsourcing services to the community’, residents are capable of taking on this work.
- In addition to identifying the physical assets available, spaces that have fallen into disrepair or have been abandoned should also be identified. The community should have a say in how to revitalise these spaces.
- An outcomes-based approach is useful, but some services are ‘outcomes’ in themselves (e.g. libraries, parks, etc.). An outcome-based approach should not de-prioritise these types of services.

## Pledge 2: Be open and connected

Respondents to the online consultation were asked to comment on specific actions identified in the Community Engagement Strategy that will enable the council to achieve Pledge 2 (Be open and connected). Three broad categories of action were given (see chart below) with more specific actions detailed in addition to these. The chart shows that the majority of respondents agreed with the actions identified in the framework.



In addition, respondents were able to provide free-text responses to these actions. Some key points that emerged from the actions on **involving communities through elected representatives** were:

- 'Ask the Mayor' events may just provide another platform for the 'loud minority' rather than the 'silent contented majority'.
- Transport should be provided so that older and disabled residents can take part in a non-digital way.
- The times, places and styles of events should be designed to be inclusive.
- Emphasising resident engagement with the Mayor directly makes the role of ward councillors unclear.
- Rather than feedback and action going through the Mayor, 'a return to decision-making by elected committees will improve democratic accountability'.
- 'Local elected representatives' should be wider than just ward councillors, and include residents and community groups.
- These events should be widely publicised to reach a larger audience with details about what will be discussed and how residents can get involved. Using the usual communication channels (including social media) will only reach those who are already engaged with the council.
- There should also be information available *after* the event so that people who were unable to attend can find out what was discussed.
- The council should consider whether digital content (such as video), which is expensive to produce, is necessary and justified.
- Real-time feedback would help events to feel meaningful, for example 'you decide' events that were held in previous years used hand-held devices for people to vote.

Key points that were raised about the actions on **improving transparency and accountability** were:

- The council should look for new, alternative ways to increase participation and improve transparency rather than 'redesigning old models'.
- Since meetings usually take place during the working day, the ability to take part remotely may help. However, it would be more useful if meetings were during the evening or on weekends.
- There is too much emphasis on digital technology. Some residents also don't have access to, or don't want to use, social media. These events could also be connected to Idea Stores through a 'live feed' so those who don't have digital access could still participate.
- The council must ensure that the digital tools on offer are accessible to all, including those with hearing or visual impairments.
- More information should be available on decision making processes which are 'alien' to most residents.

- Most residents don't have time in their everyday lives to watch committee meetings. They want to know what is being discussed about the issues that affect them in a straightforward, accessible communication.
- Improving the council website will also help to improve transparency and accountability. Many residents find it difficult to navigate.

Key points that emerged about the actions on **increasing support for people to take part in community life** were:

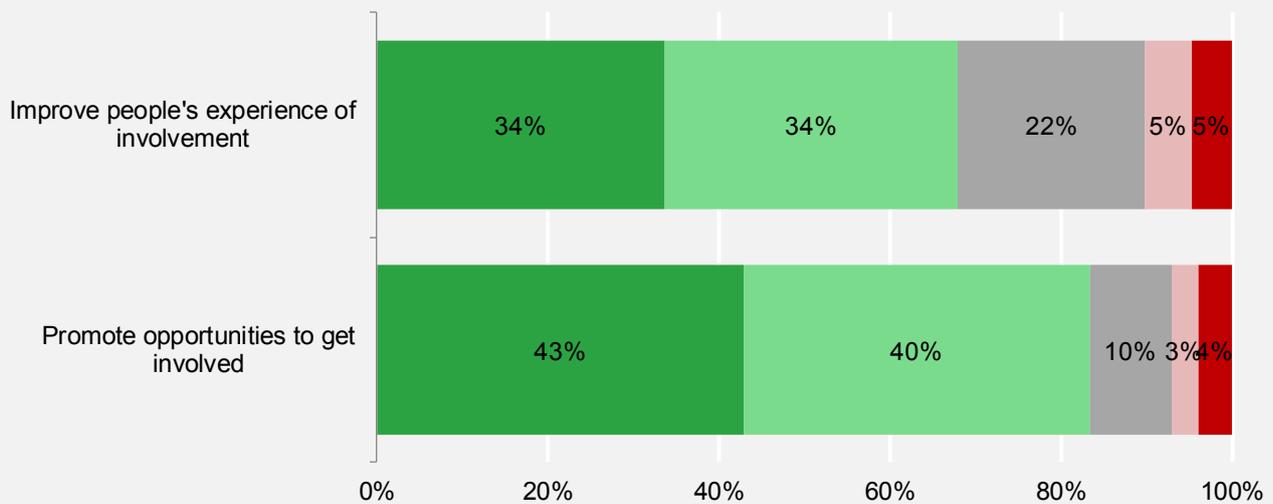
- There should be a dedicated volunteering team within the council which is responsible for “networking with the third sector, increasing community participation, driving up staff volunteering, improving Corporate Social Responsibility and integrating it into our procurement strategy.”
- ‘CanDo’ was an effective grass roots programme to build stronger communities, but its funding has been cut.
- It is unclear how the Strategic Partnership board will interact with elected representatives, who already have the role of developing a vision and plan for the borough.
- “It is important to look beyond established groups and encourage people not already engaged (such as young people, single professionals, isolated older people) to get involved.”
- “I think that people either want to be involved in their community or don't, and that people tend to be quite narrowly focused on such issues, only taking interest when it affects them; e.g., their bins aren't taken away. Encouraging people to be involved that don't want to be would require such a dramatic shift that I doubt there is the required resource.”
- Previous attempt at neighbourhood planning have not been successful because there is tension between existing local groups.

### **Pledge 3: Keep it simple**

Respondents to the online consultation were asked to comment on specific actions identified in the Community Engagement Strategy that will enable the council to achieve Pledge 3 (Keep it simple). Two broad categories of action were given (see chart below) with more specific actions detailed in addition to these. The chart shows that the majority of respondents agreed with the actions identified in the framework.

**Online Survey Q: To what extent do you agree or disagree that this action will help us to achieve Pledge 3?**

■ Strongly agree ■ Tend to agree ■ Neither agree nor disagree ■ Tend to disagree ■ Strongly disagree



Source: Community Engagement Strategy online survey. Minimum sample size = 126

In addition, respondents were able to provide free-text responses to these actions. Some key points that emerged from the actions on **improving people’s experience of involvement** were:

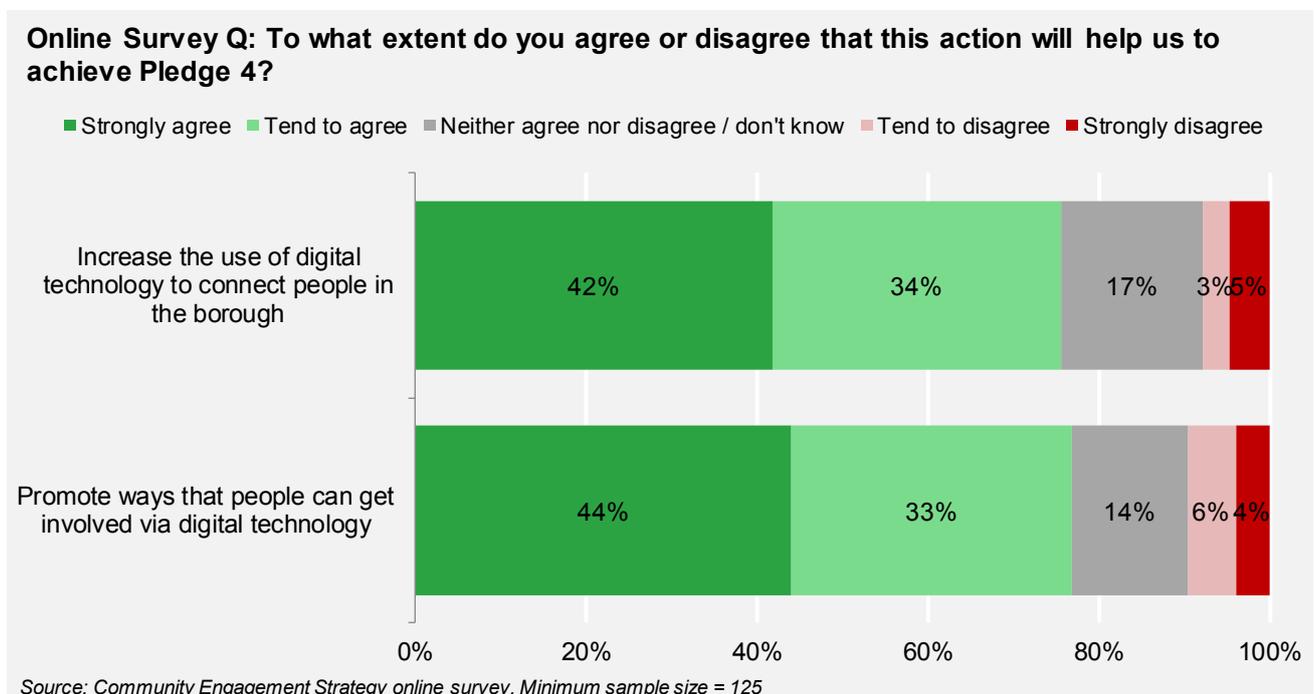
- There should be more of a ‘you said, we did’ focus on the council’s website.
- “Engagement theory and methodology has a place - but should not replace common sense local connectedness, which may be more fluid and ad hoc than a highly academic approach.”
- The language around involvement techniques is too officer-focussed and may be difficult for people to understand.
- “Minimum standards needs to have clear equalities remit and clear monitoring of equalities need to be carried out at all stages”
- “All of the techniques mentioned mean nothing if there are few resources available. Without tackling underlying inequalities the ability to engage in meaningful dialogue and more importantly the ability to act on the views of the local community are impossible. Therefore it is more frustrating if the community are constantly being asked for their views but nothing seems to improve because of the lack of resources available to implement improvements.”
- Engagement is often focussed on residents giving their views to the council, but there should also be forums for neighbours, community groups etc. to get together to discuss issues about their neighbourhoods and present solutions.
- These methods could be very resource intensive and may not be value for money.
- Many respondents were supportive of the online involvement tracker.

Key points about the actions on **promoting opportunities to get involved** were:

- “Getting locals involved in looking after their own area is vital. A sense of ownership and empowerment is key.”
- The council should not be overly reliant on online tools, as these may exclude some residents.
- “I think the consultation calendar and information points are excellent and reflect a long -term commitment.”
- Align consultation activities so that residents do not suffer from ‘consultation fatigue’.
- “I really like the idea of taking consultations to people, rather than expecting us to find them. We want to give our opinions but we don't have time. Make it easy for us. How can you fit engagement into our routines, what we're already doing? Can I give you feedback whilst waiting for the bus? Or when I'm reading something at the Idea store? Or is there a way to do this through my phone?”
- Many respondents felt positive about reaching out to young people, but some felt that young people were being unfairly prioritised over other groups, for example older people.

### Pledge 4: Share it

Respondents to the online consultation were asked to comment on specific actions identified in the Community Engagement Strategy that will enable the council to achieve Pledge 4 (Share it). Two broad categories of action were given (see chart below) with more specific actions detailed in addition to these. The chart shows that the majority of respondents agreed with the actions identified in the framework.



In addition, respondents were able to provide free-text responses to these actions. Some key points that emerged from the actions on **increasing the use of digital technology to connect people in the borough** were:

- Digital platforms will not be accessible or appropriate for everyone, for example older people. Digital channels must be complimented with more traditional techniques.
- Some people may need training in order to use digital platforms. This could be achieved through joining with schools to get children and young people train others.
- “Will residents be protected from advertising, having their information sold on etc? What about data protection and data retention?”
- The council could use Facebook ads to connect with residents who are not already engaged with the council on social media.
- Many respondents were supportive of the My Tower Hamlets hub.

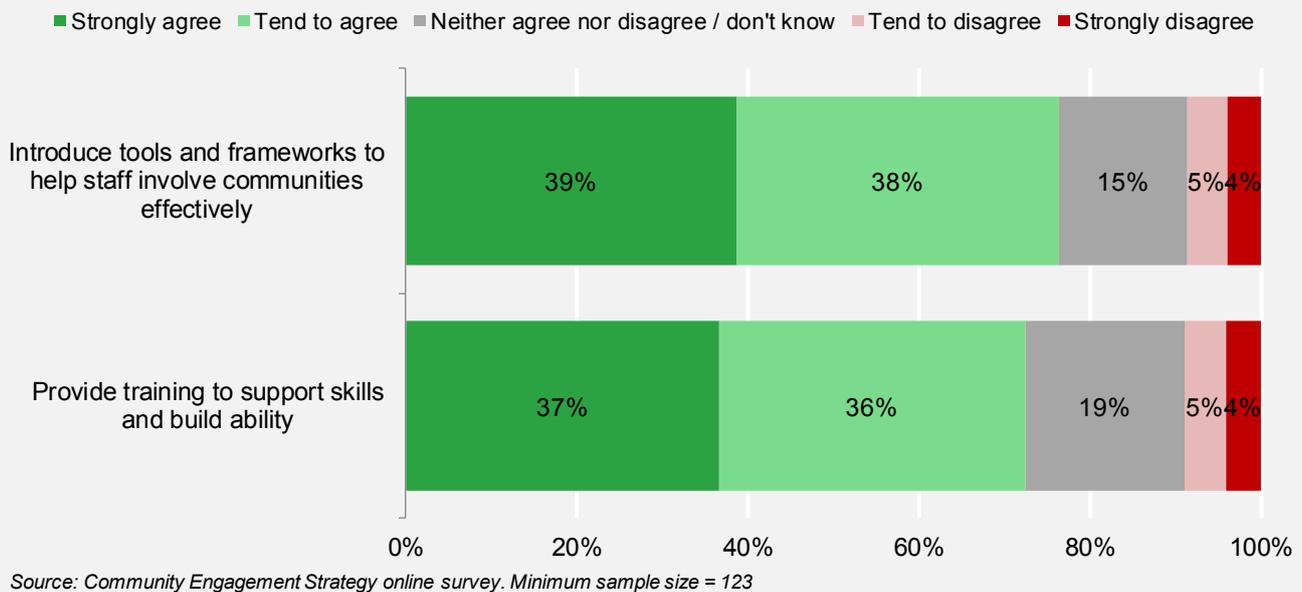
Key points about **promoting ways that people can get involved via digital technology** were:

- Many respondents felt that this was very important in making sure that residents are not excluded. However, others thought this was a ‘waste of time and money’ and it was not the council’s job to train people in digital skills.
- “Investment in ESOL alongside [digital skills training] will be important as many of those who are digitally excluded also speak English as a second language and can therefore struggle to understand information provided.”
- “If vulnerable people do not have these skills, they might not have the digital hardware either. A system of loaning people digital technology (smartphone, laptop, access to desktop computer in library) could be envisioned.”

### **Pledge 5: Enable**

Respondents to the online consultation were asked to comment on specific actions identified in the Community Engagement Strategy that will enable the council to achieve Pledge 5 (Enable). Two broad categories of action were given (see chart below) with more specific actions detailed in addition to these. The chart shows that the majority of respondents agreed with the actions identified in the framework.

**Online Survey Q: To what extent do you agree or disagree that this action will help us to achieve Pledge 5?**



In addition, respondents were able to provide free-text responses to these actions. Some key points that emerged from the actions on **introducing tools and frameworks to help staff involve communities effectively** were:

- “Toolkits are the lifeblood of any healthy local government organisation.”
- Community engagement shouldn’t be top down. The community should be involved in the development of the toolkit.
- A single point of contact for advice and resource would be very helpful for staff.
- The approach should remain flexible so that staff are able to adapt to the needs of the community. The toolkit should not be “one roadmap for how to do inclusive engagement. It should contain a suite of useful tools that can be adapted, ideas to take and experiment with.”
- “Staff need to be upskilled in involving communities more effectively. Surveys and focus groups don't work well anymore and there are many methods from other disciplines to draw from to bring engagement into the 21st century. I love that Tower Hamlets recognises this and is doing something about it.”
- Keeping the workforce trained will be a challenge if staff turnover is high.

Key points that emerged about the actions on **providing training to support skills and build ability** were:

- Training should not be limited to council staff. It should be available to partner organisations and residents.
- Training should be focussed on staff who are expected to deliver the commitments, rather than a blanket roll out for all staff.

## Recommended actions

Respondents to the face-to-face questionnaire were not asked to comment on the specific actions set out by the Community Engagement Framework. Instead, they were asked what they thought the council should do to bring about these commitments to community engagement. Suggestions included:

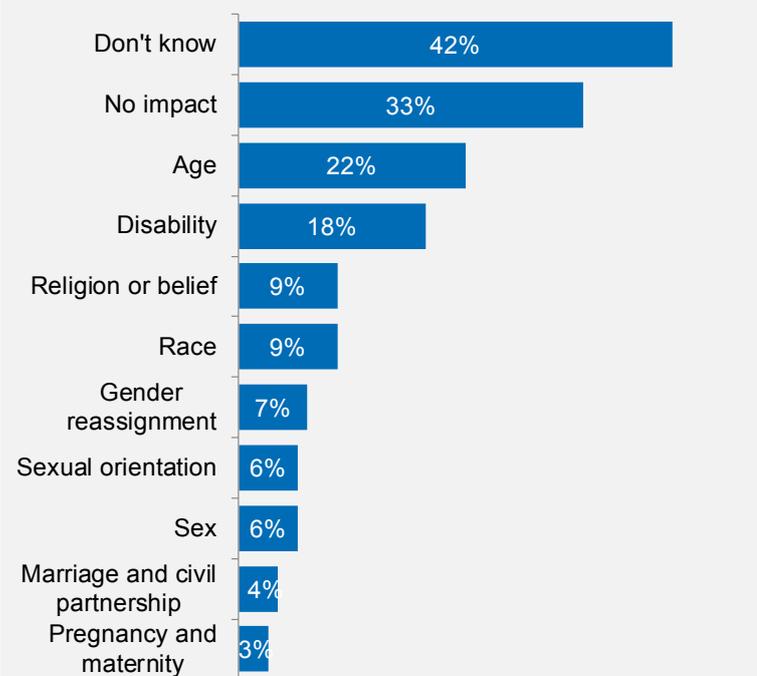
- Holding more public events that are widely publicised and are inclusive of all groups
- Publishing a detailed plan with measurable goals that can be tracked by residents
- Providing more training, tools and resources for organisations and residents
- Utilising social media
- Providing information in hard copy
- Involving young people more

## Equalities impact

Respondents to the online questionnaire were asked if residents with protected characteristics (as defined by the Equality Act 2010) would be negatively impacted by the draft Community Engagement Framework. They could select more than one option.

Of the consultation respondents who answered this question, 42% said they did not know if there was a negative equalities impact and 33% said that there would be no impact. However, 22% said there would be a negative impact in regards to age and 18% said there would be a negative impact in regards to disability. A smaller proportion of respondents said there would be a negative impact on other protected characteristics (see chart).

**Online Survey Q: In your opinion, are any of the following protected characteristics (as defined by the Equalities Act 2010) going to be negatively impacted by the draft Community Engagement Framework?**



Source: Community Engagement Strategy online survey. Sample size = 106  
Note: Respondents could select more than one option, so percentages do not sum to 100.

Respondents were asked to give free-text feedback about why they felt protected groups would be affected and what the council could do to mitigate against this. Key points were:

- The focus on online engagement will adversely affect older people, disabled people, those from low incomes, and other vulnerable groups who may not have access to these tools, the skills to use them, or the desire to be involved in this way.
- “Focusing on local communities can have the impact of silencing minority voices, or for part of their needs to be not be discussed due to concerns of how others might respond.”

- Meeting and event times need to take into account resident needs, for example not clashing with prayer times and normal working hours.
- Community events tend to focus around religious communities which can exclude those without a belief.

# Tower Hamlets Community Engagement Framework 2018-2021



# Foreword

The people of Tower Hamlets are our greatest asset. My main priorities are to make the council more transparent and accountable and to encourage more local people to get involved in shaping their neighbourhoods, council services and the future of the borough. This Community Engagement Framework, and the Transparency Protocol I launched in December 2015, will help make sure that residents remain at the heart of everything we do. This framework provides a model for a new kind of relationship with local people.



**John Biggs**  
Mayor of Tower Hamlets

It builds on how we currently involve our communities and outlines what we will do to improve the way we consult and involve local people over the next three years.

The current economic climate and continuous reductions in public sector spending by Central Government mean that we will need to make difficult decisions about our budget over the next few years. So it is more important than ever that we work together with the residents of Tower Hamlets to help us identify local priorities and develop solutions to the challenges we face.

I am grateful for all the input to this framework that we have received from local people and stakeholders. I will be leading this council's approach to community involvement and look forward to meeting and working with even more local people over the coming years.



# Our commitments

## 1. Involve

We will make our borough a better place to live by encouraging and helping residents to get involved in shaping local services.



## 2. Be open and connected

We will work openly and honestly, and keep connected to communities and partners so that they can help us improve our performance and shape our borough.



## 3. Keep it simple

We will make it easier for residents to have their say in decisions which affect them.



## 4. Share it

We will keep up with digital technology, so that residents can communicate with us across all platforms.



## 5. Enable

We will provide our staff with high-quality training and tools to design and deliver programmes of involvement which are effective, meaningful and inclusive.



# Introduction

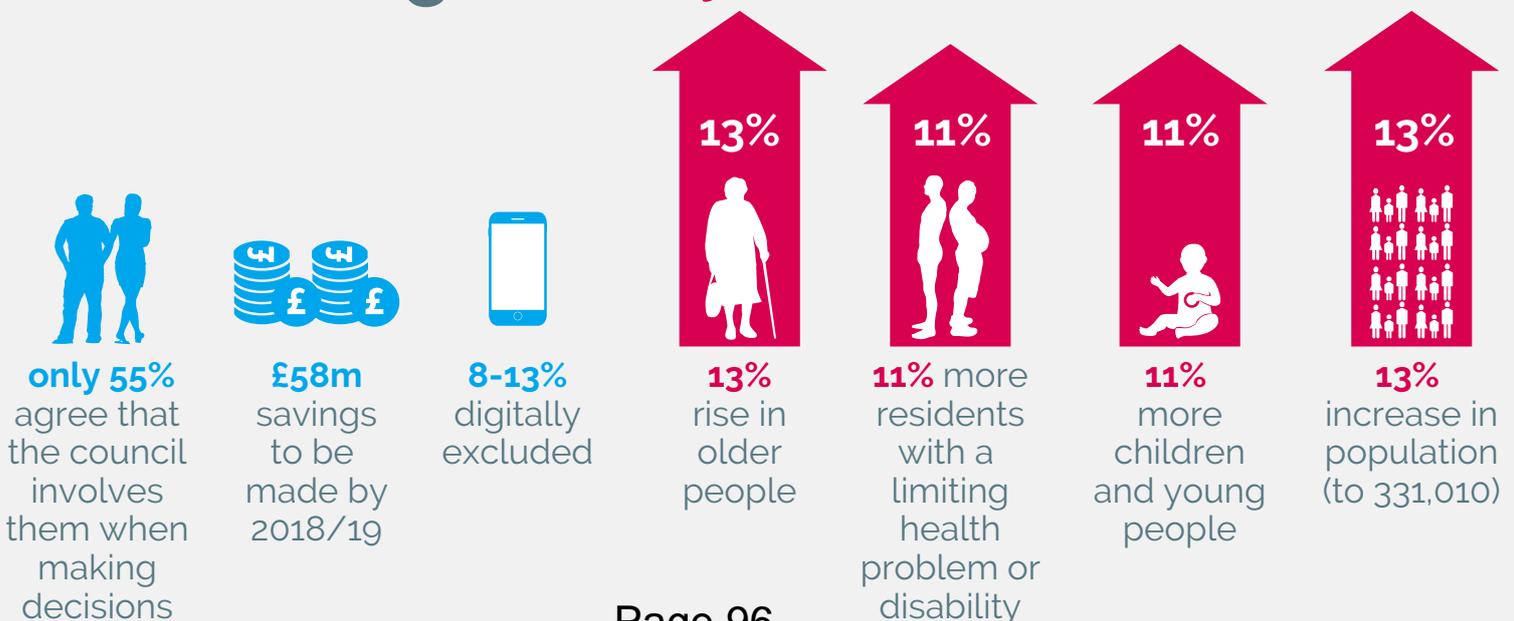
Councils are at the heart of local democracy. They provide leadership for the local areas and communities they serve, are accountable for a wide range of public services, and support the development of strong and prosperous communities. Tower Hamlets has one of the fastest-growing populations in London and is expected to be one of the fastest-growing local authority areas in England over the next 10 years. By 2020, the population in the borough is predicted to increase by 13%, rising to 331,010. Each year the borough experiences high numbers of people moving into or out of the area. One of the main reasons for this is international migration. The 2011 Census shows that the number of residents in Tower Hamlets born outside of the UK rose from 35% to 43% between 2001 and 2011, making it the 16th most diverse local authority area in the country, with over 90 languages spoken in the borough.

Our rapid population growth also coincides with significant changes across the public sector in recent years. Cuts to Government funding for local authorities have meant we have had to deliver savings of over £138m from 2010-2016, with a further £58m expected to be saved by 2018-2019. This presents a huge challenge to our ability to meet growing demand and means we have to find new ways of working to make sure we continue to secure the best outcomes for our residents.

The Community Engagement Framework 2018-2021 has been developed to allow and encourage local communities to play a greater and more active role in the things that matter most to them, and help decide the priorities for the borough, particularly as we enter this challenging period. Its aim is to improve the way in which we involve communities and open up more opportunities for residents and stakeholders to be heard.

## Our challenges

By 2020



# What will we do

## Pledge 1: Involve

We will	So that
<ul style="list-style-type: none"> <li>● Introduce a 'co-production framework' to help us work together with communities to develop council plans and commission all services (where appropriate), including jointly delivered services.</li> </ul>	<p>Services are better at delivering improved outcomes and customer satisfaction.</p>
<ul style="list-style-type: none"> <li>● Use co-production in commissioning, starting with adult social care, health and wellbeing, and youth and cohesion services (which bring people from different backgrounds together).</li> </ul>	
<ul style="list-style-type: none"> <li>● Co-produce new versions of key council plans, such as the Community Plan, Community Safety Partnership Plan and Health and Wellbeing Strategy.</li> </ul>	
<ul style="list-style-type: none"> <li>● Report to our cabinet each year on our progress on co-producing commissioning across the council, and make sure this information is easily accessible on our website.</li> </ul>	
<ul style="list-style-type: none"> <li>● Identify and involve community assets (things like physical spaces and the skills, knowledge, ability, resources, experience or enthusiasm of groups and individuals) to decide local priorities and design services.</li> </ul>	<p>Communities are recognised and valued as experts and put at the heart of deciding priorities and services.</p>

## Pledge 2: Be open and connected

We will	So that
<ul style="list-style-type: none"> <li>● Improve our 'Ask the Mayor' events by:               <ul style="list-style-type: none"> <li>– sharing local information relevant to the ward hosting the event;</li> <li>– providing opportunities for communities and partners to be involved; and</li> <li>– using digital tools (such as social media and short films) to improve how people can take part.</li> </ul> </li> </ul>	<p>Information and insight from local communities (community intelligence) are clearly reflected in the decisions we make.</p>
<ul style="list-style-type: none"> <li>● Improve council and committee meetings by introducing digital tools so that people can take part remotely, and introduce new features on our website to report on our performance.</li> </ul>	<p>Information is easily accessible to communities and open to scrutiny.</p>

## Pledge 2: Be open and connected

<ul style="list-style-type: none"> <li>● Establish a Strategic Partnership Board that is responsible for developing a borough-wide vision, and a new Community Plan which sets the priorities and outcomes for the borough.</li> </ul>	<p>Local people are better able to influence issues that affect their communities and be involved in improving their local area.</p>
<ul style="list-style-type: none"> <li>● Encourage and support communities to get involved through schemes such as neighbourhood improvement plans that are locally led.</li> </ul>	
<ul style="list-style-type: none"> <li>● Work with the voluntary and community sector to make sure there is appropriate support for building people's skills and developing communities.</li> </ul>	
<ul style="list-style-type: none"> <li>● Offer networking opportunities and events to encourage partnerships between local businesses, communities and the voluntary and community sector.</li> </ul>	

## Pledge 3: Keep it simple

We will	So that
<ul style="list-style-type: none"> <li>● Set out minimum standards for all of our involvement activities and make sure that people are aware of opportunities to get involved.</li> </ul>	<p>Local people find it easy to be involved with us and feel that they make a difference.</p>
<ul style="list-style-type: none"> <li>● Pilot the use of a range of involvement techniques, such as participatory appraisal, peer research, appreciative enquiry and others (see the main strategy document for more details).</li> </ul>	
<ul style="list-style-type: none"> <li>● Introduce an online involvement tracker to provide information on how feedback from consultation has shaped outcomes.</li> </ul>	
<ul style="list-style-type: none"> <li>● Introduce a consultation and involvement calendar that lists all opportunities to get involved in our consultation and involvement activity.</li> </ul>	<p>Local people are more aware of how and when to get involved.</p>
<ul style="list-style-type: none"> <li>● Support councillors to promote opportunities to get involved in local activities and decision-making, and work with the Young Mayor and the Youth Council to encourage young people to take part.</li> </ul>	
<ul style="list-style-type: none"> <li>● Set up permanent guidance and information points online, in the borough's Idea Stores and other key locations to promote the opportunities available to get involved.</li> </ul>	

## Pledge 4: Share it

We will	So that
<ul style="list-style-type: none"> <li>● Widen use of social media across key council services such as Community Safety and Public Health to offer new ways to interact with and involve residents.</li> </ul>	Local people are able to contact us through a range of digital methods that meet their needs.
<ul style="list-style-type: none"> <li>● Gain the Local Government Association's Social Media Friendly Mark.</li> </ul>	
<ul style="list-style-type: none"> <li>● Introduce an online 'My Tower Hamlets' hub to deliver a personalised and single point of access to key council services.</li> </ul>	
<ul style="list-style-type: none"> <li>● Encourage communities to use digital platforms such as Spacehive by promoting them through our website and social media.</li> </ul>	Local people are aware of digital services and are supported to use them.
<ul style="list-style-type: none"> <li>● Work with our partners to deliver initiatives to increase people's digital skills and confidence and look at opportunities to increase access to the internet for vulnerable people and other priority groups.</li> </ul>	

## Pledge 5: Enable

We will	So that
<ul style="list-style-type: none"> <li>● Develop and promote a 'community engagement toolkit' to support our staff and the wider community to design and deliver involvement activities that are effective and inclusive.</li> </ul>	Our staff have access to the tools and support they need to design and deliver involvement which is effective and inclusive.
<ul style="list-style-type: none"> <li>● Publish online resources to help our staff and partners to identify the range of voluntary and community groups operating in the borough and involve community assets.</li> </ul>	
<ul style="list-style-type: none"> <li>● Improve our training and development programme to include more training and professional networking opportunities for our staff.</li> </ul>	Our staff have the skills and confidence to involve communities and understand their needs.

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<p><b>Cabinet</b></p> <p>30 January 2018</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Ann Sutcliffe, Acting Corporate Director, Place</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Consultation on an Additional Licensing Scheme for Houses in Multiple Occupation</b></p>	

<b>Lead Member</b>	Cllr Sirajul Islam - Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance
<b>Originating Officer(s)</b>	David Tolley – Head of Environmental Health and Trading Standards
<b>Wards affected</b>	All apart from Weavers, Whitechapel, Spitalfields and Banglatown wards
<b>Key Decision?</b>	Yes
<b>Community Plan Theme</b>	A Healthy and Supportive Community

## Executive Summary

Houses in Multiple Occupation (HMOs) play a key role in meeting the housing needs of residents in the Borough. It is estimated that there could be as many as 9,000 HMOs within the Borough. It is recognised that there are many good landlords operating in Tower Hamlets, but unfortunately there are also those who do not maintain their properties leaving tenants at risk and giving potential problems to neighbouring properties. Enforcement action against landlords can be costly, resource intensive and notoriously complicated. The Environmental Health and Trading Standards Service deal with such issues on a mainly reactive basis where there is a mandatory duty to licence a premises or to take enforcement action.

There are currently 2 licensing schemes operating in Tower Hamlets and which are:

1. Mandatory HMO licences – for properties of 3 or more storey’s with 5 or more tenants from two or more households. This is Borough-wide.
2. Selective licences – this is required for any privately rented property irrespective of number of floors or tenants within Weavers, Whitechapel, Spitalfields and Banglatown wards.

There is now a proposal to introduce an Additional Licensing scheme and which will allow the focus from reactive to one of enabling and supporting landlords who wish to be compliant, whilst targeting those who do not wish to comply with the current standards ensuring that tenants are protected. The Additional Licensing Scheme will apply to any privately rented property with 3 or more tenants from 2 or more households across the Borough that are not already required to be licensed under either the Mandatory Licensing Scheme or the Selective Licensing Scheme.

## **Recommendations:**

The Mayor in Cabinet is recommended to:

- 1) Agree that a consultation exercise takes place on introducing an Additional Licensing scheme for HMOs outside the current Selective Licensing area
- 2) Agree that subject to consultation, the Additional Licensing Scheme will apply borough wide to HMOs of the descriptions set out in Appendix 3
- 3) Agree that the following proposals will form part of the consultation:
  - Fee Structure
  - Licence conditions
  - Amenity Standards
  - Fit and Proper Person Protocol
- 4) Note that once the consultation exercise has been completed, the responses will be analysed and then a report will be submitted to the Mayor in Cabinet for a decision as to whether to adopt an Additional Licensing Scheme.

### **1. REASONS FOR THE DECISIONS**

- 1.1 If the Council wishes to introduce an Additional Licensing scheme within the Borough for HMOs, then it is required to undertake a formal consultation on its proposals. This report seeks the approval to undertake such consultation.

### **2. ALTERNATIVE OPTIONS**

- 2.1 The Mayor in Cabinet can determine not to introduce an Additional Licensing scheme and therefore no consultation process would be required.
- 2.2 The Council could consider increasing the reactive enforcement approach in relation to HMOs dealing with cases as they are presented to the Team. A more proactive approach would need to be taken against the worst landlords, although experience has shown that this is resource intensive. There would need to be an increase in the current staffing arrangements. This places an additional burden on the General Fund rather than against those who are making a profit from renting out HMOs.
- 2.3 Instead of consulting on a Borough wide Additional Licensing scheme (excluding the current selective licensing area), an area based Additional Licensing scheme could be consulted upon. This is not recommended as the report in Appendix 1 demonstrates a need for a broader scheme and this would further fragment the approach to the regulation of HMOs across the Borough.
- 2.4 Further given the increasing dependency in the Borough on the private rented sector, it is recognised that HMOs play a vital part in the Housing sector.

Although it is recognised that there are some areas in which they occur in concentration, an area based scheme would cause inconsistency in regulation and confusion amongst landlords and tenants.

### **3. DETAILS OF REPORT**

- 3.1 HMOs are properties that are occupied by at least 3 different tenants, forming more than 1 household whereby the tenants share facilities such as cooking or sanitary facilities.
- 3.2 The definition of a HMO includes bedsits, shared houses, flats, lettings with their own facilities but which are not self-contained, and some types of poorly converted self-contained flats. The full legal definition is set out in Appendix 2.

#### **Existing Controls on Houses in Multiple Occupation**

##### *Mandatory Licensing*

- 3.3 In 2006, the Housing Act 2004 introduced a national mandatory licensing regime for larger HMOs. This is a property that is occupied by 5 or more persons comprising 2 or more households, living in a property of 3 or more storeys where the units of accommodation are not fully self-contained or the bathroom, toilet or kitchen is shared.
- 3.4 A licence is issued on application and the licence holder and property managers declare that they are fit and proper persons to manage such properties. Conditions are attached to the licence that covers property management, fire safety and general safety certification. The licence is for a period of 3 years and the licence holder is subjected to periodic verification requests i.e. fire safety certificates, gas safety certificates are up to date.
- 3.5 There are around 300 mandatory licensed HMOs in the Borough, although this number is fluid as properties fall in and out of the licensing criteria.

##### *Selective Licensing*

- 3.6 In order for a Selective housing licensing designation to be made, the Council must demonstrate that the designated area is experiencing a significant and persistent problem caused by anti-social behaviour (ASB) and that it is attributable to occupiers of privately rented properties and that some or all of the private sector landlords are failing to take action that it would be appropriate for them to do to combat the problem. New rules from Central Government also allow selective licensing schemes to be considered where there is evidence of widespread poor property conditions, or where there are high levels of crime, inward migration, and/or deprivation. A Selective Licensing scheme covers all private rented property, including HMOs.
- 3.7 On 2<sup>nd</sup> February 2016 the Mayor in Cabinet agreed to introduce a Selective Licensing Scheme for the pre 2014 wards of Whitechapel, Weavers and Spitalfields and Banglatown. This Scheme came into force on 1<sup>st</sup> October 2016.

- 3.8 With effect from 1<sup>st</sup> April 2015 the Government introduced a new General Approval and which requires local authorities to obtain confirmation from the Secretary of State for any selective licensing scheme which would cover more than 20% of their geographical area or would affect more than 20% of privately rented homes in the local authority area.
- 3.9 Currently, the Council is operating just under this threshold, so if an extension to the current Selective Licensing Scheme is required then Secretary of State's confirmation is needed. To date, with the exception of LB Newham who successfully re-submitted an application to have an all Borough Selective Licensing Scheme less the Olympic Village wards, no other Authority is believed to have received approval from the Secretary of State for a Scheme.
- 3.10 A request will be sent to the Secretary of State to explore the feasibility of extending the Selective Licensing Scheme to the whole Borough. This will be done separate to the proposed consultation exercise for additional licensing.

#### *Landlord Accreditation*

- 3.11 This is a mechanism that helps landlords or agents meet agreed standards of competence, skill and knowledge about the business of managing and letting a private rented home. In order to be accredited, landlords and agents must go through specific training. The Council actively supports this process as it may avoid intervention from the Environmental Health and Trading Standards Service, although take up within the Borough has been rather low.

#### *Landlords Forum*

- 3.12 The Landlord Forum is an open forum run by Housing Strategy. It uses a network to provide information to landlords and agents. It is held several times a year and is used as a launch pad for several initiatives such as the Tenants Charter.

#### *Reactive Enforcement Action*

- 3.13 The Environmental Health and Trading Standards Service has a direct response to deal with service requests from tenants who live in private rented property, including HMOs. Issues that are identified are dealt with in accordance of statutory powers and advice. Such action includes securing improvements by service of notices, prohibiting the property or parts of it from use due to poor conditions and then to prosecution.

#### **Consideration of Additional Licensing**

- 3.14 The Government recognises that issues of poor management and facilities in HMOs are not confined to those that are regulated by mandatory HMO licensing. Therefore the Housing Act 2004 gives powers to local authorities to require certain other private rented accommodation to be licensed in specific circumstances.
- 3.15 In order for an Additional Licensing designation to be made, it must be demonstrated that a significant proportion of HMOs in their area are considered to be managed sufficiently ineffectively as to give rise, or likely to

give rise to one or more particular problems for those occupying HMOs or for members of the public.

3.16 Examples of properties being managed sufficiently ineffectively and therefore having a detrimental effect on an area are;

- Whereby the external condition and curtilage adversely impacts on the general character and amenity of the area.
- Where the HMO has not been set up to meet the needs of the number of people living there, for example, because it lacks adequate fire precautions; insufficient kitchen, bathroom or toilet amenities; bedrooms are undersized, etc.
- Whereby the internal condition, such as poorly maintained amenities, leaks, damp and dirty conditions, pest infestations or overcrowding adversely impact on the health safety and welfare of the tenants and the landlords are failing to take the appropriate remedial action.
- Where there are significant and persistent problems of anti-social behaviour affecting other residents and/or the local community and the landlords are not taking steps to address the issues.
- The lack of management or poor management skills or practices is otherwise adversely impacting on the health, safety and welfare of the tenants and/or the wider community.

3.17 If Additional Licensing was adopted across the Borough this would create a level operating platform for all landlords in relation to HMO standards. It would also discourage landlords who reduce their occupancy levels to avoid mandatory licensing. The Selective Licensing area of Weavers, Whitechapel, Spitalfields and Banglatown wards will be excluded however from the Additional Licensing area as private rented properties regardless of their occupation and size must be licensed under that scheme and therefore the additional licensing scheme does not apply. Likewise, the Additional Licensing Scheme would not apply to an private rented properties to which mandatory licensing applies.

3.18 An Additional Licensing designation would place a legal responsibility on the landlord to identify themselves, the property and any management arrangements. This would reduce the difficulty in Council Officers having to identify these premises. There would be a single point of contact as well as clear lines of responsibility should complaints from tenants be received. Such complaints can then be investigated and addressed more promptly.

3.19 It is proposed that the introduction of such a licensing scheme for HMO's would be the best way to regulate such premises by:

- Targeting resources at the properties and management arrangements of most concern.
- Promote engagement with landlords, tenants and agents with an involvement with HMOs.

- Assist with raising standards in the private rented market in relation to health, safety and welfare of the occupants – thus reducing the need for expensive intervention strategies.
  - Helping to improve standards of fire safety which are a particular problem in HMOs, benefitting HMO occupiers and people who live in neighbouring properties
  - Enable licensed HMOs database to be published on the Council's website.
  - Assist with the identification of the worst properties to enable the Services to work with landlords and managing agents to bring them up to standard
  - Enable local residents, occupiers or potential occupiers to inform the Council of any HMO's which they think need a licence but do not have one.
  - Prevent overcrowding by setting limits as to the number of permitted occupiers.
  - Assist with reducing any associated detrimental impacts upon local neighbourhoods and reducing the number of complaints
  - Ensure that criminal landlords are targeted and dealt with appropriately and to make certain that only those proven to be fit and proper persons can have control over an HMO
  - Promote engagement between enforcers (such as Environmental Health and Trading Standards depts) with the various tenants' advice services to tackle poor practice and exploitation of tenants by local landlords.
  - Helping to prevent exploitation of tenants by ensuring that they are issued with lawful tenancies and are aware of their rights, keeping people secure in their homes and preventing illegal evictions.
  - Making sure that HMOs can take their proper place among other dwelling types in the housing market, and that they are not a choice of last resort.
- 3.20 If an Additional Licensing scheme is introduced, focus should be on enabling and supporting landlords who are, or wish to be compliant, whilst targeting those landlords who do not wish to comply with the legislation for enforcement action.
- 3.21 The details of a proposed additional licensing scheme are contained in Appendix 3.
- 3.22 The proposed licensing terms and conditions are contained in Appendix 4, along with the Fit and Proper person criteria at Appendix 5.
- 3.23 The standards that are currently used in relation to HMOs have been reviewed and updated and will be part of the consultation process to adopt an additional licensing scheme. These standards are detailed in Appendix 6.
- 3.24 Within the analysis from Mayhew and Harper (see Appendix 1), it has been concluded that evidence for Additional Licensing has been identified with a

recommendation that it is introduced Borough-wide except in the wards where Selective Licensing currently operates.

- 3.25 The data provided in the report by Mayhew and Harper has shown that the problems associated with HMOs are not in single or small numbers and which could effectively be tackled by an Interim Management Order where the management of the residential property is transferred to the Housing Authority for up to twelve months, if approved by a Residential Property Tribunal.
- 3.26 Additionally, the conditions outlined in the report would not be addressed by taking a course of action available under the Housing Health and Safety Rating Scheme or with Demolition Orders. This is due to the scale and nature of the issues identified.
- 3.27 It is also proposed that poorly converted blocks of self-contained flats would form part of the scheme as such are known to present a higher fire risk and are specifically defined in section 257 of the Housing Act 2004. This relates to 'converted block of flats' which is any building (or part of a building) which that has been converted into and consists of, self-contained flats and
- The conversion work was not done in accordance with 'appropriate building standards' (appropriate building standards means the 1991 Building Regulations) and
  - Less than two-thirds of the self-contained flats are owner-occupied.
- 3.28 Many such properties were converted a number of years ago and as such, would not be able to be dealt with through Planning or Building Control enforcement. It is proposed that an Additional Licensing scheme would apply to these units and the common parts.

**Additional licensing scheme within the overall housing strategy**

- 3.29 The tenure mix in Tower Hamlets has changed dramatically and at a very rapid rate over the last 20 years. Social rented housing used to provide homes to the vast majority of Tower Hamlets residents now provides just 36 per cent of the housing in the borough. The private rented sector is now the largest single tenure, with 39 per cent of the Borough's homes rented from a private landlord.
- 3.30 To reflect this, for the first time the Council's Housing Strategy has an appendix 3 detailing our approach to private renting: the Private Sector Housing Strategy. In the Council's Housing Strategy 2016 – 2021, the Mayor has committed to improve the private rented sector. Contributing to this commitment, Action 21 of the Strategy is to "review Selective and Additional Licensing schemes for the private rented sector".
- 3.31 The Private Sector Housing Strategy gives more detail. Specifically at Part 4.1.5 it states: "After the CLG [the Department of Communities and Local Government] reach a decision on whether to extend the scope of mandatory

HMO licensing, the Council will consider introducing an additional licensing scheme for Houses in Multiple Occupation either across the borough or in specified areas; and to apply this either to all HMOs or to certain types of HMO.”

- 3.32 The CLG’s technical consultation on the extension of the mandatory HMO scheme proposes to exclude purpose-built blocks of flats. Such blocks comprise most of Tower Hamlets’ housing stock. In 2011, 85% of all private sector homes were flats, and because 70% of the stock was built after 1945, these are overwhelmingly in purpose-built blocks. These figures include former local authority flats sold under the ‘Right to Buy’ programme – and the proportion of purpose-built blocks is even higher within social housing.
- 3.33 The Council’s Housing Strategy notes: “Many HMOs in the borough do not fall under the current provisions of the mandatory licensing scheme. These include a significant proportion of former Council stock sold under Right to Buy and now let by the room to multiple families and to young people. With a lack of affordable homes, the impact of welfare reform, and increasing private sector rents, it is likely that many households will adopt this tenure in order to remain in Tower Hamlets. “
- 3.34 The Housing Strategy also notes that around 15,000 ex-Council homes have so far been bought in Tower Hamlets under the ‘Right to Buy’ programme – and that an estimated 6,000 of these are now being let, often as HMOs, by private landlords. The numbers are increasing: more than 3,000 flats were sold in the 4 years from April 2012, and the extension of the right to housing association tenants could lead to an ever greater concentration of flats in multiple occupation on Tower Hamlet’s estates. Most of these flats are in purpose-built blocks. Historically, lease agreements are weak in relation to sub-letting and place few if any restrictions on the use of the property as an HMO.
- 3.35 The Housing Strategy identifies registered housing providers’ increasing concerns that these privately-let flats in multiple occupation are often seriously overcrowded and have led to anti-social behaviour, such as noise nuisance and fly-tipping, and drug-related criminal behaviour on the borough’s estates.
- 3.36 The Council Housing Strategy states that the council “wants to use landlord licensing to tackle anti-social behaviour associated with private renting, deal with poor housing standards and assist in improving the overall management of private rented accommodation”.
- The licensing scheme assists with a co-ordinated approach*
- 3.37 Homelessness: Tenants of flats in multiple occupation are amongst the most vulnerable and insecurely housed. Additional Licensing would allow us to identify their landlords and then to work with and educate them as part of our homeless prevention work. We are confident that this would reduce unlawful eviction and contribute positively to tenancy sustainment work.

- 3.38 Empty properties: There are privately owned properties lying empty in Tower Hamlets. There is an undoubted housing need in Tower Hamlets, and these vacant properties could provide much needed accommodation. Many of these properties are in a neglected state and have a damaging effect in the areas in which they are located.
- 3.39 The Council keeps a record of long term empty properties (those which have been empty for over a year) in the private sector by ward. At present, derived from the last report produced by from Council Tax records there were 84 properties across the Council in various wards.
- 3.40 At the last stock condition survey there were approximately 1,500 homes empty for six months or more and currently considerable efforts are made to bring these back into use. This Landlord Licensing Scheme may help us in identifying owners, encouraging them to bring properties back into use.
- 3.41 Anti-social behaviour: in some instances private letting by leaseholders in former Right-to-Buy flats has led to serious overcrowding and anti-social behaviour such as noise nuisance fly-tipping, and drug-related criminal behaviour on estates owned by the council and its housing association partners. In addition, partners report that parties in Airbnb-style short-term lets is a growing problem for their tenants. In October 2016, the Council met with Tower Hamlets Homes and key local Housing Associations Poplar HARCA, Swan, and East End Homes, to begin to formulate a response to these issues. The attendees confirmed that these are significant concerns, and asked that work on a shared approach be explored by the Tower Hamlets Housing Forum.
- 3.42 In February 2017, the Council established a working group of Registered Providers through THHF to pursue this work. The group includes representatives from East End Homes, Genesis, London & Quadrant, Poplar HARCA, and Tower Hamlets Homes. On 12 May 2017, the group recommended that all providers in the borough contribute strong support to the case for implementing Additional Licensing in the borough.
- 3.43 Regeneration: the Council's regeneration remit is aimed at both economic and physical renewal and primarily carried forward through our Local Plan and growth policies. However, the private rented sector is primarily amenable to those aims through our Housing Strategy: and Additional Licensing is a key part of that strategy.
- 3.44 Where the Environmental Health team receive reports of flats in multiple occupation, it is not unusual to find that the layout has been altered to maximise the spaces that can be let out. Frequently no fire or safety precautions are taken prior to the property becoming multiply occupied. Such accommodation presents fire risks not only to the occupiers but also to people living in neighbouring dwellings. Because demand is so high, landlords can at present confidently market dangerous and overcrowded accommodation in the knowledge that rental income is high with minimal risk of discovery by the local authority.

3.45 Additional Licensing would enable the Council to enforce minimum safety standards without having to rely on the reports of vulnerably housed tenants. Many tenants of such properties are vulnerable. Frequently they are forced to accept cramped, potentially dangerous and unsuitable accommodation. However, they are often reluctant to complain to their landlords or to the Council for fear of retaliation by their landlord, because they do not understand their rights, or because it is hard to find alternative accommodation. With the introduction of additional licensing, the Council's enforcement work will no longer have to rely on tenants' reports – or on reports from neighbours and housing providers which are reactive, unreliable and limited, undermining the Council's ability to take the strategic response needed.

*How the scheme will assist with the housing strategy*

3.46 Part 6 of The Housing Strategy focuses on the private rented sector, setting out the commitment to ensure that the standards of accommodation for people in private rented housing are good – not only by weeding out the bad landlords who give the sector a poor reputation but also by working to professionalise the sector, supporting “amateur” and small landlords to provide decent, well-managed homes to their tenants.

3.47 Part 4.4 of The Private Housing Strategy sets out steps that council will take to professionalise the sector including through a reinvigorated landlords' forum; by providing landlords with e-bulletins, information and training sessions, energy efficiency schemes and customer panel; by incentivising landlords to join the London Landlord Accreditation Scheme; and requiring landlords who breach licensing conditions to attend The London Landlord Accreditation Scheme.

3.48 Additional Licensing will go a very long way to remove the major obstacle to all these initiatives: the difficulty we have identifying those “amateur” and small landlords in order to engage with them, especially those who operate at the cheapest end of the market. Again, this is a particular concern for Registered Providers whose leaseholders let out the flats in multiple occupation we wish to bring into the Additional Licensing scheme.

3.49 Once a landlord of a HMO is licensed, we can not only impose conditions through the licensing scheme, but we can also provide a broad range of support and education in order to promote good practice.

3.50 Part of the strategic commitment to improve and professionalize the private rented sector is our adoption of a Tower Hamlets Private Renters' Charter. Launching on 29 June, the Charter was developed with a broad range of advice agencies, landlord bodies, and tenants' groups. It sets out clearly the standards that all tenants can expect when they rent from a private landlord in the borough, and also the steps that the council and its partners will take to support those standards in individual cases. The Council will publicise the Charter actively and widely: its central purpose is to reach out to landlords

and, of course, tenants in the borough, raising awareness of tenants' rights particularly with those groups that are currently least aware.

- 3.51 In the first phase of the Charter, we do not intend landlords and agents to sign. In large part this is because it is so difficult to identify them. Additional Licensing would allow us to identify landlords of flats in multiple occupation in preparation for the second phase of the Charter in which we aim to use it as a Quality Mark for local landlords.

*Any alternatives such as an accreditation scheme*

- 3.52 The Housing Strategy commits the council to supporting the London Landlord Accreditation Scheme. As a result, the Council has joined the steering committee of the scheme and now hosts regular training sessions for Tower Hamlets landlords. However, take-up as a proportion of the number of landlords in the Borough is negligible. Additional licensing can be used as a means of supporting the take-up of accreditation by the smaller, "amateur" and "accidental" landlords who are currently unaware of the scheme.

#### **Criteria to Consider before introducing an additional scheme**

- 3.53 In order to consider establishing an additional licensing scheme the Housing Act 2004 requires that certain criteria must be met. These are detailed in italics below;
- 3.54 *The Authority must consider that a significant proportion of the HMOs of the description to be included in the area are being managed sufficiently ineffectively as to give rise, or likely to give rise, to one or more particular problems either for those occupying the HMO or for member of the public.*
- 3.55 This evidence is outlined in the report by Mayhew Harper Associates in Appendix 1.
- 3.56 *The Authority must have regard to any information regarding the extent to which any codes of practice approved under section 233 of the Housing Act 2004 have been complied with by persons managing HMOs in the area:*
- 3.57 The Council has had regard to the following Codes of Practice under section 233 in relation to the management of student housing and for the purposes of schedule 14 which lists buildings which are not HMOs for the purpose of the Housing Act 2004
- The ANUK/Unipol Code of Standards for Larger Developments for Student Accommodation Managed and Controlled by Educational Establishments
  - The Universities UK/Guild HE Code of Practice for the Management of Student Housing

- 3.58 *The Authority must consider whether there are other courses of action available to them that might prove an effective method of dealing with the problem.*
- 3.59 Consideration of this is contained in section 2 of the report.
- 3.60 *The Authority must consider that making the designation will significantly assist them in dealing with the problems highlighted.*
- 3.61 This is considered in paragraphs 3.17 -3.20 above.
- 3.62 *The Authority must consult persons who are likely to be affected by the designation and consider any representations.*
- 3.63 Authorisation for a consultation is now being sought in the recommendations of this report.
- 3.64 *The Authority must consider that the exercise of this power is consistent with the Authority's overall Housing Strategy.*
- 3.65 Paragraphs.3.29 to 3.36 above consider the proposal on the overall Housing Strategy.
- 3.66 *The Authority must seek to adopt a co-ordinated approach in connection with dealing with homelessness, empty properties and anti-social behaviour and as regards to combing licensing with measures taken by other persons.*
- 3.67 These matters have been considered within the main body of this report, specifically but not limited to paragraphs 3.3 to 3.13 and 3.34 to 3.39 above.
- 3.68 *Monitoring* – the scheme will be monitored part way through to ensure that the improvements to HMOs are being achieved.

### **Consultation Process**

- 3.69 If the Council is to designate an additional licensing scheme, then a formal consultation will need to be carried out. The consultation will include:
- On line questionnaires
  - Use of Social Media
  - Mailshots to estate agents, managing agents, landlords and tenants groups
  - Landlord workshops
  - Newspaper adverts
  - Local residents
- 3.70 The proposed consultation would inform the final decision making process. The consultation will inform interest groups of the main key points of the scheme.

- 3.71 The Council will take reasonable steps to consult persons who are likely to be affected by the designation and consider any representations made in accordance with the consultation.
- 3.72 The proposal outlined in appendix three along with the proposed amenity standards and licence conditions will be consulted with local residents, tenants, landlords, agents and other members of the community who live or operate businesses or provide services within the proposed designation and surrounding area.
- 3.73 The consultation will give a detailed explanation of the proposed designation, explaining the reasons, how it will tackle specific problems and the benefits. Once the consultation has been completed the results will then be published and made available.
- 3.74 The fee structure will be the same for that of selective licensing as detailed in Appendix 3.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 This report sets out for consideration whether a consultation exercise is carried out on the introduction of an Additional Licensing scheme for Houses in Multiple Occupation. The proposed Additional Licensing scheme will only impact on HMOs that sit outside the current Selective Licensing area with the proposed that the same fee structure is applied.
- 4.2 The rationale for the proposed Additional Licensing scheme set out in the body of the report states, the Authority must consider that a significant proportion of HMOs are being managed sufficiently ineffectively and that designation will significantly assist in dealing with the problem. Regulating the premises through the licensing scheme will enable a co-ordinated approach to be undertaken. If the scheme is approved, the additional burdens placed on the general fund would be covered by the licence.
- 4.3 If the decision is made to carry out the consultation exercise, the cost will be funded from within the service revenue budget. The fee has been calculated to enable the Council to levy a reasonable charge for a licence. The full costs including administration and enforcement in relation to any final proposal will be financially neutral for the authority over the five year period of the licence.

#### **5. LEGAL COMMENTS**

- 5.1 This report is asking the Mayor in Cabinet to agree that a consultation exercise takes place on introducing an Additional Licensing Scheme for HMOs outside the current Selective Licensing area.
- 5.2 The Housing Act 2004 ('the 2004 Act') makes provision for 3 types of private rented property licence as follows:

- (i) Mandatory Licensing: A Landlord must seek a licence from the Council in cases where a property is in multiple occupation and that property comprises 3 or more storeys and is shared by 5 or more people living in 2 or more households [Section 61 of the 2004 Act].
- (ii) Selective Licensing: Selective licensing zones were introduced to deal with specific problems where an area is experiencing one or more of the following conditions: low housing demand (or is likely to become such an area); a significant and persistent problem caused by anti-social behaviour; poor property conditions; high levels of migration; high level of deprivation; and/or high levels of crime. All privately rented properties within a selective licensing zone, regardless of their occupation and size, must be licensed [Section 80 of the 2004 Act].
- (iii) Additional Licensing: The Council can introduce an Additional Licensing Scheme to an area within Tower Hamlets or the whole of Tower Hamlets where the Council is satisfied that a significant proportion of the HMOs of that description in the area are being managed sufficiently ineffectively as to give rise, or to be likely to give rise, to one or more particular problems either for those occupying the HMOs or for members of the public. To be a HMO in such a scheme the property must be shared by 3 or more tenants living in 2 or more households and not be a property that requires either a mandatory licence or a “selective scheme” licence. [Section 56 of the 2004 Act].

5.3 Prior to the Council making an Additional Licensing Scheme, the Council has a statutory duty to take reasonable steps to consult persons who are likely to be affected by the designation; and consider any representations made in accordance with the consultation and not withdrawn.

5.4 As to consultation, the Council must also comply with its common law duty and which imposes a general duty of procedural fairness when exercising functions which affects the interests of individuals. This requires:

- (a) that the consultation be at a time when proposals are still at a formative stage and the proposals are still formative.
- (b) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response and paragraphs 3.53 to 3.68 and Appendix 1 sets these out and which justify going out to consultation on an Additional Licensing Scheme. Indeed, in the report of Matthew Harper Associates Limited at Appendix 1 they state “..... *it is recommended that Additional Licensing be introduced borough-wide except in wards where Selective Licensing currently operates. The report provides the evidence and analysis to support these recommendations and includes a property level database which can be used for further analysis as required;* and
- (c) adequate time must be given for consideration and response. Most consultations can be satisfactorily undertaken in four (4) to six (6)

weeks but due to the extent of the area to be included there will be a 12 week consultation period and which is appropriate in the circumstances.

- 5.5 Once the consultation exercise has been completed, the responses will be analysed prior to a report being submitted to the Mayor in Cabinet for a decision as to whether to adopt an Additional Licensing Scheme. That report will give a summary of the feedback and will set out detailed reasons addressing the statutory considerations that need to be applied so as to enable an informed decision to be made.
- 5.6 In its consideration of this Report and its recommendations, the Mayor in Cabinet must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). There is some information in the report relevant to these considerations in paragraph 6 below and Appendix 7.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 The Equalities Impact Assessment and which is at Appendix 7 has been reviewed in respect of the consultation exercise and no adverse issues have been identified.
- 6.2 Through the Landlord's compliance with specific licensing conditions there will be an indirect but positive secondary impact upon those tenants living in the Private Rented Sector. This will be derived through raising the housing standards in relation to health, safety and welfare of the occupants of those who are living in HMOs.
- 6.3 Further information may be gathered during the consultation phase regarding the recipients of the positive impacts listed above. Following consultation and adoption of any recommended practice, once identified there will be continued monitoring and reviewing the impact of the policy on these groups.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 The Council is fulfilling its best value duty by considering that those landlords that impose a cost on managing anti-social behaviour contribute financially to its regulation

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 There are no environmental impacts with regards to this scheme, however it is likely that cold and damp properties that are identified will be made more energy efficient.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 If an Additional Licensing Scheme is introduced then this could be subject to legal challenge by landlord associations

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 The Appendices to the report identifies the current anti-social behaviour statistics data. If adopted, the scheme should have a downward pressure on the number of anti-social behaviour incidents and complaints.

## **11. SAFEGUARDING IMPLICATIONS**

- 11.1 An inadvertent outcome of the additional licensing scheme may be to enhance safeguarding provisions for children and adults within rented accommodation. Any action that improves the living conditions and tenancy security of renters would have an impact on their wellbeing. Visits to properties by regulators may highlight concerns around exploitation of renters which then can be signposted to other agencies.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

None

### **Appendices**

Appendix 1: the potential for an extension of discretionary licensing in the London Borough of Tower Hamlets

Appendix 2: Definition of a House in Multiple Occupation

Appendix 3: Tower Hamlets Additional licensing scheme proposal

Appendix 3: Proposed schedule of licence conditions

Appendix 5: Fit and Proper person criteria

Appendix 6: Houses in Multiple Occupation – rented housing property standards

Appendix 7: Equality Impact Assessment – checklist

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

None

**Officer contact details for documents:**

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# **The potential for an extension of discretionary licensing in the London Borough of Tower Hamlets**

**Dr Les Mayhew  
Gillian Harper  
Mayhew Harper Associates Ltd.**



**Neighbourhood  
Knowledge Management**

**Executive Summary**

## *Potential for Extension of Discretionary Licensing*



The London Borough of Tower Hamlets commissioned Mayhew Harper Associates Ltd. to undertake further research of the privately rented sector in the borough. The purpose was to evaluate the case for an extension to the discretionary licensing of private landlords, either Additional or Selective Licensing or both.

Housing in Tower Hamlets is in great demand. Between the 2001 and 2011 Censuses the number of homes grew by 25.7% to 101k. Our own analysis of the Local Land and Property Gazetteer estimates that there is currently 128k homes of which an estimated 81.5k are privately owned.

Significantly, private landlords now provide more homes than any other sector in Tower Hamlets. Indeed, it is highly significant that the private rented sector grew by 135% between 2001 and 2011 whereas social housing fell by 2.7% based on the Census.

The current population of Tower Hamlets stands at 297k but this is projected to grow to 364k by 2026, or by 22.5%. The acute shortage of affordable housing has resulted in high numbers of homeless families and thousands living in overcrowded properties whilst many newer properties in the south stand empty or under-occupied.

The Borough housing strategy is concerned with creating more choice for such households, but it also wishes to ensure that the standards of accommodation for people in private rented housing are as good as they can be especially in the older-builds.

Licensing properties gives Tower Hamlets greater control over housing standards and so is an important tool for weeding out poor landlords and improving the quality of accommodation

Selective Licensing of all private rented properties, introduced in October 2016 and due to run for five years, already operates in three wards - Whitechapel, Weavers, Spitalfields and Banglatown. The designated areas are those which suffer or are likely to suffer from significant and persistent anti-social behaviour (ASB).

Under Additional Licensing a council can impose a license on other HMOs in its area which are not subject to Mandatory or Selective Licensing, but where the council considers that poor management of the properties is causing problems either for the occupants or the general public.

Additional licensing applies to private rented properties in multiple occupations that are shared by three or more tenants living in two or more households. This excludes HMOs that require a mandatory licence which applies to properties with three or more storeys, shared by five or more people living in two or more households.

Under Additional Licensing a Local Authority can specify the maximum number of

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people who can occupy the house and live in separate households, attach conditions relating to the management of the building, and also make sure that amenities are kept up to standard.

For example, this research estimates there are up to 18,000 HMOs based on the extended definition of HMOs with no limit on storeys and 3 or more adults of which approximately half are believed to contain three or more adults.

The case for extending selective licensing to the whole borough which would cover all privately rented properties and not just HMOs is also very strong in some wards more than others, but in order to introduce it a case would need to be made to the Secretary of State for approval.

Based on the evidence of recent failed applications by other boroughs to introduce similar schemes covering over 20% of their private rented sectors, it is not recommended that Tower Hamlets follows this path.

We found that, whilst existing Selectively Licensed areas comfortably meet this condition, there was a very small theoretical margin to extend it. However, after testing a range of options, we concluded that widening the present scheme would have limited impact and result in significant practical problems.

On this basis it is recommended that Additional Licensing be introduced borough-wide except in wards where Selective Licensing currently operates. The report provides the evidence and analysis to support these recommendations and includes a property level database which can be used for further analysis as required.

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*September 2017*

### **1. Introduction**

## *Potential for Extension of Discretionary Licensing*



The London Borough of Tower Hamlets commissioned Mayhew Harper Associates to undertake further research of the privately rented sector in the borough. This report produces independent evidence to evaluate the case for an extension to discretionary licensing in the borough by determining:

1. Whether there is sufficient evidence for the Council to bring in an additional licensing scheme across the Borough. If such a scheme was introduced it would cover all HMOs irrespective of number of storeys where there are 3 or more tenants but would exclude those wards already operating Selective Licensing schemes.
2. Whether there is evidence available for the Council to request the Secretary of State to enable a Selective Licensing scheme designation to be permitted across the whole Borough adding to the existing Selective License schemes already operating.

The research builds on previous work completed in 2013 by demonstrating links between private renting and the incidence of poor housing conditions. It takes into account changes in the housing and rental markets since and updates the previous analysis produced then.

In addition, it uses expanded criteria introduced by the Government in March 2015 for the introduction of Discretionary Licensing schemes by contextualising the evidence to include potential associations between private renting and deprivation and immigration.

### **1.1 Background**

Housing in Tower Hamlets is in great demand. Currently, the population of Tower Hamlets stands at 297k but this is projected to grow to 364k by 2026, or by 22.5%. This compares with 9% in the Greater London area and 7% nationally.

This growth has been fuelled by several factors including massive new housing developments in Docklands which is the focus for much of the growth. Tower Hamlets has also been a preferred destination for many international migrants with net additions of over 50k people in the last decade.

Between the 2001 and 2011 Censuses the number of homes grew by 25.7% to 101k. Latest projections from DCLG suggest that this had grown to between 125k and 127k in 2014. Our own analysis of the Local Land and Property Gazetteer estimates that there is currently 128k homes of which an estimated 81.5k are privately owned.

Although there are pockets of affluence especially in the newly developed areas, Tower Hamlets remains one of the poorest boroughs in the country. Analysis shows that while deprivation remains widespread in Tower Hamlets, the borough now contains fewer of the most highly deprived areas in England so there has been

some progress to report.

One the other hand, the housing problems facing the borough have grown significantly, with nearly half of households in the borough living in income poverty, and nearly 20,000 people on the housing register according to the housing strategy. Ironically, the newly developed homes in the regenerated areas are unaffordable for most.

The acute shortage of affordable housing has resulted in high numbers of homeless families and thousands of families living in overcrowded properties and this is set to increase because of population growth. Significantly, private landlords now provide more homes than any other sector in Tower Hamlets.

Although many homes are of high quality, private renting is increasingly the only option for people who cannot find a home in the social sector or cannot afford to buy. It is highly significant, for example, that the private rented sector grew by 135% between 2001 and 2011 whereas social housing fell by 2.7% based on the Census.

The Borough housing strategy is concerned with creating more choice for such households, but it also wishes to ensure that the standards of accommodation for people in private rented housing are as good as they can be especially in the older-builds.

The aim is not only to drive out the bad landlords and agents, but also to support small landlords to provide decent, well-managed homes to their tenants and for tenants to understand their rights and have access to legal protection.

A key component of the housing strategy published in 2016 is to review existing licensing schemes for the private rented sector. Licensing properties gives the council greater control over housing standards and is an important tool for weeding out poor landlords and improving the quality of accommodation.

The licensing policy has two strands - first is to explore options for one or more Additional Licensing schemes for houses in multiple occupation (HMOs) and the second to consider the need for, and also the feasibility of, a wider Selective Licensing scheme.

### **1.2 Discretionary licensing**

All Houses in Multiple Occupation, in the borough, of three or more storeys in height and having five or more persons within at least two households must be licensed according to the Housing Act 2004. This is called Mandatory Licensing.

‘Discretionary licensing’ means any licensing of residential property under the Housing Act 2004 (the Act) that goes beyond the national mandatory HMO licensing requirements contained in the Act.

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The two types of discretionary licensing are:

- (a) Additional: where a council can impose a licence on other HMOs in its area which are not subject to mandatory licensing, but where the council considers that poor management of the properties is causing problems either for the occupants or the general public.
- (b) Selective: covering all privately rented property in areas which suffer or are likely to suffer from low housing demand and also to those that suffer from significant and persistent anti-social behaviour (ASB).

In both cases Councils must however consult local landlords before introducing Additional or Selective Licensing and it must be widely publicised when it comes into force. Of the two cases, Selective Licensing is a more general power but also more specific in its conditions.

The rules for its introduction require that local authorities obtain confirmation from the Secretary of State for any Selective Licensing scheme which will cover more than 20% of their geographical area or will affect more than 20% of privately rented homes.

The criteria have now been extended to include areas experiencing poor property conditions, influxes of migration, a high level of deprivation or high levels of crime as well as ASB. This widening means that more evidence can be brought to bear to justify its implementation.

In an earlier consultation phase, Tower Hamlets succeeded in its application to selectively license, all privately rented property in three wards - Whitechapel, Weavers, Spitalfields and Banglatown. This took effect in October 2016 and is initially due to run for five years. The number of licensed properties is now over 3,000 but the number taken out at the time of this research was 2,368.

Mandatory licenses apply to shared dwellings of at least five persons where the dwelling is located over three storeys. These are traditional bedsit or shared house HMOs associated principally with students or individuals who share one or more facilities such as a kitchen or bathroom. HMOs can also include smaller shared properties and poorly converted flats.

Following a recent consultation it remains the Government's view that five people in two households should be the appropriate number of persons for the threshold to apply for smaller HMOs. It found that there was no compelling evidence put forward to increase this number.

However, it is intending to remove the reference to the number of storeys from the prescribed description of large HMOs, so that all HMOs occupied by five or more people from more than one household, are included, including flats above and



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below business premises.<sup>1</sup>

Currently there are around 300 Mandatory licenses in force in Tower Hamlets but this number would be greatly expanded if Additional Licensing were to be introduced. However, it is not known how this would compare with the Government's proposed changes to the definition of HMOs above.

If Additional Licensing is introduced it means that a Local Authority can specify the maximum number of people who can occupy the house regardless of storeys, attach conditions relating to the management of the building, and also make sure that amenities are kept up to standard and so the number of properties captured by such a change would be much greater.

However, before its introduction, a local authority must consider that a significant proportion of the HMOs of that description in the area are being managed sufficiently ineffectively as to give rise, or to be likely to give rise, to one or more particular problems either for those occupying the HMOs or for the wider community.

In this regard, a range of circumstances can be envisaged including untidy or ill-maintained dwellings, fly-tipping, untidy front gardens and all hazards of various kind including overcrowding, under occupation, fire safety, damp and mould, electrical hazards, hygiene issues and so on which could adversely affect occupants, nearby residents or the local community.

### **1.3 Structure of the report**

The rest of the report examines the case for the extension of Selective licensing and for the borough-wide introduction of Additional Licensing.

Section 2 considers the identification of private rented properties and the method and approach adopted in relation to demographic trends

Section 3 analyses data on ASB including trends over time and considers the relationship between ASB, private renting, and deprivation at ward and neighbourhood level

Section 4 investigates the links between ASB and private renting at a property level in order to identify whether there is a direct link

Section 5 estimates the number of HMOS and Single Family private rented households in order to build the case for an extension to Discretionary Licensing

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<sup>1</sup> Extending mandatory licensing of Houses in Multiple Occupation - A Government Response Document. Department for Communities and Local Government October 2016.

## *Potential for Extension of Discretionary Licensing*



Section 6 investigates the options for an extension to Discretionary Licensing in Tower Hamlets

Section 7: Conclusions

Annexes provide various tables which were used in support of this report.



## 2. Identification of private rented properties

### 2.1 Scoping the problem

In the eyes of the legislation it is necessary to link cause and effect – for example, it should be possible to identify an event such as noise disturbance to an exact address. Secondly that address and similar ones to it are part of general problem which is characterised by certain attributes of that address such as whether it is privately rented or not.

The problem is that there is no specific, comprehensive or up to date information with which to verify whether any individual property is owner occupied or privately rented. All that is known with certainty is whether a property is in the private sector, part of the council stock or social housing.

In addition to this problem it is also unclear whether a property is an HMO or being rented by a single family or an owner occupier. This is important because it may affect the type of licence required and apart from the electoral register there is no information on occupancy at a property level.

Both privately owned and social tenure property may experience negative housing conditions and be a source of ASB. A key difficulty is that there is only very partial information about whether a property is private rented or not but social tenure is easier to identify and there are usually stricter controls in place either by the Council or Housing Associations.

HMOs can be difficult to identify accurately since their designation depends on the relationship between the occupants living in the property and this can be subject to change over time. Accurate assessment requires an inspection of the property and discussions with the occupants. With thousands of properties affected this is a potentially very slow and costly process.

ONS information about the size of the PRS is partial and also arguably out of date. The Census provides information at ward level but even if we find that the PRS and ASB are correlated it does not necessarily imply causation for the reasons given above. If ASB can be linked to actual properties in the PRS then the case is stronger especially if ASB is less common in other tenancies – especially owner occupation.

The approach adopted therefore combines published data as far down as ward level with the Council's own administrative data sources at a household level. Aside from the examples above we also benefited from having access to benefit households (Housing Benefit and Council Tax Reduction Scheme), Council Tax records, current HMO stock, Electoral Register, and so on. These are used primarily to help inform whether a property is likely to be private rented or not and this approach is now

described.

### 2.2 Method and approach

We needed to determine whether a property is owner occupied or social housing or part of the known PRS e.g. licensed HMOs, known bedsits, student accommodation. We removed social housing and any properties such as businesses, or care homes and other residential institutions.

We flagged properties that were already licensed or were known student accommodation (but not halls of residence)<sup>2</sup>. For properties of unknown tenancy we used a model to identify PRS properties using risk factors such as Housing Benefit or Council Tax status, the number of adults per address and turnover.

In order to introduce Additional or Selective Licensing councils are required to establish a link between anti-social behaviour on the one hand and private rented sector on the other. This means that as well as identifying whether a property is private rented or not one needs to provide evidence that links rental status to ASB which is methodologically challenging. Once this is done, the way is open to introduce the scheme with rented properties and their landlords self-identifying as they apply for licences.

For the reasons given, our methodology is property as well as area-based in which we use information from a range of sources to measure the likelihood of whether each individual private sector property is rented or not and if so whether it is an HMO or a single family unit. This has now been used in numerous local authority studies and has formed the basis for the consultation process for making the case and at the implementation stage.

The information gathered in this way is used to provide statistical profiles of similar properties in order to predict their rental status. The process involved linking current and historical data totalling tens of thousands of records taken from sources such as Council Tax, Housing and Council Tax Benefit systems and the Electoral Roll to individual properties included in the current Local Land and Property Gazetteer (LLPG) to identify their probable rental status based on a sample of known rental profiles.

An obvious question is how accurate is this approach? The factors themselves such as benefit status and occupant turnover are generic and could apply to any area. However, because the estimates are based on a statistical analysis they do not give a precise answer as to whether an individual property is rented or not or an exact classification in terms of whether it is an HMO or a single family household, but a

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<sup>2</sup> There are 5,517 UPRNs with a student exemption code for Council Tax purposes; 2,494 of these have been identified as a private UPRN. Of the remaining 3,023, 322 are social housing and the rest are residential institutions or student 'cluster' flats.

'risk score' based on the number of risk factors applying to individual properties.

The practical value of this information is twofold: firstly is that it is possible to determine whether properties with a high likelihood of being rented can be associated or correlated directly with ASB incidents (something that would not otherwise be possible); secondly the information can be used to filter properties at the implementation stage of licensing (e.g. visiting non-compliant properties and checking their rental status).

We use the information on rented status produced in this way in conjunction with separately sourced information on ASB (see next section). As will be seen, we use ASB data in three ways: 1. To analyse ASB trends over time including signs of year on year growth or seasonality; 2. analyses at small area level up to ward size to see if or whether ASB and the rental sector are correlated geographically; 3. where data permit, an analyses of ASB at property level to demonstrate probable direct causality.

### 2.3 Demographic trends

As with many other London boroughs the amount of change in tenureship in Tower Hamlets over the last decade is striking. Census data from 2001 and 2011, although now somewhat out of date, is the only official data source on tenure. Figures show that the number of households grew by 28.2% from 80,531 units to 103,268 units over the period but the evidence is that this figure is now much higher and has grown since our last report.

Data on immigration shows that there has been a net influx of international migrants for at least the last 10 years (see Annex A). In contrast, net influxes of internal migrants (i.e. from within the UK) has been negative for most of that time. The GLA estimates that the population currently stands at 278k but based on their estimates this is forecast to grow another 27% by 2025 to 352k and to 397k by 2040, an increase of 47% over 2014. This trend points to an increasingly diverse multi-national and multi-ethnic population.

The most noticeable difference between 2001 and 2011 has been the fall in the relative share of social housing from 51% to 39% and the relative increase in the PRS from 18% to 33% of all residential properties over the period. This strongly indicates that the private rented sector will play an increasing major role in accommodating this number of people. GLA data, for example, show that Tower Hamlets has the third largest private rented sector in London after Newham and Westminster.

Another change has been to the ward structure with the addition of three new wards (Figure 1 refers). Tenureship based on Census data from 2011 has consequently been re-estimated. Of course since 2011 there has been further change and growth in which the three wards accounting for the highest percentage of privately rented properties are Canary Wharf, Blackwell and Cubitt Town, and

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Island Gardens all of which are in the south of the borough on the Isle of Dogs (see Annex B for ward breakdown).

Based on our latest figures using the Local Land and Property Gazetteer (LLPG) we estimate the number of dwellings to have increased to about 127k of which 81k are privately owned, although it is not known how many of these are vacant or on short-lets. These changes therefore necessitate a re-calibration of the private rented sector and the surrounding analysis on ASB; however, it is clear from our work that private renting is not confined to specific wards but is intermingled over wide areas of the borough.



Figure 1: Ward map of Tower Hamlets based on new ward layout

### 3. Trends and patterns in anti-social behaviour

This section analyses patterns and trends in anti-social behaviour (ASB) and considers to what extent they are correlated with private renting at ward level. Tower Hamlets wards are ranked on eight different ASB indicators to determine which wards are most/least affected and which indicators are most/least correlated with the private rented sector.

#### 3.1 Data availability

According to DCLG guidance on Discretionary Licensing ASB is deemed to occur when it falls into one of three categories<sup>3</sup>:

- **Crime:** Tenants not respecting the property in which they live, including vandalism, criminal damage, and robbery/theft or car crime
- **Nuisance neighbours:** Noise, nuisance behaviour, animal-related problems, vehicle-related nuisance etc.
- **Environmental crime:** Graffiti, fly-posting, fly-tipping, litter around a property, untidy front gardens, dilapidations

Data sets provided to us and analysed included the following categories and sources:

- Complaints notices in the period April 2014 to March 2017 (1,384 cases) covering various notices to property owners such as requiring property information, improvement notices, prohibition orders or hazard awareness
- Miscellaneous complaints from April 2014 to March 2017 (3,384 cases) covering a wide range of issues including noise, begging, criminal damage, threatening and other criminal behaviour.
- Fly tipping reports from January 2013 to September 2016 (25,195 cases) covering all types of commercial, household and green and other waste based on Veolia raw data
- Missed food and waste collections from January 2013 to October 2016 (1,749 cases)
- Graffiti occurrences Jan 2013 to Oct 2016 (846 cases)
- Housing complaints from April 2014 to Mar 2017 (2,811 cases) covering reports of hazards, licensing enquiries and general advice

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<sup>3</sup> Approval steps for Additional and Selective licensing designations in England (page 10): <http://webarchive.nationalarchives.gov.uk/20120919132719/http://www.communities.gov.uk/documents/housing/pdf/154091.pdf>

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- Noise complaints April 2014 to March 2017 (18,083 cases) including domestic, commercial and construction categories
- Pest control call outs from April 2014 to April 2017 (12,010 cases). No details available of particular types of pests. Tends to be strongly seasonal but known to be strongly seasonal
- Tower Hamlets Enforcement Officer System (THEOs) from April 2014 to September 2016 (11,638 cases). THEO data are collated by street wardens. Incident types vary with less emphasis on violent or drug related behaviour and more on litter fly tipping etc.
- Waste enforcement from Jan 2013 to September 2016 (5,798 cases)

We analysed all ASB indicators for which we had data. Note that there may be some overlap between sources in cases where incidents were reported through more than one channel although the degree of occurrence is indeterminate.

Table 1 shows the monthly rates activity plus information concerning the pattern and trend over time. In several cases, occurrences are seasonal albeit occurring at different times of year. In other cases we found no particular pattern.

We also found that trends were increasing in three cases, slightly decreasing in four cases and level in two cases. There was no trend information for pest control although we infer from earlier work that incidents are level on average but also very summer oriented.

ASB indicator	Rate per month	Seasonality	Trend
Complaints notices	36	Random	Slightly downward
General complaints	94	Summer	Level
Fly-tipping	560	Summer	Slightly increasing
Missed food and waste collections	38	Summer	Slightly downward
Graffiti	18	Random	Level
Housing complaints	78	Winter	Increasing
Noise complaints	502	Summer	Slightly downward
Pest control	325	Summer	No information
Tower Hamlets Enforcement Officer System	323	Random	Slightly downward
Waste enforcement	126	Summer	Increasing

Table 1: *Monthly rates of ASB based on 10 indicators, including pattern and trend (Note: Pest control data lacked monthly counts or information on types of pest)*



## 3.2 Trends

Seasonality is a strong feature in most categories of ASB in which activity tends to peak in the summer months. An exception is housing complaints especially hazards such as damp and mould, hygiene and other issues.

The only data not showing any particular seasonality are reports emanating from the Tower Hamlets Enforcement Officer System. The main categories are now briefly summarised and the content analysed.

### (i) General ASB

Figure 2 shows the general pattern of ASB from April 2014 to March 2017 with an average of around 100 reported incidents per month and a notable tendency for incidents to peak in the summer months especially in July and August. The two largest categories of ASB are general nuisance including threatening behaviour accounting for 33% of the total and noise complaints accounting for 30%.

Other categories are drug or alcohol related incidents (17.5%), loitering, begging or rough sleeping (14.3%), criminal damage and vandalism (2.2%) and other (3.5%). These data, however, collated by Tower Hamlets Homes do not cover the full spectrum of wards and may therefore only be indicative of ASB activity in the wider borough.

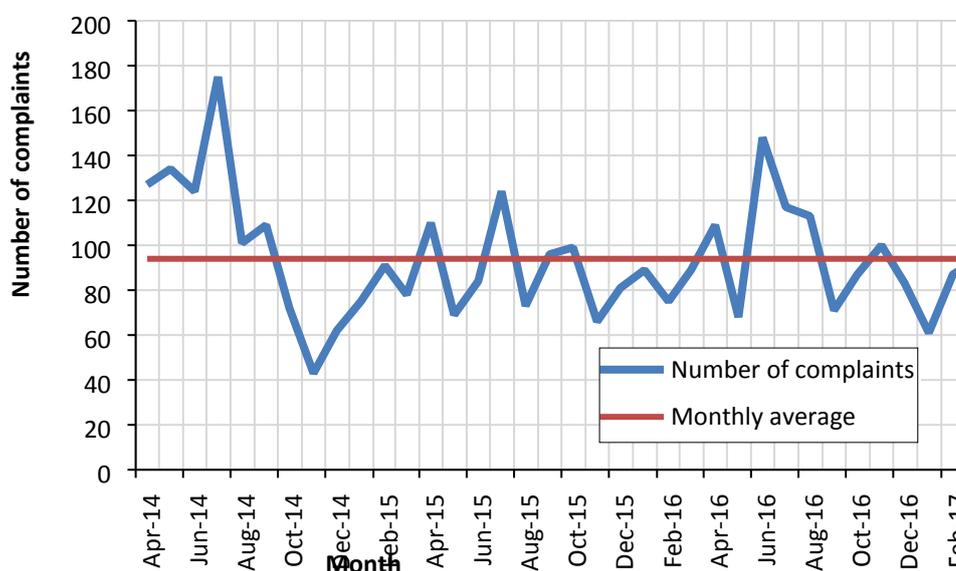


Figure 2: General monthly levels of ASB from April 2014 to March 2017



(ii) Fly-tipping

Figure 3 shows reported incidents of fly-tipping from January 2013 to September 2016. The data reveal a clear upward trend relative to the monthly average of nearly 600 incidents a month with activity peaking in spring and summer each year.

Of the total household waste followed by commercial waste are the main culprits accounting for 53% and 34% of the total respectively. Minor categories include green waste (9.4%), vehicle or white goods (2.2%) and other (1.6%)

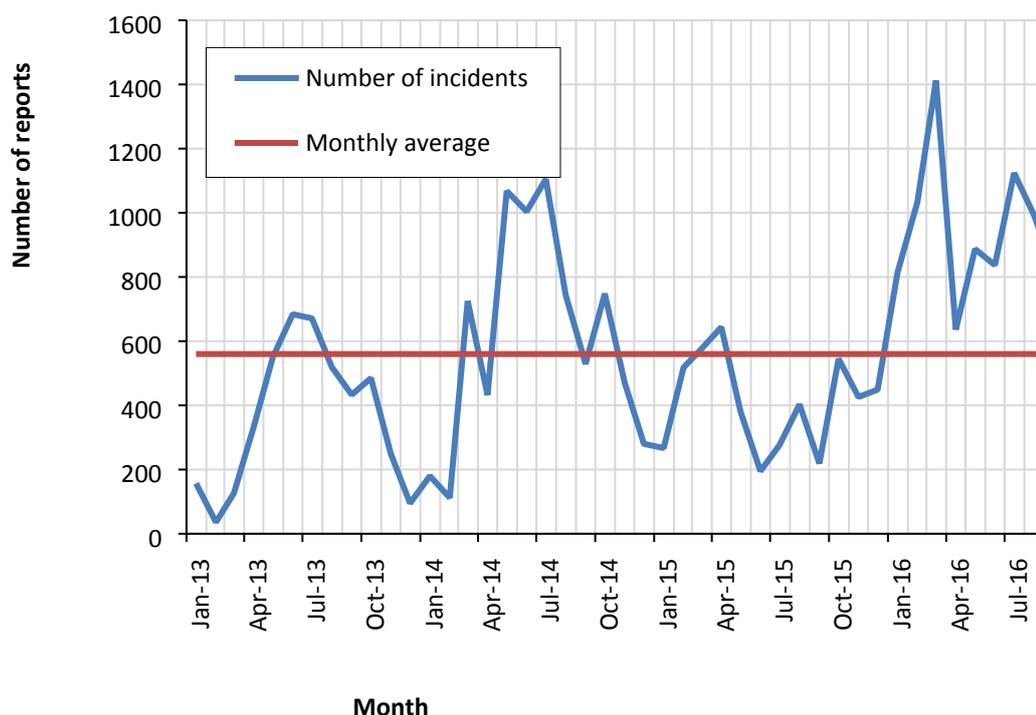


Figure 3: Reported monthly levels of fly tipping from January 2013 to September 2016

(iii) Food waste

Figure 4 shows the pattern of missed food waste collections. Note that missed collections are not necessarily the responsibility of the collection service but also failure of customers to deposit their waste at the time of the collection.

On average there are about 40 missed collections a month but this can vary enormously from as few as 10 to over 80. The pattern of missed collections shows a strong seasonal pattern with marked summer peaks.

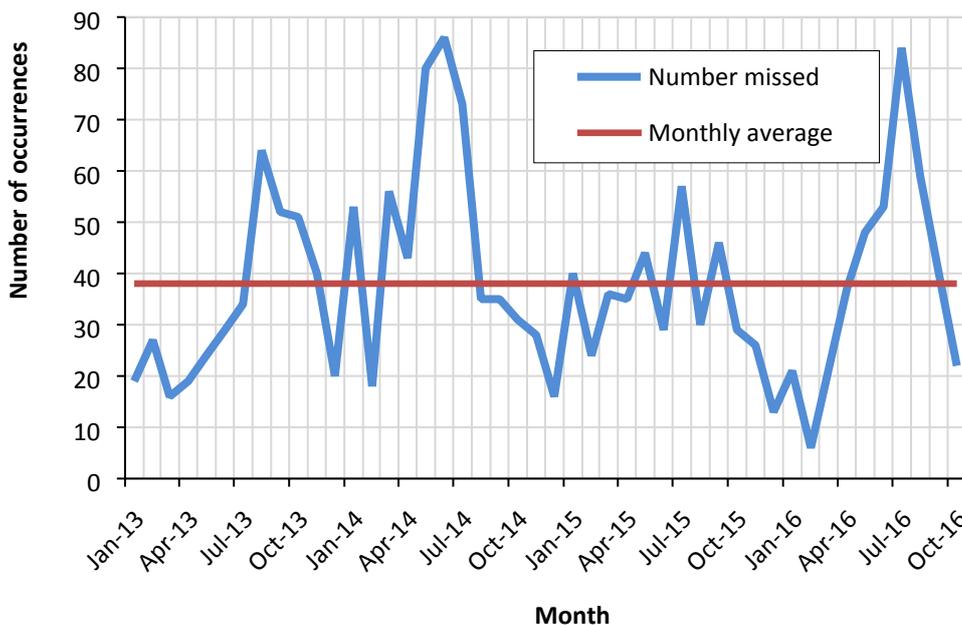


Figure 4: Missed food waste collections from January 2013 to October 2016

(iv) Noise complaints

Figure 5 shows the number of reported noise incidents from April 2014 to March 2017 which average about 500 per month. By far the largest source of noise complaints is loud music (56%) followed by construction activities (13.6%). Vehicle and other domestic related complaints only account for 6.1% and 7.5% while noise from alarms only 3.6% of the total. The pattern is strongly seasonal peaking in the summer months

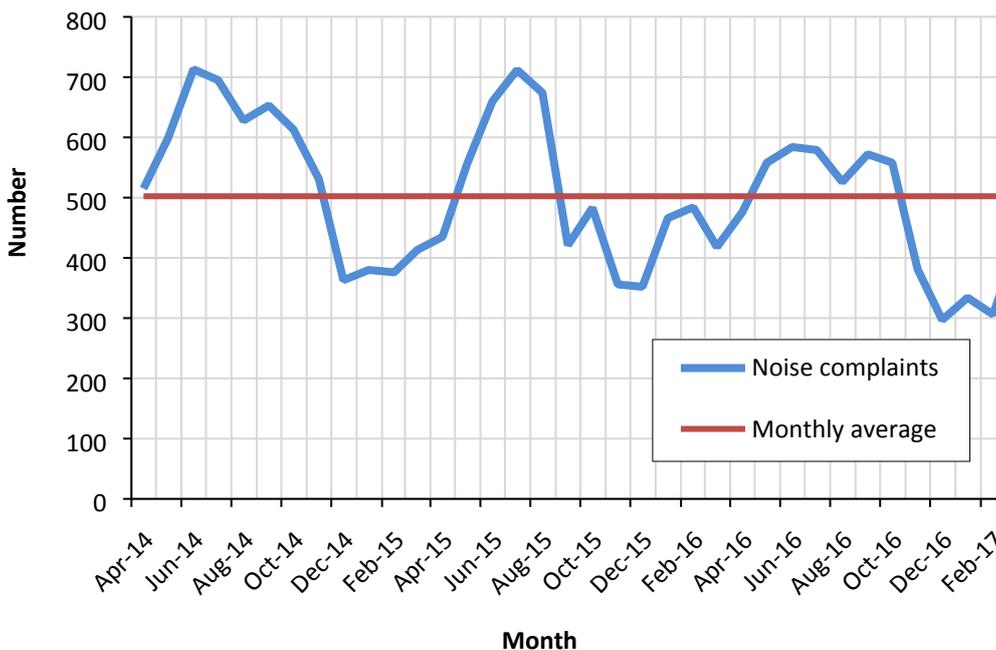


Figure 5: Noise complaints from April 2014 to March 2017



(v) Housing complaints

Figure 6 shows the monthly number of housing complaints from April 2014 to March 2017 which average around 80 per month. As is seen there is a tendency for these to peak in the autumn and winter months. The largest category of complaints by far is hazards accounting for 56% of all complaints.

Hazards types are highly variable but prominent among them are reports of mould and damp. The next largest source of complaint are licensing related although this category can include advice. The nuisance, filth and overcrowding category accounts for 6.7% of the total with the remaining 26% of complaints covering a miscellaneous range of issues.

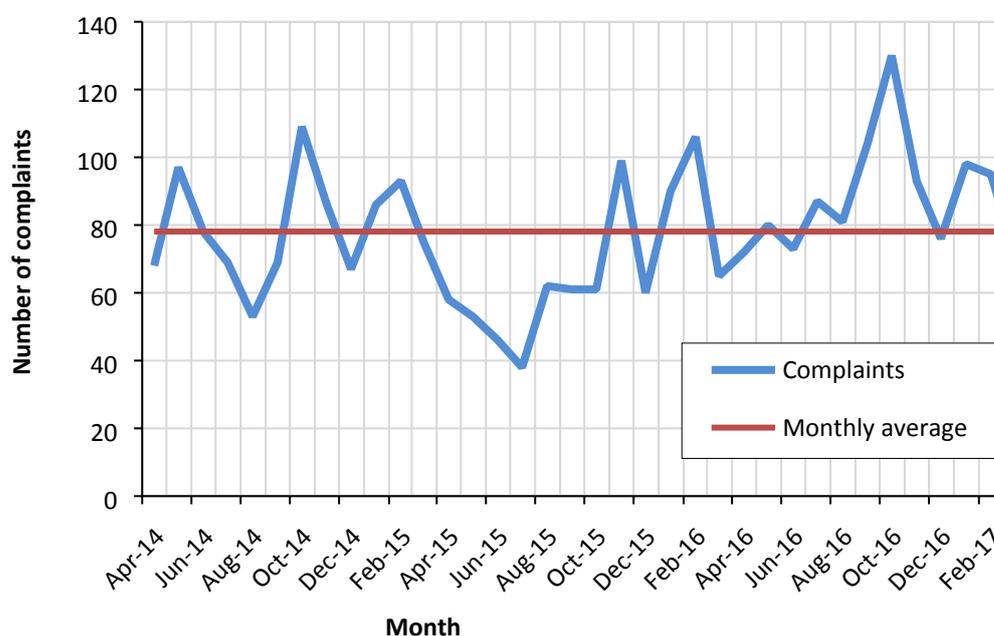


Figure 6: Housing complaints from April 2014 to March 2017

(vi) Tower Hamlets Enforcement Officer System (THEO)

Figure 7 shows the monthly number of incidents from April 2014 to March 2017 which average over 300 per month. Unlike other ASB categories, there is no particular seasonality in the data although the overall trend appears to be downward.

The largest category of incidents is drug and alcohol related accounting for 23% of the total. The remaining categories are related to litter (11.7%), loitering (11.7%) or public nuisance (12.7%)

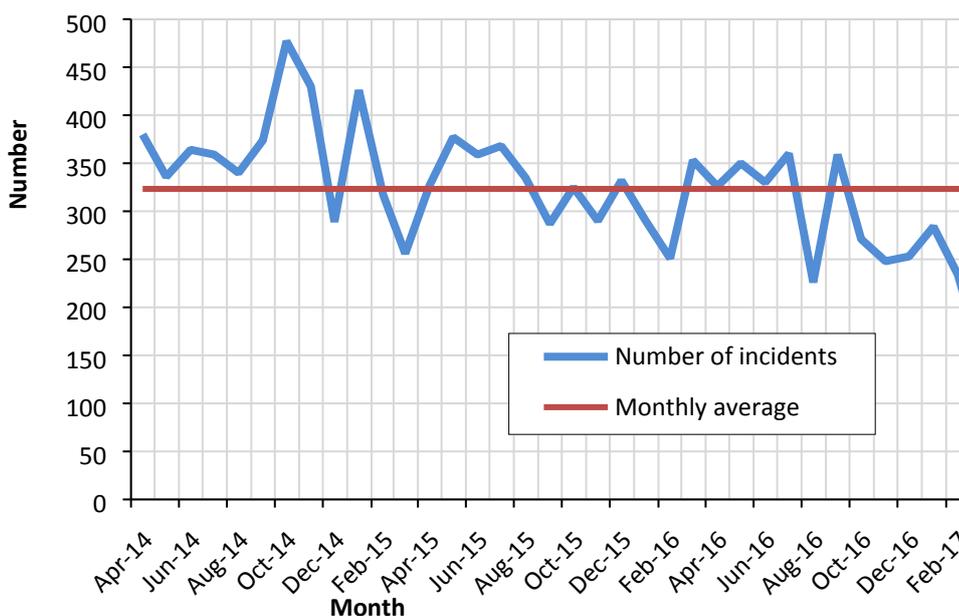


Figure 7: Noise complaints from April 2014 to March 2017

(vii) Waste

Figure 8 shows the pattern and trend in fixed penalty notices for waste disposal between January 2013 and September 2016 which average about 130 per month. As is seen the monthly pattern, although highly variable, is increasing and tending to indicate higher activity in the spring and summer months.

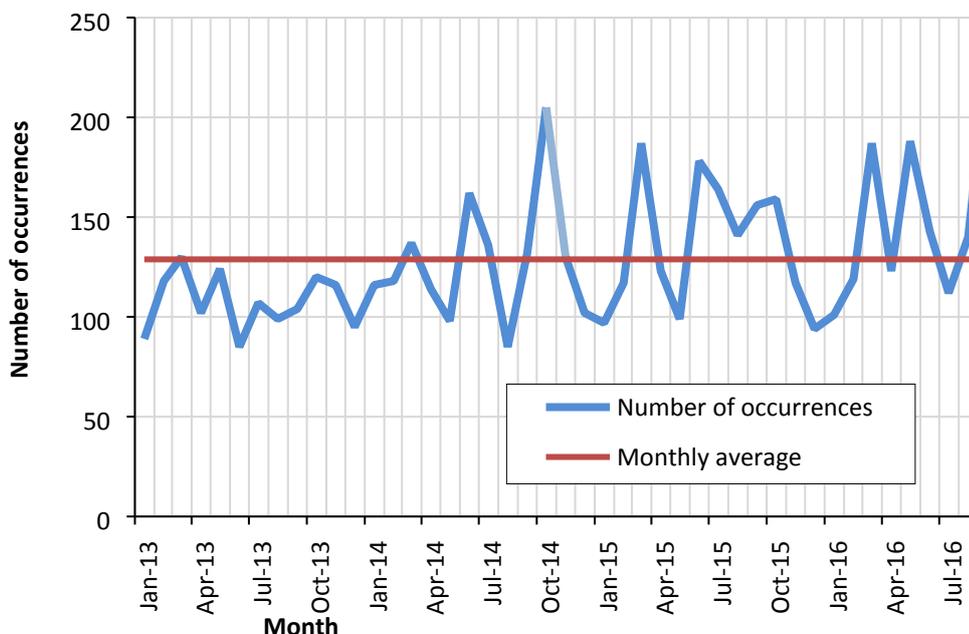


Figure 8: Waste fixed penalty notices from January 2013 to September 2016

### 3.3 Relationship between ASB and private rented sector at ward level

We now compare each of the indicators of ASB with levels of private renting at ward level. Table 2 ranks each ward according to the estimated size of the Private rented sector (column 1) from high to low (1 being the highest ranked ward and 20 the lowest). Each of the ensuing nine indicators is ranked similarly by ward. For example, the second column shows that housing notices are highest in Weavers ward and lowest in Poplar ward.

A final column provides an overall ranking based on all nine indicators in order to derive an overall assessment of conditions in each ward. It will be noticed that some previously listed indicators such as graffiti is omitted from the columns of indicators. This is because the data neither contained a location nor a ward identifier.

The bottom rows of Table 2 are correlation measures that range from -1 (negatively correlated) to +1 (positively correlated) which indicate the degree of association between the ranked information based on the risk factors with the estimated size of the private rented sector in each ward.<sup>4</sup>

The results indicate that some indicators are positively associated with the size of the private rented sector more than others. The values which are most positively correlated with the ASB indicators are noise complaints (+0.48), housing complaints (+0.27), and housing notices (+0.20).

The following additional points can be made:

- Based on the ‘rank of ranks’ (see final column) there is a +0.23 correlation between the size of the private rented sector and all nine indicators combined. This suggests that the PRS and ASB are positively correlated in general.
- However, there is not a perfect match between private renting and ASB. For example, the second highest ranked ward Spitalfields and Banglatown scores positively on seven of the indicators and negatively on two. This suggests that different wards face different problems depending on ASB category.
- Wards in the south of the borough generally rank lower in ASB terms on most indicators but some problems are contrary to pattern such as fly-tipping in Limehouse ward, garden and food waste in Island Gardens and noise complaints in Canary Wharf.

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<sup>4</sup> The correlation coefficient used is based on Spearman’s rank coefficient which is designed for use

with ranked data.  $\rho = 1 - \frac{6D}{n(n^2 - 1)}$ , where D is the sum of the squared differences in ranks

between private renting and ASB category and n is the number of wards.

No.	Ward	Rank PRS	Housing notices	General complaints	Fly-tipping	Garden and food waste	Housing complaints	Noise complaints	Pest control	THEOS	Waste enforcement	Ward rank
1	Bethnal Green Ward	9	4	2	18	3	5	5	6	6	6	5
2	Blackwall & Cubitt Town Ward	2	13	18	20	11	10	13	16	19	17	17
3	Bow East Ward	7	18	13	12	4	7	6	15	13	7	12
4	Bow West Ward	12	10	9	14	1	3	8	12	8	8	8
5	Bromley North Ward	16	17	16	17	6	17	15	7	16	18	15
6	Bromley South Ward	19	14	15	19	17	16	16	11	20	15	19
7	Canary Wharf Ward	1	14	17	10	14	15	9	17	18	13	14
8	Island Gardens Ward	3	8	18	11	2	13	17	17	17	19	13
9	Lansbury Ward	14	3	18	2	5	2	10	3	11	11	6
10	Limehouse Ward	13	20	12	9	19	20	19	19	12	20	20
11	Mile End Ward	11	10	14	5	12	4	7	4	9	10	9
12	Poplar Ward	20	19	8	13	19	18	20	14	15	15	18
13	Shadwell Ward	15	5	4	8	14	8	14	8	5	5	7
14	Spitalfields & Banglatown Ward	8	1	10	4	13	9	1	2	1	1	2
15	St. Dunstan's Ward	18	8	7	7	6	14	11	13	14	12	10
16	St. Katharine's & Wapping Ward	6	16	11	16	16	19	12	20	7	14	16
17	St. Peter's Ward	5	7	3	3	9	5	2	1	4	4	1
18	Stepney Green Ward	17	12	5	15	8	12	18	5	10	9	11
19	Weavers Ward	10	6	1	6	9	11	2	10	3	3	4
20	Whitechapel Ward	4	2	6	1	18	1	4	9	2	2	3
	Correl		0.20	-0.19	0.14	0.08	0.27	0.48	-0.22	0.14	0.15	0.23

Table 2: Ward table comparing the size of the Private rented sector with housing conditions and ASB based on rank: Note (1) Private rented sector ranking based on high risk PRS analysis (Key: 1 = highest, 20=lowest).

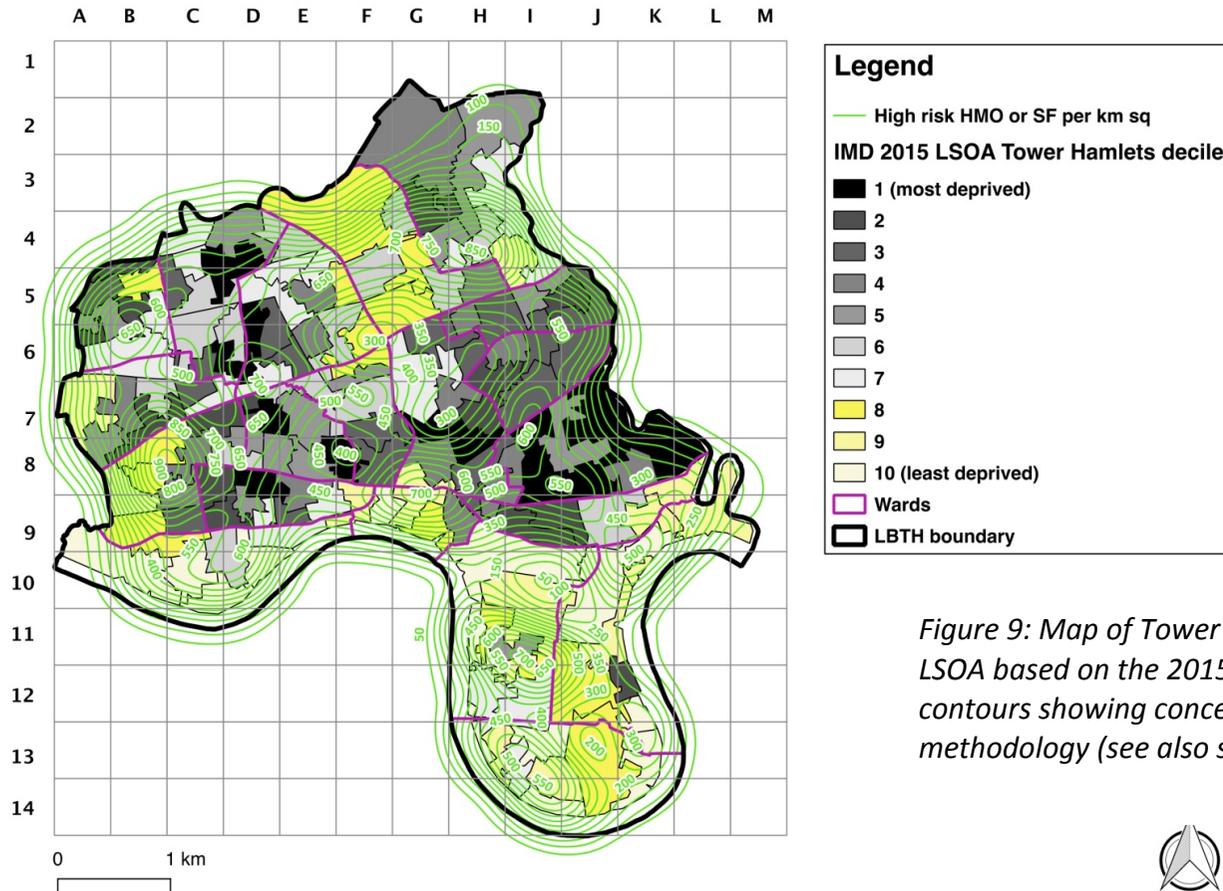


Figure 9: Map of Tower Hamlets showing relative deprivation by LSOA based on the 2015 Index of Multiple Deprivation overlaid with contours showing concentrations of private renting based on our methodology (see also section 6)



- The most affected wards are located in the northwest corner of Tower Hamlets. These are St Peter's, Spitalfields & Banglatown, Whitechapel ward, Weavers, Bethnal Green but also Lansbury in the east (see Figure 1).
- Wards with the largest number of private rented sector properties tend to be in the larger and more recently developed wards in Docklands. We also find a strong correlation between the area of a ward and the size of the private rented sector.

In summary, the analysis supports the case that there is a link between ASB and private renting but that the issues affecting each ward may differ. Some wards especially those ranked highest in the table such as St Peters or Whitechapel incur a range of issues but if properties do not have gardens then obviously garden waste is not one of them.

### **3.4 Relationship between private renting and deprivation**

The criteria for the introduction of discretionary licensing have now been extended to include areas experiencing poor property conditions, influxes of migration, high level of deprivation. This widening means that more evidence can be brought to bear to justify its implementation.

Tower Hamlets is 10<sup>th</sup> out of 326 boroughs in England based on the 2015 Index of Multiple deprivation or IMD, having slightly improved its rank by three places since 2010. At the neighbourhood level, Tower Hamlets has also improved its relative position from 38<sup>th</sup> to 24<sup>th</sup>, based on the proportion of areas in the most deprived 10% nationally.

However, these rankings measure relative deprivation and Tower Hamlets remains one of the most deprived of any district in the country in absolute terms. Nevertheless, one reason why the IMD must be viewed with caution is that the regeneration in the south of the borough has altered the profile significantly.

This has several consequences because private renting in the north of the borough is more likely to be in old builds whereas in the regenerated south of the borough it is more likely to be in new developments. Qualitatively speaking, this means that any ASB related issues are likely to be of a different nature – for example, there will be fewer dilapidations but perhaps more noise complaints.

In a later section, we describe our methodology for determining private rental status; however, on the question of whether deprivation and private renting are closely related we refer to the map in Figure 9. This shows relative deprivation by Lower Super Output Area (LSOA) and ward in which contours of private renting have been overlaid.

It shows that the most deprived area lie between rows one and nine of the map and that the most deprived of all LSOAs fall in columns C and D in wards such as Stepney



## *Potential for Extension of Discretionary Licensing*

and Bethnal Green and St Peters and in columns H to K, particularly those LSOAs bordering on Lansbury ward (e.g. cell J8).

The contours by contrast show concentrations of private renting occurring throughout the Borough. The most interesting point here is that private renting is widespread in roughly equal measure but also tends to avoid some of the most deprived areas especially towards the east.

A striking conclusion therefore is that the case for area based Selective Licensing is likely to be localised and closely proximate to the existing three selectively licensed wards of Whitechapel, Weavers, Spitalfields and Banglatown. From the map in Figure 9 we can see that these are also among the most deprived wards.

Based on Table 2 these wards include most notably St Peters (ranked highest on ASB and 5<sup>th</sup> in terms of PRS) and Bethnal Green ward (ranked 5<sup>th</sup> and 9<sup>th</sup>). Lansbury which is ranked 6<sup>th</sup> on ASB is geographically to the east of the Borough and only ranked 14<sup>th</sup> in terms of PRS, and so is a less likely candidate.

Note that the rules for Selective Licensing are that the areas covered should not account for more than 20% of the private rented stock or 20% of the Borough area otherwise any proposal to extend a scheme (e.g. to the whole borough) must go to the Secretary of State for approval. In section 6 we return to this issue.

The case for borough-wide Additional Licensing is less related to whether or not there is more or less ASB in a locality but to the experiences of individual properties – in this case whether there are housing management issues or associated problems which are related to a particular type of tenancy rather than to the negative externalities of an area.

In the next section, we analyse these issues at a property level where our purpose is to show that it is the tenure that is the ‘problem’ and not necessarily the area in which a property is located.

### 4. ASB and private renting at a property level

#### 4.1 Risk ladders

In this section we demonstrate that private renting is directly linked to addressable types of ASB at a property level. Using a more accurate approach than in the previous section, it avoids averaging across highly differentiated areas of mixed tenancy. However, it is important to remember that there are no data on whether a property is private rented or not in which case we need to use different proxies to arrive at an answer.

This method used is known as a 'risk ladder'. This is a table that enumerates all possible combinations of risk factors, quantifies the number of households exposed to each risk factor combination, according to the suspected or known rental status of a property. Using the risk ladder we can quantify the level of predictive association and hence statistical significance of each risk factor.

In general, we find that typical risk factors including poor housing conditions, benefit status or higher than average occupancy levels are predictive of noise complaints, untidy gardens etc., but the same risk factors are also predictive of private renting especially where several risk factors occur together at the same address.

This information is important since it can not only furnish evidence that ASB and private renting are directly linked but also result in more targeted and joined up action to improve housing conditions, and also provide evidence of the extent of different problems by quantifying the number of properties affected and the risks they face.

We base our analysis on 81.5k privately owned properties in the borough including the already privately licensed properties with Mandatory or Selective licenses. In this way we are able to tell whether licensed properties are more likely to be vulnerable or at risk to poor housing conditions, noise complaints and so on than properties that do not share these risk factors.

As the previous section showed there is an array of possible risk factors but we are only interested in those that apply to an address and not to an area in order to link causation. In proceeding, different risk factors were selected and reduced to a smaller group. This group included those risk factors which were certain or likely to be associated with private renting, gave a measure of housing conditions and/or nuisance as well as being address specific.

The primary risk factors investigated were:

- Any Council reported noise complaint at an address
- Three or more adults at an address
- Any existing licence – Mandatory or Selective



- Any housing notice served – for example hazards
- Housing Benefit at address
- Waste fixed penalty notices

In the first example of a risk ladder we seek to quantify the factors that are associated with the serving housing notices under the 2004 Housing Act. The most predictive risk factors in this case were found to be whether the property already held a selective or mandatory licence, if the property was in receipt of Housing Benefit, if there had been at least one noise complaint, and finally if there were three or more adults at the address.

### 4.2 Results

Column two of Table 3 lists the number of privately owned UPRNs exposed in each risk category; the next four columns show whether or not a risk factor applies in that risk category (denoted by 'Y'). There are 16 sub-categories altogether as defined by the presence or absence of each risk factor. The final column shows the percentage of UPRNs in each risk category that has been served a housing notice (1,209 in total over the period of analysis).

The final column ranks each risk category from high to low according to percentage of privately rented properties in each row. At the foot of each column is the total number of occurrences of each risk factor where linkage to an address has been possible, so for example of the 81,536 properties in the private sector with valid UPRNs, 2,841 held a licence, 5,395 were in receipt of Housing Benefit, 2,781 had had at least one reported noise complaint, and 9,081 contained three or more adults.

The average level of notice served is shown in the bottom right hand corner at 1.5% of all private properties. The results show that properties with licences receiving Housing Benefit with 3 or more adults at the address were most likely to have been served notices (row 1). In row 14 where no factors apply the risk reduces to 1%. In rows 15 and 16 there are less than five occurrences of UPRNs with these risk factor combinations. With such a small sample any results would be highly misleading and so are excluded.

Further analysis shows that a UPRN is 3.2 times more likely to have been served a notice if it is licensed, 3 times more likely if it is in receipt of Housing Benefit, 2.9 times if it has been subject to a noise complaint and 1.7 times more likely if there are 3 or more adults at the address. These risk factors are multiplicative and so if all four factors apply then the risk of being served a notice increases 47 times ( $=3.2 \times 3 \times 2.9 \times 1.7$ ) as compared with a property where none of these risk factors applied.

Note that the model underlying the table is reasonably robust as can be seen in Figure 10 which plots the predicted risk against the observed risk – the given risk factors accounting for nearly 80% of the variation in observed risk (R-squared = 0.7978).



Category	Number In Category	Any Licence	Housing Benefit	Noise	3+ Adults At Address	Housing Complaints (Hazards)
1	34	Y	Y		Y	11.8
2	61	Y		Y	Y	11.5
3	39		Y	Y	Y	10.3
4	308	Y			Y	9.1
5	142	Y	Y			7.7
6	141	Y		Y		6.4
7	504			Y	Y	4.8
8	1,873			Y		3.8
9	4,134		Y			3.7
10	883		Y		Y	3.7
11	2,147	Y				3.3
12	155		Y	Y		3.2
13	7,249				Y	1.9
14	63,858					1.0
15	<u>note 1</u>	Y	Y	Y		0.0
16	<u>note 1</u>	Y	Y	Y	Y	0.0
total	81,536	2,841	5,395	2,781	9,081	1.5

Table 3: Risk ladder showing the incidence of housing complaints based on the given risk factors

In the second and subsequent example of a risk ladder, we sought to show that ASB was more likely in the presence of some factors than others and that if these risk factors were indicative of private renting then a direct link between these risk factors and ASB would be more likely. In this case we looked at the probabilities of noise complaints against addresses with different risk factor combinations.

In this case, after reducing the number of risk factors to just four of the most predictive, we found that noise complaints were 25% or more likely in properties which had received fixed penalty waste notices, had 3 or more adults at the address, or had been served a housing notice or had a licence. If all four factors applied then the risk of a noise complaint against that address would be 30 times greater than the risk for a property that had none of these risk factors.

So what can be learnt from these examples? Our main conclusions are that the risk factors confirm what is generally suspected, namely those properties which are served notices are more likely to be in receipt of Housing Benefit, have had noise complaints against them, or have a licence than those that have not. Equally properties most likely to commit ASB are likely to be in poor condition and possibly unsafe and be generally unsightly.

Note, however, this does not necessarily spell the full extent of private renting or the housing conditions in Tower Hamlets, since there will be good private rented

## Potential for Extension of Discretionary Licensing



properties as well as less than good or even bad private rented properties but it does provide some of the evidence needed to support the introduction of discretionary licensing in the private sector. In the next section we seek to estimate the total number of private rented properties in Tower Hamlets using a different approach.

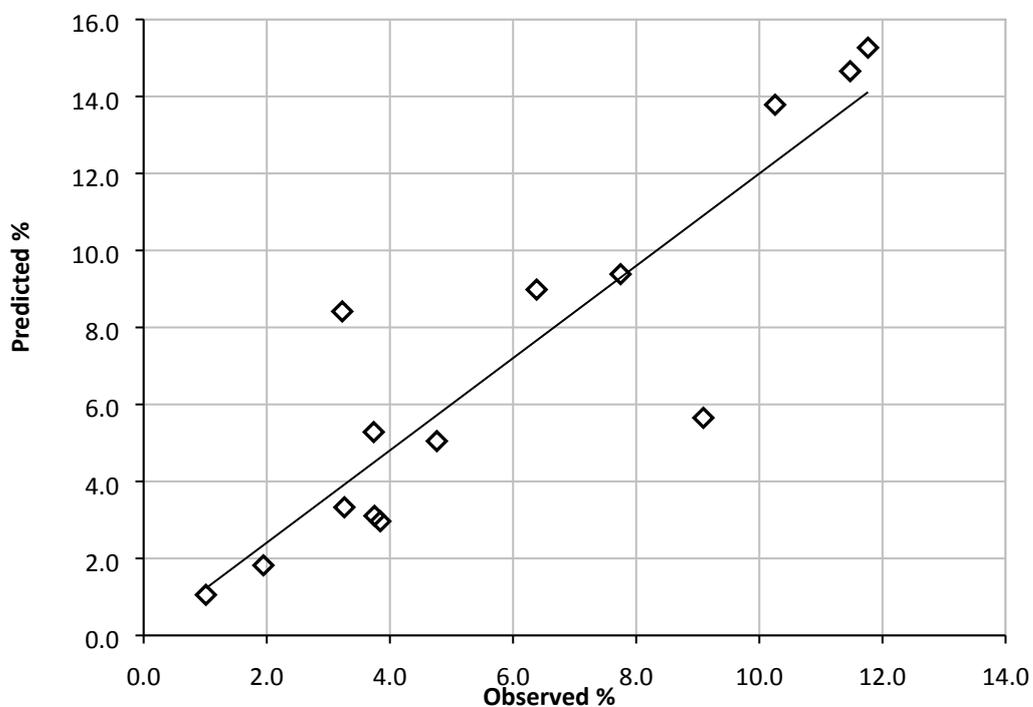


Figure 10: Predicted versus observed percentage of properties in each risk group served with housing notices

### 5. Private renting by rental type and its association with ASB

As previously stated, there are no complete data on which properties among private sector housing are confirmed as rented or not although some will self-identify if for example a Council Tax student discount applies. There is aggregate data down to output area level based on the 2011 census but this must be now considered out of date. GLA estimates put the total number at 34,600 in 2014, but neither source identifies individual properties or whether the property is an HMO or single family household.

In our previous work for Tower Hamlets, we described a model for estimating the size of the private rented sector which is based on a statistical model that uses an extension of the risk analysis presented in the previous section of this report. In this section, we adopt the same approach in which each privately owned property is risk-rated according to the presence or absence of risk factors such as whether someone is claiming Housing Benefit, the turnover of occupants and the number of adults at an address.

An advantage of this method is that it is general and can be used to split rental types into either HMOs or single family private rented households. By separating the two types we can identify whether for example HMOs are better maintained than single family properties, whether levels of ASB are higher or not in single family rented properties and so on. Note that because it is a probabilistic method it can never be completely accurate. There are also overlaps to consider in which a property could be identified as either an HMO or a single family rented household with equal certainty.

The London Borough of Newham, the furthest progressed borough in terms of Discretionary Licensing, has been running an Additional and Selective Licensing Scheme since January 2013. Although no two areas are exactly alike, Tower Hamlets shares certain similarities including a large and growing previously unregulated private rented sector, poor housing conditions in some areas, a high turnover of residents, coupled with an increasing population.

Using evidence from home visits, Newham selected the most predictive risk factors for each rental type. These factors are generic and transferrable to other local authorities and so it was possible to replicate the analysis in Tower Hamlets for the purposes of this study. The results were then combined in a database of all private sector properties by assigning a risk score to each property. Properties with the highest likelihood of rental status are then flagged as high risk accordingly.

#### 5.1 Risk analysis

For each risk factor the odds were calculated using the model. Four risk factors with the best predictive power were used giving rise to 16 possible risk factor combinations per address for each outcome. Odds schedules were then tabulated – one for HMOs and the other for single family rented properties. Both are analysed and explained further in the results section below.

### (a) HMOs

The risk factors used for identifying HMOs are as follows:

- No current CTRS (Council Tax Reduction Scheme) recipient at address: A property not receiving CTRS is estimated to be 3.1 (1.1 to 9.1, p=95%) times more likely to be HMO status than a property receiving CTRS. A possible explanation for this is that properties receiving CTRS tend to be older person households or owner occupied rather than a landlord.
- Two or more changes in the Council Tax liable account between 2015 and 2016: This is proxy for ownership turnover (normally we would use a measure based on change in ownership, but this was not available to us). This measure is 1.1 (0.48 to 2.6, p=95%) times more likely to be a HMO.
- Any change in electoral roll registrants in last 12 months: Properties in which the surnames of at least one current registrant at an address were not present the previous year were estimated to be 2.1 (0.9 to 4.5, p=95%) times more likely to be HMOs than properties where there had been no changes.
- Three or more surnames on the Electoral Roll at an address. Properties with more surnames registered at an address were estimated to be 6.9 (2.9 to 16.5, p=95%) times more likely to be HMOs than properties with three or fewer. This is the most predictive of all the risk factors selected

Table 4 shows the number and proportion of privately owned properties impacted by each risk factor combination ranked from highest to lowest risk. The risk scores are obtained by multiplying the risk factor weights at the foot of the table under each risk factor. There are 81,536 properties in all.

A risk score of say 23.6 in row 3 means for example that the outcome is 23.6 times more likely than if none of the risk factors were present as in row 16. Column totals show the number of occurrences of each risk factor and row totals the number of properties exposed to each risk factor.

Based on the first 9 rows of Table 4 there are 18,202 properties which we define as being at higher likelihood of being HMOs. With one exception all properties in these rows have more than three adults living there totalling 9,081 properties. All remaining properties in rows 10 to 16 totalling 63,334 are classed as 'low risk' HMOs.

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As an example of the risk assessment process, a property in row 1 in which 2,647 properties are identified as having all four risk factors is estimated as being nearly 48.8 times more likely to be an HMO than one in row 16 which has none of the given risk factors and comprises 2,887 properties. The value 48.8 is obtained by multiplying the figure at the foot of each risk factor column together, each figure being the risk multiple for a particular risk factor – in this case  $3.06 \times 1.11 \times 2.07 \times 6.92 = 48.8$ .

Comparing high risk HMOs in rows 1 to 9 with low risk HMOs in 10 to 16 we found that high risk properties were 2 times more likely to have received housing notices, 1.4 times more likely to be the subject of housing complaints, 1.3 times more likely to have received noise complaints, and 1.12 times more likely to have been subject to waste enforcement.

Category	Private sector UPRN	% of properties	No Recipient of Council Tax Reduction Scheme	2 or more changes in CTL in last 12 months	Any change in ER in last 12 months	3 or more adults on ER 2017	Risk score
1	2,647	3.2	Y	Y	Y	Y	48.8
2	2,715	3.3	Y		Y	Y	43.8
3	625	0.8	Y	Y		Y	23.6
4	1,873	2.3	Y			Y	21.2
5	120	0.1		Y	Y	Y	15.9
6	391	0.5			Y	Y	14.3
7	65	0.1		Y		Y	7.7
8	9,121	11.2	Y	Y	Y		7.1
9	645	0.8				Y	6.9
10	13,080	16.0	Y		Y		6.3
11	8,368	10.3	Y	Y			3.4
12	37,569	46.1	Y				3.1
13	285	0.3		Y	Y		2.3
14	841	1.0			Y		2.1
15	304	0.4		Y			1.1
16	2,887	3.5					1.0
Total	81,536	100	75,998	21,535	29,200	9,081	

Weights	3.06	1.11	2.07	6.92
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Table 4: Risk ladder showing the relative risk of a property being a private sector rented HMO

### (a) Single family private rented

The risk factors for single family rented properties are as follows:

- No Council Tax Reduction Scheme (CTRS) recipient at address: A single family privately rented household is less likely to receive CTRS but more likely to receive Housing Benefit (see below). Not in receipt of CTRS increases the odds of private rented status 1.6 (0.9 to 4, p=95%) times.
- Two or more changes in Council Tax account in the last 12 months: This is proxy for ownership turnover. This measure is 1.6 (0.48 to 2.6, p=95%) times more likely to be single family rented.
- Two or less adults at address: Three or less adults at an address are predictive of single family status rather than HMO status. It is estimated that this factor increases the odds of single family private rented status 1.2 times (0.74 to 1.95, p=95%) times.
- Housing Benefit recipient at address: Private rented single family households can be partly identified by their Housing Benefit status. This is the strongest of the four predictive risk factors, increasing the odds of identification 4.7 (2.63 to 8.00, p =95%) times.

Table 5 shows the number and proportion of properties impacted by each risk factor combination and the comparable proportion of households in each category. The column to the right shows the relative risk or likelihood score with risk categories ranked from high to low. Column totals show the number of occurrences of each risk factor.

These are obtained by multiplying the risk factor weights at the foot of the table under each risk factor. A risk score of say 9.1 in row 3 means that the outcome is 9.1 times more likely than if none of the risk factors were present as in row 16. The contribution of each risk factor to the odds of private rental status is shown in the bottom row.

It is noteworthy that Housing Benefit has the most influence amongst these. It increases the odds of private rental status 4.65 times and appears in each of the top eight risk categories. Other risk factors make smaller contributions whilst the final column is obtained by multiplying the odds together to derive an overall risk score.

We define the first nine rows as being at highest risk of being single family private rented properties. Take for example row one in which 242 properties are exposed to all four risk factors. The risk that these properties are single family private rented households is 14.3 times the risk of the 558 properties in row 16 which are exposed to none of these risk factors. Based on rows one to nine, all of which receive housing

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benefit or are exposed of three or more risk factors, the number of high risk properties is 19,528 out of a total possible number of 81,536.

Comparing high risk single family private rented properties in rows 1 to 9 with low risk properties in 10 to 16 we found that high risk properties were 2.6 times more likely to have been the subject of housing complaints, 1.8 times more likely to have received noise complaints, and 1.3 times more likely to have been contacted regarding garden waste. In the case of noise, 9.5% of high risk single family private rented properties were the subject of complaints.

category	Private sector UPRN	% of properties	No Recipient of Council Tax Reduction Scheme	2 or more changes in CTL in last 12 months	2 or less adults on ER 2017	HB at address	risk score
1	242	0.3	Y	Y	Y	Y	14.3
2	726	0.9	Y	Y		Y	11.9
3	99	0.1	Y		Y	Y	9.1
4	296	0.4		Y	Y	Y	8.8
5	495	0.6	Y			Y	7.6
6	2,444	3.0		Y		Y	7.3
7	193	0.2			Y	Y	5.6
8	14,133	17.3				Y	4.7
9	900	1.1	Y	Y	Y		3.1
10	34,041	41.7	Y	Y			2.6
11	6,287	7.7	Y		Y		2.0
12	20,174	24.7		Y	Y		1.9
13	45	0.1	Y				1.6
14	862	1.1		Y			1.6
15	41	0.1			Y		1.2
16	558	0.7					1.0
Total	81,536	100.0	75,998	21,535	52,988	5,395	

Weights	1.63	1.57	1.20	4.65
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Table 5: Risk ladder showing the relative risk of a private property being a private sector single family dwelling

### 5.2 Distribution of HMOs and high risk single family rented properties

Combining the total number of high risk HMOs with the number of high risk single family private rented properties we arrive at a total of 37,730 properties; this is greater than the 34,600 estimated by the GLA in 2014. This is broken down by ward in Annex C.

Some of the difference will be accounted for by subsequent growth in the private rented sector as our data are much more up to date, but some of it is due to overlap of high risk properties that could be either HMOs or single family private rented.

For these reasons we believe that the total estimated number of privately rented properties, which comprises around 45% of the privately owned stock, is reasonably accurate.

Figures 11 and 12 are maps showing the distribution of high risk private rented properties. We have seen how private renting and deprivation are related to areas that are already selectively licensed or possible candidates to become selectively licensed.

However, we have not considered how ASB affected different areas in different measure except at a ward level. This may be shown using two illustrative examples – the first based on noise complaints and the second on waste enforcement notices.

The first shows the distribution of colour-coded high risk private rented properties. It confirms that private renting is widespread throughout the borough, although densities and types and ages of builds vary enormously from the older stock in the north to the modern developments in the south and so ASB hotspots vary in size and concentration.

Overlaid are contours showing the incidence, in this case, of noise complaints. It shows concentrations in most areas, whether in old or new builds or in more or less densely built up neighbourhoods. For example, the peak in Canary Wharf, comprising new developments, is arguably comparable with peaks in other areas in the north of the borough.

The second illustration shows a more limited and localised indicator based on waste enforcement notices, nearly all of which are concentrated in a small area ranging from cell A6 to C8, coinciding with areas already subject to Selective Licensing. The key point is that ASB is widespread but the nature and concentration varies depending on category.

From a Council perspective the neighbourhood effects of Selectively Licensed areas are easier to identify than the more dispersed nature of HMOs which do not self-identify as readily. At the individual property level identification may be easier where they are not being well maintained or there are other issues. This can also be seen from the ward analysis shown in Table 2 in the previous section.

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For these reasons Additional Licensing is a more appropriate tool to use in these cases if the aim is to embed higher housing standards and better property management over a dispersed area. In the next section we set out the case more formally.

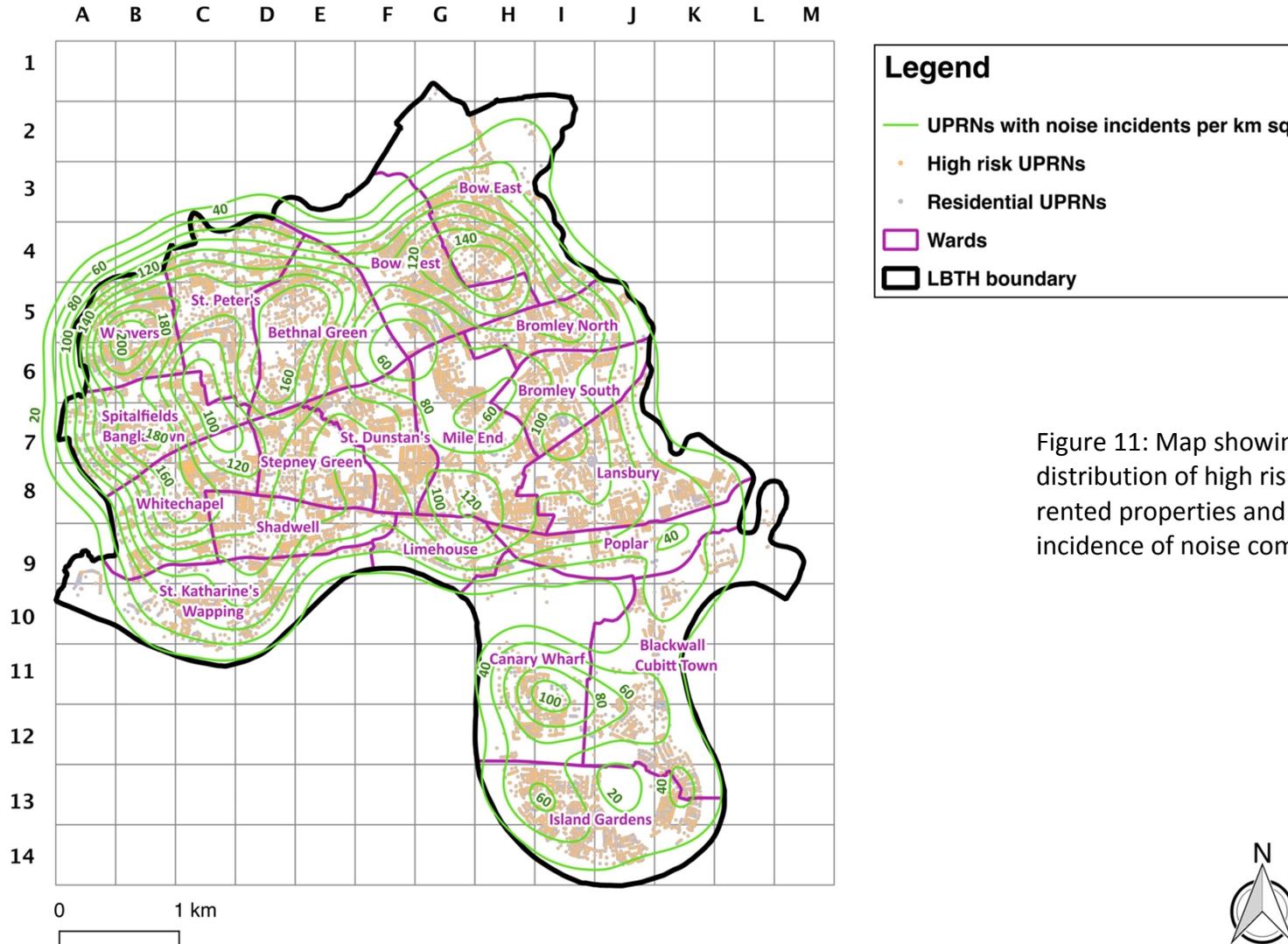


Figure 11: Map showing the distribution of high risk private rented properties and the incidence of noise complaints

# Potential for Extension of Discretionary Licensing

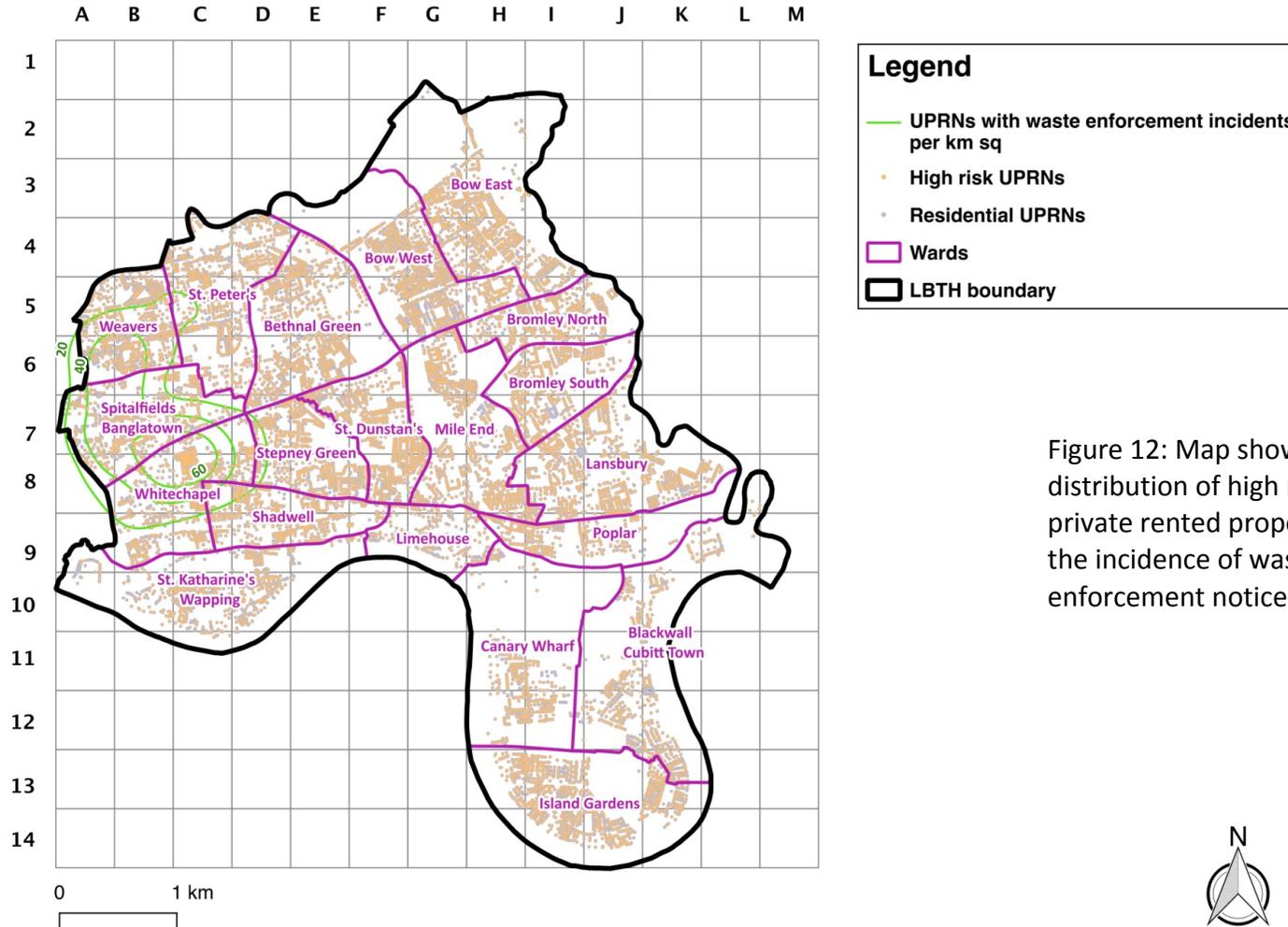


Figure 12: Map showing the distribution of high risk private rented properties and the incidence of waste enforcement notices

### 6. Discretionary Licensing options

As part of its housing strategy the London Borough of Tower Hamlets is reviewing existing licensing schemes for the private rented sector. There are two types of Discretionary Licensing for which there are separate arguments in terms of their introduction or extension:

(a) Additional: where a council can impose a licence on HMOs in its area which are not subject to the Mandatory Licensing scheme, and where the council considers that poor management of the properties is causing problems either for the occupants or the general public

(b) Selective: covering privately rented property in areas which suffer or are likely to suffer from low housing demand and also to those that suffer from significant and persistent anti-social behaviour

Currently Tower Hamlets operates a Selective Licensing Scheme in three wards which was introduced from October 2016. Mandatory, which is borough-wide, only applies to HMOs which are residences with three or more storeys and are occupied by five or more persons forming two or more households.

If Additional Licensing is introduced it means that Tower Hamlets can specify the maximum number of people who can occupy the house, attach conditions relating to the management of the building, and also make sure that amenities are kept up to standard. As a result the number of properties captured by such as change of definition would be much greater.

#### 6.1 Additional Licensing

Excluding wards covered by Selective Licensing, Additional Licensing could apply to other designated wards or to the rest of Tower Hamlets were it to be introduced. There may be different arguments depending on which parts of Tower Hamlets are designated and which definitions of HMOs are used:

- From our analysis the number of Mandatory Licensed properties in force is relatively proportionate. Using a more generous definition based on our methodology with no limit on storeys, the number could be as high as 9,000 assuming 3 or more adults.
- Our analysis shows that high-risk HMOs are widely distributed across the borough but are more likely to be in poorer condition and contribute to, or suffer from ASB if they are located in more deprived wards. In the newer developed wards ASB is less in evidence although noise appears to be localised problem.
- In the newer developed areas many flats are unoccupied or used as short lets. This constitutes a management problem of a different kind which could

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be addressed by Additional Licensing, although it would be prudent to obtain legal opinion first. Of all the wards Canary Wharf and Blackwell and Cubitt Town have the highest percentage of private properties with no adults registered on the electoral roll (50% and 41% respectively)

- Nevertheless, there are concentrations of old builds even in the regenerated wards which would be excluded if an Additional Licensing scheme only covered some wards. In addition the administration of a scheme that covered some wards and not others would be logistically complicated and could leave isolated pockets of problem properties in unlicensed wards.

If the scheme is less than borough wide then a more refined selection process is needed. The ranking in Table 6 is based on three factors: the number of higher risk HMOs, the number of Mandatory licensed HMOs, ASB levels and the number of properties with 3+ adults. It shows that the main wards to stand out that are not already subject to Selective Licensing are contiguous to the existing scheme: They are Bethnal Green, Bow West, St Peters, Bow East and Shadwell. However, also in the top ten, but geographically separated, are Island Gardens and Lansbury.

Number	2017 ward name	Already licensed
1	Bethnal Green Ward	
2	Whitechapel Ward	yes
3	Spitalfields & Banglatown Ward	yes
4	Weavers Ward	yes
5	Bow West Ward	
6	St. Peter's Ward	
7	Lansbury Ward	
8	Bow East Ward	
9	Island Gardens Ward	
10	Shadwell Ward	
11	St. Dunstan's Ward	
12	Stepney Green Ward	
13	Mile End Ward	
14	Blackwall & Cubitt Town Ward	
15	Poplar Ward	
16	St. Katharine's & Wapping Ward	
17	Bromley North Ward	
18	Canary Wharf Ward	
19	Bromley South Ward	
20	Limehouse Ward	

*Table 6: Ranked wards in which the case for introducing Additional Licensing is strongest*

### 6.2 Selective Licensing

The arguments for an extension of Selective Licensing are also very strong. The research finds direct and extensive links between ASB and private renting at property level, strong links to deprivation at a ward level and net positive influxes of migrant populations (see Annex A). It also confirms that the three wards enrolled into the Selective Licensing scheme introduced last October are not the only wards that could benefit.

Here Tower Hamlets has basically two options:

- Option 1 is to introduce Selective Licensing to the whole of the borough. This has the merit that it would deal with all the main housing issues in ‘one go’ and obviate the need for an Additional Licensing scheme; however, a key issue is that it includes several newly developed areas which may not meet the criteria. However, this option would require Secretary of State approval and the case in every ward.
- Option 2 would be to introduce Selective Licensing in those areas which best meet the required criteria. The issue that needs investigating is whether, as a result, Tower Hamlets would need to obtain confirmation from the Secretary of State for any Selective Licensing scheme if it covers more than 20% of their geographical area or will affect more than 20% of privately rented homes.

Table 7 jointly compares the ASB indicators from Section 5 with the estimated size of the PRS in Section 6 at ward level. It shows in rank order the wards that are most likely to meet the criteria for Selective Licensing based on the levels of ASB. It is also noteworthy that the highest ranked wards strongly overlap with some of the most deprived neighbourhoods. Further columns show the cumulative percentages of area and of the PRS covered. Based on this table only the first three wards would satisfy the 20% PRS constraint and the first four wards the 20% area constraint.

If only the three wards already operating schemes are considered these jointly cover 11.8% of the Tower Hamlets area and 18.1% of the estimated size of the PRS. This means there is potential scope to add to the existing scheme to bring it up to 20%. However, adding St Peters, ranked first in Table 7, would increase the area covered to 16.8% and the PRS to 25.2% based on this table.

Some fine tuning is possible by designation subjecting only the worst affected parts of the ward to Licensing, but that would need further work and involve some arbitrariness. Another option would be to include Shadwell to the existing scheme as it is contiguous to the current scheme, like St Peters, but somewhat smaller in terms of the size of its PRS.



Number	2017 ward name	Rank ASB	Rank PRS	Cumulative PRS %	Cumulative area %
1	St. Peter's Ward	1	5	7.1	5.0
2	Spitalfields & Banglatown Ward	2	8	12.6	9.2
3	Whitechapel Ward	3	4	20.3	13.7
4	Weavers Ward	4	10	25.2	16.8
5	Bethnal Green Ward	5	9	30.7	22.4
6	Lansbury Ward	6	14	33.9	28.5
7	Shadwell Ward	7	15	37.0	31.5
8	Bow West Ward	8	12	41.1	37.7
9	Mile End Ward	9	11	45.7	43.4
10	St. Dunstan's Ward	10	18	48.1	46.5
11	Stepney Green Ward	11	17	50.9	49.5
12	Bow East Ward	12	7	56.9	58.2
13	Island Gardens Ward	13	3	64.9	65.2
14	Canary Wharf Ward	14	1	74.1	72.8
15	Bromley North Ward	15	16	76.9	75.6
16	St. Katharine's & Wapping Ward	16	6	83.3	82.5
17	Blackwall & Cubitt Town Ward	17	2	91.9	91.2
18	Poplar Ward	18	20	94.0	94.5
19	Bromley South Ward	19	19	96.3	97.7
20	Limehouse Ward	20	13	100.0	100.0

Table 7: Wards ranked by ASB for which the case for introducing Selective Licensing is strongest

It is important to point out, however, that the existing scheme is based on old ward boundaries and it is not possible to change these in the short run if the inclusion of Shadwell is considered as a possible addition. Table 8 compares the percentages of area and PRS covered with and without the inclusion of Shadwell. It shows, however, that Shadwell would just miss the 20% cut based on the new boundaries as it does on the old, although it would be well within the area constraint in both cases.

Boundaries	metric	Without Shadwell	With Shadwell
Old	area	10.8	15.3
	PRS	17.3	22.5
New	area	11.8	14.8
	PRS	18.1	21.2

Table 8: Comparison showing the effect of including Shadwell to the present Selective Licensing Scheme based on the percentage of the PRS and area covered.

## *Potential for Extension of Discretionary Licensing*



In summary we find a case for a borough-wide extension to Additional Licensing. This case is slightly different depending on whether it is in a more newly developed and less deprived area in which a substantial proportion of the stock appears to be empty or available for short-lets, or in wards in more deprived areas where HMOs are fully established. The case for Selective Licensing is generally strong, although it is not borough-wide.

The key problem here is that any extension to the existing scheme would likely require an application to the Secretary of State. In theory adjustments could be made to the boundaries of the scheme although this would almost certainly require some arbitrariness about which streets and addresses to include and so lead to other practical problems. It is therefore recommended that the Council keeps this possibility under review whilst it gains experience of the present scheme and gathers further evidence.

### **7. Conclusions**

The aims of this research were set out in the introduction. These were:

1. Whether there is sufficient evidence for the Council to bring in an Additional Licensing scheme across the Borough. If such a scheme was introduced it would cover all HMOs irrespective of number of storeys where there are 3 or more tenants but would exclude those wards already operating Selective Licensing schemes.
2. Whether there is evidence available for the Council to make a case to the Secretary of State to enable a Selective Licensing to cover the whole Borough adding to the existing Selective Licensing schemes already operating.

Tower Hamlets is one of the most deprived boroughs in the country but the housing stock varies enormously in quality and type depending on location. It ranges from densely occupied neighbourhoods with mixed social and private housing to large new developments next to the river in the south.

Annex A shows a net inflow of international migrants in the past 11 years of 67k and an outflow of internal migrants of 15k, which means that the population is becoming ethnically more diverse as well as larger. Since migrants mostly live in private rented accommodation this, in addition, to deprivation strengthens the case for licensing.

However, the arguments differ depending on whether licensing is Additional, Selective or both. As noted above Selective Licensing applies to all private rented properties in a designated area whether they are HMOs or single family properties. If Additional Licensing is adopted this can apply only to HMOs that not already selectively or mandatorily licensed.

### (a) Additional Licensing

The research finds that there is evidence to extend Additional Licensing to the whole borough but that the arguments are not uniform everywhere and differ qualitatively. Additional Licensing would cover smaller HMOs occupied by three or more people who are not from the same family and who share a kitchen, bathroom or toilet.

Most local authorities report a positive effect of licensing on the physical condition of properties, the quality of management and the quality of accommodation. A significant number of Mandatory Licensable HMOs are in areas with large student populations of which Tower Hamlets is a case in point, so students are likely to be one of the key beneficiaries as well as migrants.

If Additional Licensing is introduced it would considerably increase the scope of the much more limited Mandatory Licensing scheme based on the previous definition of an HMO for which only around 300 licences were in operation at the time of this research. Based on our estimates there are up to 18,000 HMOs in Tower Hamlets of which around 9,000 are believed to contain three or more adults based on the extended definition of an HMO. The actual number will be lower since some are located in already licensed wards.

We found that the incidence of HMOs was widespread in the borough and did not favour any particular wards. Data on housing notices established that poor housing conditions were more likely to occur in properties which were also exposed to specific risk factors such as Housing Benefit and noise complaints. Their relatively wide dispersion means that they are thinly spread and therefore more difficult to police without a licensing regime.

For this reason a borough-wide Additional Licensing scheme would be generally preferable. One concern was the number of properties which did not have any adults living in them based on the electoral role. Two good examples of this were Canary Wharf and Blackwell and Cubitt Town. If Additional Licensing were borough-wide, its introduction could lead to better management of the whole housing stock including currently vacant properties but legal opinion should be sought on this point.

### (b) Selective Licensing

The total number of properties affected by ASB and poor housing conditions depended on the number of risk factors they are exposed to. For Selective Licensing which covers all forms of private renting and not just HMOs the arguments for extensions especially in contiguous areas to the currently licensed areas is compelling.

However, the conditions for its introduction are more challenging than for Additional Licensing but in the Tower Hamlets case these are relatively easy to justify. Private renting, especially single family rented properties, is strongly correlated with areas containing higher levels of deprivation especially in the north of the borough.

There is also a statistically significant correlation indicating direct association between private renting and ASB at property level, especially noise complaints, waste and housing notices. The evidence of this report is that Tower Hamlets meets these criteria comfortably in certain areas which are broadly delineated by ward boundaries.

The results of our analysis finds that the already selectively licensed wards which comprise Whitechapel, Weavers, Spitalfields and Banglatown have only slightly altered their ranking as compared with our earlier research, although it is important to remember that the schemes are still bedding down. However, the take-up of licences has been relatively strong with reaching around about 51% to date based on our estimates.

Other wards with an equally strong case were set out in Table 7 in rank order. Notably, they include Bethnal Green, St Peters, Bow West, Bow East, Lansbury and Shadwell wards among others and apart from Lansbury form a single contained geographical grouping with already licensed wards.

The issue for Tower Hamlets is not so much that they have a strong case for Selective Licensing, but that this case does not extend to the whole borough. This suggests that the optimum solution will be a mix comprising an expanded Selective Licensing scheme coupled with an Additional Licensing scheme covering elsewhere.

Tower Hamlets will need to consult on whichever they choose to adopt. However, the rules also contain a proviso which says:

“...if a local housing authority makes a designation that covers 20% or less of its geographical area or privately rented properties, the scheme will not need to be submitted to the Secretary of State, provided the authority has consulted for at least 10 weeks on the proposed designation. However, if the local housing authority makes one or more designations that are in force partly concurrent to an existing scheme, and cumulatively all the designations cover more than 20% of the area or the private rented stock, those new designations will need to be submitted to the Secretary of State for approval.”

Recent experience based on applications made by several boroughs to exceed the 20% rule indicates that any application by Tower Hamlets is very likely to fail. Our analysis of the present Selective Licensing scheme covering three wards is below this limit both under the new and old boundaries.

In principle, there is scope to extend this scheme based on the size of area but less scope based on the size of the private rented sector. An extension of the existing scheme to one or more of the neighbouring wards can be considered with the inclusion of Shadwell but in our analysis it narrowly misses the 20% cut off and so not be pursued at this point in time.

## Potential for Extension of Discretionary Licensing



To summarise, we have therefore a mix of options available which are set out in the table below:

Option	Secretary of state approval	Strength of case
A. Introduce Additional Licensing borough-wide, no change to Selective Licensing	Does not require Secretary of State approval	Case for extending to new builds in regenerated areas is not as strong as in north of borough but there is a strong case for tackling the problem of empty or partially let properties under an Additional Scheme.
B. Partial introduction of Additional Licensing but excluding regenerated areas and those covered by existing Selective Licensing	Does not require Secretary of State approval	The case stands alone if only worst affected wards are included in an Additional Scheme, but it could create logistical and management problems as a result.
C. Extend Selective Licensing borough-wide	Secretary of State approval is required	The case is variable and is much stronger for some wards than others.
D. Extend Selective Licensing to neighbouring wards and adopt Additional Licensing elsewhere	Secretary of State approval is still required as enlarged scheme would cover more than 20% of the PRS	The case is very strong. Also an enlarged area is likely to form an integrated geographical grouping. Other wards outside this group to be covered by Additional licensing, but would not include single family private rented households
E. Extend existing Selective Licensing scheme to Shadwell only	Secretary of State approval would still be required	If adopted the extended scheme would just exceed 20% of the PRS and would therefore miss the cut.

A property level data base with our tenancy risk assessment and other information will be handed over with this report.

## Potential for Extension of Discretionary Licensing



### Annex A: Tower Hamlets migration flows 2004/5 to 2014/15

Category	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	cumulative total
<b>Inflows</b>												
international	7,086	8,601	10,516	9,828	9,807	11,650	10,345	10,616	12,018	13,117	14,457	118,041
internal	15,006	16,250	16,835	17,463	20,339	21,491	20,870	21,047	21,205	23,142	22,524	216,172
<i>total inflow</i>	<i>22,092</i>	<i>24,851</i>	<i>27,351</i>	<i>27,291</i>	<i>30,146</i>	<i>33,141</i>	<i>31,215</i>	<i>31,663</i>	<i>33,223</i>	<i>36,259</i>	<i>36,981</i>	<i>334,213</i>
<b>Outflows</b>												
international	3,678	3,814	3,451	3,633	4,819	7,305	5,307	5,590	5,005	4,650	3,925	51,177
internal	18,495	18,423	19,556	19,642	19,261	20,463	20,891	22,715	22,137	24,017	25,322	230,922
<i>total outflow</i>	<i>22,173</i>	<i>22,237</i>	<i>23,007</i>	<i>23,275</i>	<i>24,080</i>	<i>27,768</i>	<i>26,198</i>	<i>28,305</i>	<i>27,142</i>	<i>28,667</i>	<i>29,247</i>	<i>282,099</i>
<b>Net +/-</b>	-81	2,614	4,344	4,016	6,066	5,373	5,017	3,358	6,081	7,592	7,734	52,114
<i>of which</i>												
International (A)	3,408	4,787	7,065	6,195	4,988	4,345	5,038	5,026	7,013	8,467	10,532	66,864
internal (B)	-3,489	-2,173	-2,721	-2,179	1,078	1,028	-21	-1,668	-932	-875	-2,798	-14,750
net flow as % of population	0.0	1.2	0.0	1.7	2.5	2.2	2.0	1.3	2.2	2.7	2.6	

## Potential for Extension of Discretionary Licensing



Annex B: Estimated breakdown by tenure in new ward format based on data from the 2011 Census

	<b>2017 ward name</b>	Owner occupied	Social Housing	Private rented	Total
1	Bethnal Green Ward	1,785	3,274	1,859	6,918
2	Blackwall & Cubitt Town Ward	1,748	1,526	2,953	6,227
3	Bow East Ward	1,710	2,823	2,062	6,595
4	Bow West Ward	1,658	1,952	1,399	5,009
5	Bromley North Ward	622	1,919	961	3,502
6	Bromley South Ward	574	1,668	800	3,042
7	Canary Wharf Ward	1,664	1,383	3,119	6,166
8	Island Gardens Ward	2,111	1,376	2,744	6,231
9	Lansbury Ward	1,123	3,022	1,114	5,259
10	Limehouse Ward	1,103	571	1,265	2,939
11	Mile End Ward	1,295	3,026	1,565	5,886
12	Poplar Ward	508	1,244	693	2,445
13	Shadwell Ward	1,015	2,415	1,067	4,497
14	Spitalfields & Banglatown Ward	1,231	1,630	1,886	4,747
15	St. Dunstan's Ward	994	2,156	817	3,967
16	St. Katharine's & Wapping Ward	2,410	727	2,206	5,343
17	St. Peter's Ward	1,717	3,167	2,442	7,326
18	Stepney Green Ward	984	2,070	956	4,010
19	Weavers Ward	1,385	2,369	1,687	5,441
20	Whitechapel Ward	1,298	1,788	2,621	5,707
	<b>Total</b>	<b>26,935</b>	<b>40,106</b>	<b>34,216</b>	<b>101,257</b>



Annex C: Estimated size of the PRS based on model estimates using 2016 data

Ward name 2017	HR HMO	% of total	HR SF	% of total	HR HMO or SF	% of total
Bethnal Green Ward	1385	7.6	1290	6.6	2032	7.3
Blackwall & Cubitt Town Ward	1225	6.7	1468	7.5	1831	6.6
Bow East Ward	1293	7.1	1423	7.3	1988	7.2
Bow West Ward	1049	5.8	825	4.2	1479	5.3
Bromley North Ward	464	2.5	565	2.9	753	2.7
Bromley South Ward	649	3.6	791	4.1	1027	3.7
Canary Wharf Ward	965	5.3	1309	6.7	1525	5.5
Island Gardens Ward	982	5.4	1226	6.3	1621	5.9
Lansbury Ward	859	4.7	1179	6.0	1569	5.7
Limehouse Ward	557	3.1	705	3.6	898	3.2
Mile End Ward	934	5.1	950	4.9	1344	4.9
Poplar Ward	362	2.0	447	2.3	641	2.3
Shadwell Ward	577	3.2	606	3.1	926	3.3
Spitalfields & Banglatown Ward	851	4.7	910	4.7	1322	4.8
St. Dunstan's Ward	740	4.1	702	3.6	1086	3.9
St. Katharine's & Wapping Ward	1080	5.9	1201	6.2	1627	5.9
St. Peter's Ward	1183	6.5	1115	5.7	1688	6.1
Stepney Green Ward	681	3.7	565	2.9	989	3.6
Weavers Ward	980	5.4	829	4.2	1329	4.8
Whitechapel Ward	1386	7.6	1422	7.3	1975	7.1
	18202	100.0	19528	100.0	27650	100

## **Appendix: Two Definition of a House in Multiple Occupation (HMO)**

The definition of an HMO is within the Housing Act 2004 at sections 254 to 259.

A HMO means a building or part of a building, such as a flat which:

- Is occupied by more than one household, who share or lack one or more basic amenities such as a bathroom, toilet or cooking facilities; or
- Is a converted building occupied by more than one household, but does not consist entirely of self-contained flats (whether or not one or more of the basic amenities are shared or lacking); or
- Is a building converted into self-contained flats, but does not meet as a minimum standard, the requirements of the Building regulations 1991 and where less than two thirds of the flats are owner occupied (section 257 of the Housing Act 2004) *see note*.

And where

- The building is occupied by more than one household as their only or main residence
- Rents are payable or other consideration provided by at least one of the occupiers
- The occupation of the living accommodation is the only use of that accommodation

### *Note*

For these purposes, a flat is 'owner occupied' if it is occupied:

- a) By a person who has a lease of the flat which has been granted for a term of more than 21 years,
- b) By a person who has the freehold estate in the converted block of flats, or,
- c) By a member of the household of a person within paragraph a) or b)

There are exemptions to these definitions and these are contained in schedule 14 of the Housing Act 2004. This includes any building which is occupied only by two persons who form two households.

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## **Appendix: Three Tower Hamlets Additional Licensing Scheme proposal**

### **Types of HMO that will be included within the scheme**

It is proposed that the scheme would cover the whole Borough, excluding the current selective licensing designation (Weavers, Whitechapel and Spitalfields and Banglatown wards per 2014)

The types of HMO that would require a licence are:

- a) Any HMO of two or more storeys, occupied by three or more persons in two or more households and where some or all facilities are shared or missing.
- b) Any flat in multiple occupation which is occupied by three or more persons in two or more households and where some or all facilities are shared or missing.
- c) Any HMO of two or more storeys, with a resident owner and occupied by three or more persons in two or more households and where some or all facilities are shared or missing.
- d) Any flat, with a resident owner and occupied by three or more persons in two or more households and where some or all facilities are shared or missing.
- e) Any buildings which has been converted into and consists of self-contained flats only, and it does not comply with the 1991 Building Control Regulations and less than two thirds of the flats are owner occupied.
- f) Any house of two or more storeys comprised of both self-contained and non-self-contained units of accommodation occupied in aggregate by three or more persons in two or more households (not including a resident owner), some of whom share or lack one or more basic amenities such as a bathroom, toilet or cooking facilities.

### **Application Process**

The Additional Licensing scheme would ensure that the responsibility for the HMO property management lies with the landlord. The licensing process should require the landlord to:

- a) Complete and submit an application form to the Council together with a fee. The form would seek to understand the size of the property, the available amenities as well as details of safety measures that have been put in place such as the type and installation of a fire detection system.
- b) In order to demonstrate competent property management the landlord should provide evidence on application:
  - Annual gas safety certificate

- Electrical installation condition certificate in the last 5 years and a portable appliance test certificate
- An automated alarm system in the event of fire, and if appropriate emergency lighting.
- Evidence of arrangements which demonstrate competent property management – management records and copies of tenancy agreements
- The suitability of management structures and adequacy of management structures
- Floor plan with room sizes and uses clearly shown
- Copy of the EPC where this applies
- Current occupancy details
- Any proposed licence holder or manager of the property will be required to make a declaration that they are fit and proper persons.

### The Licence

The completed application will be scrutinized and a licence will be granted with standard conditions prior to an inspection taking place.

Where applications are received within the first three months of the scheme being introduced, this will be considered an indication of professional property management and a five year licence will be granted. The property will then be risked assessed for inspection within 5 years of the licence issue date.

If the licence application is not received in the first three months and two warning letters are sent, the licence will be issued for 12 months and the property will be risked higher as a failure for good property a management, bringing forward any inspection.

### Licence Fees

The licence fee has been set to ensure that the fee does not exceed the actual and direct costs of processing an application and the cost of monitoring compliance by landlords with terms of the licence ( European Services Directive).

The fee structure is also required to be reasonable and proportionate and cannot include set up charges for the scheme nor overheads or the general running costs of the organisation.

The fee is to cover the administration costs of the licence, the fees will be reviewed annually to reflect changes in costs.

Where the council is put to extra costs by having to manually process licences and additional fee will be imposed.

The fee structure is:

Application type	Fee
Full on line application	£520 for five year licence
Partial on line application with documents sent through the post or all information not provided on first full application	£580 for five year licence
Postal application	£610 for five year licence
Postal application with all information not provided on first full application	£660 for five year licence
Landlords with previous management concerns or have required two warning letters to apply for a licence/ outside three months of the designation commencing	Fees as above but licence will be valid for one year only
Application withdrawn by applicant, revocation, refusal by Council to licence, property ceases to require a licence	No refund
Temporary Exemption Notice	Free
Variation instigated by the licence holder	£30

### Licence holder

In considering an application for a licence, the licence holder must have a UK address.

The Council will also consider if the proposed licence holder is a 'fit and proper person'. The criteria is defined in the associated guidance to the legislation.

The licence holder must also ensure that they have any relevant permissions for the HMO from the Planning Service.

If the licence holder is found not to be a 'fit and proper person' against these criteria then they must find someone else to manage the property who is agreeable to the Council.

The Council will publish an on-line list of all HMO's under the scheme. Members of the public and tenants or prospective tenants will be able to check the database and have confidence of knowing that a HMO has a licence.

If the scheme is approved and having become operative, it will be an offence to operate an HMO falling within the scope of the scheme without a licence.

### Exemptions

The following are statutorily exempt for the Additional Licensing Scheme

Buildings controlled or managed by public sector bodies etc.

A building where the person managing or having control of it is

- a) a local housing authority,
- b) a non-profit registered provider of social housing,]
- c) body which is registered as a social landlord under Part 1 of the Housing Act
- d) a police and crime commissioner,
- e) the Mayor's Office for Policing and Crime,
- f) a fire and rescue authority, or
- g) a health service body within the meaning of section 9 of the National Health Service Act 2006.
- h) buildings controlled or managed by a co-operative society
- i) Buildings occupied by students, where:
  - which is occupied solely or principally by persons who occupy it for the purpose of undertaking a full-time course of further or higher education at a specified educational establishment or at an educational establishment of a specified description, and
  - where the person managing or having control of it is the educational establishment in question or a specified person or a person of a specified description
- j) Buildings occupied by religious communities
  - Any building which is occupied principally for the purposes of a religious community whose principal occupation is prayer, contemplation, education or the relief of suffering
  - This paragraph does not apply in the case of a converted block of flats to which section 257 applies.
- k) Buildings occupied by two persons
  - Any building which is occupied only by two persons who form two households

# Appendix Four: Schedule of licence conditions

## 1. Tenancy Management

Table of Occupation

Letting	Location	Area	Maximum occupiers
<b>Maximum Occupiers</b>			

2. The licence holder/manager is prohibited from allowing a new resident to occupy the property and/or parts of the property if: -
  - that occupation exceeds the maximum number of permitted persons in the property or,
  - that occupation exceeds the maximum number permitted for any unit of accommodation.

A 'new resident' is a person not in occupation at the date the licence is issued.

3. The licence holder shall ensure that the name, address, email and telephone number of the person responsible for managing the property is displayed in a prominent position in the common parts of the property. A 24 hour emergency telephone number should be provided and details of how to report any disrepair issues.
4. The licence holder shall ensure that a copy of the licence and licence conditions are displayed in a prominent position in the common parts of the property.
5. The licence holder shall supply the occupiers of the property with a written statement of the terms on which they occupy the property and details of the arrangements in place to deal with repair and emergency issues. Copies of the written statement of terms must be provided to the Council within **21 days on request**
6. The licence holder shall obtain references from persons who wish to occupy a letting in the property before entering into any tenancy, licence or other agreement with them to occupy the accommodation. No new occupiers shall be allowed to occupy the accommodation if they are unable to provide a satisfactory reference. Copies of the documents must be provided to the Council within **21 days on request**
7. The licence holder shall protect any deposit taken under an assured short-hold tenancy by placing it in one of the 3 statutory tenancy deposit schemes. The

tenant(s) must be given the prescribed information about the scheme being used within 30 days of the deposit being protected. Copies of the documents must be provided to the Council within **21 days on request**

### **Reducing Anti-social behaviour**

- 9 The licence holder shall take all reasonable and practicable steps to prevent or reduce antisocial behaviour by persons occupying or visiting the house. All complaints of anti-social behaviour by occupants or their visitors shall be investigated and the following appropriate actions taken;
  - a) The licence holder shall from the date of receipt of the complaint of antisocial behaviour, monitor any allegations of antisocial behaviour and whether it is continuing.
  - b) Where the antisocial behaviour is continuing after 28 days from receipt of the complaint, the licence holder, or his agent must within 7 days visit the property and issue the occupier with a warning letter advising them of the possibility of eviction.
  - c) Where the licence holder or his agent has reason to believe that the antisocial behaviour involves criminal activity the licence holder shall ensure that the appropriate authorities are informed.
  - d) If after 14 days of giving a warning letter the occupier has taken no steps to address the antisocial behaviour and the ASB is continuing the licence holder shall take formal steps under the written statement of terms of occupation, (e.g. the tenancy agreement or licence.
  - e) Where the licence holder is specifically invited they shall attend any case conferences or multiagency meetings arranged by the Council or police.
- 10 Any correspondence, letters and records referred to in condition 1-8 above must be provided to the Council within 21 days on request.
- 11 The licence holder and his representatives will ensure that the tenant's right to quiet enjoyment of the property is respected. Where entry is required to the property for the purpose of undertaking landlord duties and responsibilities, the licence holder will ensure that the tenant receives at least 24 hours written notice of intention to enter the property specifying the reason entry is required. Only in emergency situations such as flood, fire or potential threat to life should these requirements be waived.

### **Fit and Proper Person**

- 12 The licence holder must ensure that any persons involved with the management of the property must be a fit and proper person as per the definition under section 89 of the Housing Act 2004. The Licence Holder or their Managing Agent must inform the Council within 21 days of any changes in their circumstances as a result of a conviction, or caution or civil penalty

### **Training**

- 13 The licence holder shall upon request of the Council attend such training courses as required.

### **Property Management**

- 14 The licence holder shall ensure that regular inspections (3 months) of the property are carried out to identify any problems relating to the condition and management of the property. The records of such inspections shall be kept for the duration of this licence. Copies of these must be provided to the Council within **21 days on request**.
- 15 The licence holder shall ensure that the property is in compliance with the London Borough of Tower Hamlets Minimum HMO Standards.
- 16 The licence holder shall ensure the property is maintained in reasonable repair and complies with The Management of Houses in Multiple Occupation (England) Regulations 2006. The licence holder must ensure that works of repair, improvement or treatment at the property are carried out by a competent person or persons, employed directly by the licence holder or an agent or employee of the licence holder. The licence holder must provide the Council with a copy of the receipts/invoices and commissioning certificates for any such works within 21 days of any request to inspect them.
- 17 The licence holder shall ensure that all gas installations and appliances are in a safe condition at all times. The licence holder must have available a current valid gas safety certificate obtained within the last 12 months. Copies of the certificate must be provided to the Council within **7 days on request**
- 18 The licence holder must have a current Electrical Installation Condition Report (EICR) for the fixed electrical installation in the parts of the property under their control. Any report should be less than five years old and copies must be provided to the Council within **7 days on request**.
- 19 The licence holder shall ensure that all electrical appliances provided in the property are in a safe condition. The licence holder must submit copies of the Portable Appliance Test (PAT) report for all electrical appliances that are supplied by the landlord to the Council within **7 days on request**.
- 20 The licence holder must ensure that each of the rooms being used as a bedroom have a minimum of 3 wall mounted double electrical sockets.
- 21 The licence holder must ensure that each bathroom and kitchen in the property have adequate mechanical extract ventilation.
- 22 All upholstered furniture and covers and fillings of cushions and pillows should comply with the requirements of the Furniture and Furnishings (Fire) (Safety) Regulations 1988 (as amended). The licence holder shall provide a declaration as to the compliance of such items to the Council within **21 days on request**

- 23 The licence-holder must ensure appropriate fire precautions are provided to safeguard tenants, having regard to the design and construction of the property and the number of occupiers. Fire safety standards to be based on the LACORS Housing Fire Safety Guidance:  
[http://www.cieh.org/library/Knowledge/Housing/National\\_fire\\_safety\\_guidance\\_08.pdf](http://www.cieh.org/library/Knowledge/Housing/National_fire_safety_guidance_08.pdf)

As a minimum all properties must have a suitable mains-wired fire detection system and a means of escape that is adequately protected against smoke and flames should a fire arise in a kitchen, bedroom or other communal room. This can be achieved by finding the case study in Part D of the LACORS guide that closest matches the property and adopting those standards.

The licence holder shall maintain all existing automatic fire detection systems and emergency lighting including smoke alarms in proper working order and, upon request, provide the Council with a BS5839 test report relating to the fire alarm and detection system and/or a BS5266 test report relating to the emergency lighting..

- 24 The licence holder must ensure each letting has a system of fixed space heating capable of maintaining an indoor temperature of at least 21°C in habitable rooms, including bathrooms, when the outdoor temperature is –1°C. The system is to be efficient, suitably sized and have sufficient controls to enable the occupier to regulate the temperature within their letting.
- 25 The licence holder must ensure the property has adequate thermal insulation to minimise heat loss through the building structure.
- 26 The licence holder shall ensure that there are suitable containers provided externally for household recycling and rubbish which are sufficient for the number of occupants within the property. All recycling and rubbish containers must be provided with a dedicated and appropriate storage area.
- 27 The licence holder must give new occupants, in writing and within 7 days of the start of their occupation, the following information on waste and recycling:
- The days on which the property's refuse and recycling bins are collected
  - Details about what occupants can and cannot recycle
  - How occupants can dispose of bulky waste.
- 28 The licence holder must not discard old furniture, bedding, rubbish or refuse from the property on the public highway or pavement immediately outside the property or on private land, other than presenting it for collection.
- 29 The licence holder shall take such steps as are necessary to treat eradicate any pest infestation and prevent recurrence as soon as the infestation is discovered. Such steps should include engaging a competent pest control contractor to undertake a survey of the whole property and undertaking such treatment and

proofing works as required. Copies of the any pest control report must be provided to the Council within 21 days on request.

### **General**

The licence holder shall arrange for Council Officers to be granted access to the property at any reasonable time on request. The licence holder and must not obstruct any Council Officer(s) carrying out their statutory duties including the surveying of the property to ensure compliance with licence conditions and any relevant legislation.

The licence holder shall, if required, by written notice within **21 days** provide the Council with following particulars as may be specified in the notice with respect to the occupancy of the house:

- a) The names and numbers of individuals/households accommodated specifying the rooms they occupy within the property.
- b) Number of individuals in each household.
- c) The licence holder shall inform the Council of any change in ownership or management of the house and
- d) Change in Manager, address and contact telephone number
- e) Change of address of Licence Holder or Landlord and contact telephone number;
- f) An appointment of a manager, their address and contact number

The licence holder shall ensure that whilst any alteration or construction works are in progress all reasonable steps are taken to safeguard occupiers and visitors and to minimise disruption to occupiers and neighbours.

The licence holder must advise the Council's Health and Housing Team in writing of any proposed changes to the construction, layout or amenity provision of the house that would affect the licence or licence conditions.

The licence holder shall ensure that all outbuildings, yards and gardens are maintained in good repair, a clean condition and good order. All boundary walls and fences must be kept and maintained in good and safe repair.

### **Outbuildings must not be used as residential accommodation and will not form part of the licence for the main dwelling.**

The licence is not transferable and may NOT be transferred to another person, organisation or property.

If the licence holder is a registered company and is dissolved while the licence is in force, the licence ceases to be in force on the date of dissolution.

The Licence and conditions do not imply or grant by inference or otherwise any approval or permission for any other purposes including those for Building Control, Development Control and under The Regulatory Reform (Fire Safety) Order 2005.

Conversely compliance with any of those requirements does not confer or imply compliance with the requirements of the Housing Act 2004 including property licensing.



Any requirements relating to the licence and conditions are without prejudice to assessments and appropriate actions including enforcement actions under the Housing Act 2004. This includes actions to deal with category 1 and category 2 hazards as may be identified under Housing Health and Safety Rating System (HHSRS).

**FAILURE TO COMPLY WITH ANY LICENCE CONDITION  
IS A CRIMINAL OFFENCE AND MAY LEAD TO  
ENFORCEMENT ACTION BEING INSTIGATED. UPON  
CONVICTION THIS MAY RESULT IN AN UNLIMITED FINE  
OR PENALTY CHARGE NOTICES FOR EACH OFFENCE  
AND REVOCATION OF THE LICENCE**

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## **Appendix Five**

### **The fit and proper test**

#### **1. Why is there a test?**

- 1.1. In deciding to grant a licence the Council must be satisfied that the proposed licence holder ‘...is a fit and proper person to be the licence holder...’ and that ‘the proposed manager of the house is a fit and proper person to be the manager of the house...’
- 1.2. The licence may be revoked where the Council no longer considers that the licence holder is a fit and proper person to be the licence holder... and where the Council no longer considers that the management of the house is being carried on by persons who are not in each case fit and proper persons to be involved in its management.
- 1.3. This requirement is to ensure that those responsible for operating the licence and managing the property are of sufficient integrity and good character to be involved in the management of the particular residential property and as such they do not pose a risk to the welfare or safety of persons occupying the property.

#### **2. ‘Involved in the management’**

- 2.1. Under section 66(6) of the Housing Act 2004 the Council must consider whether:
  - (a) A person involved in the management of the house has a sufficient level of competence,
  - (b) any other person involved is fit and proper, and
  - (c) management structures and funding arrangements are suitable.
- 2.2. This means the Council must consider licence holders, managers and others, including key-holders. This will not extend to, for example, all members of staff at a managing agent who have limited access to a property, but it will be necessary to find out how repairs to the property are carried out. The emphasis is on managing agents to ensure that their staff are fit and proper.
- 2.3. The licence holder and the manager can be two different people. Where this is the case, a decision must be made for each individual about whether they are a fit and proper person. When making this decision, the Council will take into account their fitness to hold the licence or to manage the property.
- 2.4. When making the decision, the Council must ask the following:
  - What are the management arrangements?

- Who is involved in the management?
- What precautions have been taken to ensure those involved in the management are fit and proper?

2.5. In the case of a key-holder, the Council must consider their involvement in the management of the house and whether they have a sufficient level of competence to be so involved.

### 3. What will the Council look at?

3.1. When considering whether a person is 'fit and proper' the Council must have regard (among other things) to whether the applicant has:

- any previous convictions involving fraud or other dishonesty or violence or drugs and sexual offences,
  - practised unlawful discrimination on the grounds of sex, colour, race, ethnic or national origins or disability in, or in connection with the carrying out of any business,
  - contravened any provision of housing or landlord and tenant law,
  - acted otherwise than in accordance with an approved code of practice,
- or to anything else which is relevant.

3.2. When deciding, the following should be considered:

- Nature of convictions – convictions relating to fraud, running unlicensed HMOs or violence may well affect someone's status as fit and proper. A conviction based on the existence of a category 1 hazard would give some indication of an applicant's approach to health and safety in a property. The relevance of each conviction must be considered in relation to the management of the HMO.
- Weight of convictions.
- Nature of contraventions – specifically officers' views on these. An administrative or technical breach of the Management Regulations, for example an isolated incident of not displaying the Code of Good Management Practice, may not in an officer's opinion affect a person's status as fit and proper.

3.3. A **conviction** is the verdict that results when a court of law finds a defendant guilty of a crime.

3.4. A **contravention** is to act contrary to a rule, order, regulation or law, or of not fulfilling an obligation, promise or agreement.

3.5. Under section 64 of the Act, both the proposed licence holder and the proposed manager must be fit and proper persons.

3.6. This policy is not intended to be exhaustive and the Council is entitled to take into account other factors in so far as they are relevant to the fitness and propriety of the relevant person. In other words, the

misconduct has to be relevant to the person's fitness to hold a licence and/or manage the particular residential building, and in regard to criminal offences the Council must only have regard to unspent convictions.

3.7. The Council would not normally consider a landlord with a criminal record for unlawful evictions and harassment of tenants to be fit and proper person. In contrast, evidence of minor contraventions of housing or landlord and tenant law need not result in an adverse decision. Evidence of any specified misconduct does not necessarily lead to the conclusion that the person is not a fit and proper person.

3.8. Discretion may be appropriate if an offence is isolated and there are mitigating circumstances. Multiple offences or a series of offences over a period of time are likely to give greater cause for concern and may demonstrate a pattern of inappropriate behaviour which should be taken into account. A particularly serious view may be taken where the victim of any offence is vulnerable.

3.9. Each case must be considered on its own merits.

3.10. The Council will adopt a common sense approach, exercising its discretion reasonably and proportionately, taking into account relevant considerations and disregarding irrelevant considerations.

3.11. Where a potential licensee or a manager has a relevant unspent conviction or contravention, in deciding whether they are fit and proper the Council will take into account the following factors:

- the relevance of the conviction/contravention in relation to the person's character and integrity to manage an HMO
- the severity of the conviction/contravention in terms of impact, upon residents and the wider community
- whether the person is accredited or has been trained to manage an HMO
- any other relevant matter
- any mitigating circumstances
- whether the proposed **manager** is fit and proper
- whether the proposed **licence holder** fit and proper
- whether there are satisfactory management arrangements
- who is involved in the management
- what precautions have been taken to ensure those involved in the management are fit and proper

3.12. These points should form the basis of the decision made. Any review or report produced should refer to each point.

#### **4. Consideration of 'persons associated or formerly associated' with the proposed licence holder or manager**

4.1. If there is evidence that a person associated, or formally associated, with the person proposed to be the licence holder or manager of the property, has committed any wrongdoings, that evidence may be taken into account in determining the proposed licence holder's or manager's fitness (even if that person has himself or herself an unblemished record). The purpose of this requirement is to ensure that only fit and proper persons hold licences or are in any way involved in the management of licensed properties. It would not be appropriate for a licence to be granted to someone, or for someone to be the manager of a property, if that person was merely acting as a 'front' for someone else who, if he or she were not unfit, would be entitled to be the manager or licence holder.

4.2. Examples:

4.2.1. In a partnership, where one partner is the landlord (or indeed both he and his partner are joint landlords), but only one partner has applied for the licence. If there is evidence that a partner has committed wrongdoings and those wrongdoings are relevant to the other persons management of the property or licence, then the Council may refuse to grant her a licence.

4.2.2. A landlord with an unsatisfactory record has nominated a 'manager' who has a clean record, but who has previously acted for the landlord whilst wrongdoings were committed. In this case, the Council may consider the managing agent by association to be unfit too.

4.2.3. The director of company A has been prosecuted previously, and then starts to work for another managing agent B as a sole trader, employee or director. The new company could be found not to be fit and proper to manage or be a licence holder by association.

4.3. A refusal to grant a licence in these circumstances will normally only be made if:

- there is actual evidence of misconduct by the associated person and
- the associate's fitness is directly relevant to the applicant or proposed licence holder's fitness to manage the property or hold the licence.

4.4. If someone is found not to be fit and proper this will normally remain the case for 5 years. If a licence application is submitted within that period the Council will reconsider a person's fit and proper status on the merits of that application. This policy would be used to make that decision and it would be up to the applicant to provide evidence which could demonstrate why they may be a fit and proper person at that point.

## **5. Offences / evidence of contraventions**

5.1. The following examples afford a general guide to the action which might be taken where convictions and cautions are disclosed or where offending behaviour is proved to the satisfaction of the Council.

*5.2. Have they contravened housing law or landlord and tenant law?*

5.2.1. Careful consideration should be given to an application where a person making a fit and proper person declaration has contravened housing law or landlord and tenant law, for example points awarded under the HMO licensing points system (see below), evidence of poor management, previous history, prosecutions, simple cautions. In particular, consideration should be given to contraventions under:

- The Public Health Acts of 1936 and 1961
- The Building Act 1984
- The Environmental Protection Act 1990
- The Town and Country Planning Act 1990
- The Prevention of Damage by Pests Act 1949
- The Protection from Eviction Act 1977
- The Local Government (Miscellaneous Provisions) Acts of 1982 and 1976
- The Housing Grants, Construction and Regeneration Act 1996
- The Local Government and Housing Act 1989
- The Housing Act 2004

5.2.2. Contravention of one of the above Acts could result in informal action where a person is asked to complete works, formal action where a legal notice is served, remedial action or work in default, or a prosecution. The nature of the contravention, its relevance to the management of a rented house and the potential harm caused must all be considered. Also to be considered are the circumstances of the contravention, the number of contraventions and evidence to show good character since the date of the contravention. Each case will be considered on its own merit.

*5.3. Have they committed any offences involving fraud?*

5.3.1. Licence holders and anyone else who is involved in the management of a licensable HMO are in a position of trust. The nature of their role means they will enter the property on occasion and will be engaged in financial dealings with their tenants, so there may be opportunities for fraud.

5.3.2. In particular an application will normally be refused where the person has a conviction for an offence where the victim has been deprived of money, property or other benefit by misrepresentation/deception on the part of the offender including:

- Theft

- Burglary
- Fraud
- Benefit fraud (particularly where tenants are on Housing Benefit)
- Conspiracy to defraud
- Obtaining money or property by deception

5.3.3. Weight should be given to the circumstances of the offence and any evidence showing good character since the date of conviction. Each case will be considered on its own merit.

*5.4. Have they committed any offences involving violence?*

5.4.1. Fit and proper person status will normally be refused where the person making a fit and proper person declaration has a conviction for the offence of:

- Murder
- Manslaughter
- Arson
- Malicious wounding or grievous bodily harm
- Grievous bodily harm with intent
- Actual bodily harm
- Grievous bodily harm
- Robbery
- Racially aggravated criminal damage
- Common assault
- Common assault which is racially aggravated
- Assault occasioning actual bodily harm
- Possession of an offensive weapon
- Possession of a firearm

5.4.2. Weight will be given to the circumstances of the offence and any evidence showing good character since the date of conviction. Each case will be considered on its own merit.

*5.5. Have they committed any offences involving drugs?*

5.5.1. Careful consideration should be given to an application where a person making a fit and proper person declaration has committed a drug related offence. Consideration should be given to the nature of the offence and what bearing it could have on the management of a licensable HMO. The nature, quantity and class of drugs will be taken into account. Each case will be considered on its own merit.

*5.6. Have they committed any offences involving sexual offences?*

5.6.1. As licence holders, managers and anyone else who is involved in the management of a licensable HMO will on occasion visit

tenants in their homes, convictions for sexual offences will be treated particularly seriously.

5.6.2. Fit and proper person status will normally be refused where a person making a fit and proper person declaration has a current conviction for an offence contained in schedule 3 of the Sexual Offences Act 2003. Each case will be considered on its own merit.

#### *5.7. Have they practiced unlawful discrimination?*

5.7.1. Careful consideration should be given to an application where a person making a fit and proper person declaration has practiced unlawful discrimination. Unlawful discrimination can include findings of an Industrial Tribunal on unlawful employment practice such as discrimination under the Equality Act 2010. Consideration should be given to the nature of the unlawful discrimination and what bearing it could have on the management of a licensable HMO. Each case will be considered on its own merit.

### **6. HMO Licensing Points System**

6.1. Signing up to the West of England's Code of Good Management Practice provides supporting evidence that a person making a fit and proper person application will have satisfactory management arrangements in place for the property. A points system for non-compliance operates in a similar way to a driving licence. Persistent failures to abide by the code can lead to a licence being revoked. When the number of points reaches 15 this triggers a review of the person's fit and proper person status.

### **7. Private Housing Enforcement Policy**

7.1. This policy forms an appendix to the Enforcement Policy, which promotes efficient and effective approaches to regulatory inspection and enforcement to improve regulatory outcomes without imposing unnecessary burdens.

### **8. Data sharing**

8.1. Information used and ascertained for the purpose of deciding whether a proposed licence holder or manager is fit and proper is shared with other statutory bodies, particularly other local authorities and the police. Notification is given of this on the HMO licence application form.

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# Appendix Six: London Borough of Tower Hamlets

## Houses in Multiple Occupation Rented Housing Property Standards

### Definition of a House in Multiple Occupation

A building is defined as a House in Multiple Occupation (HMO) if the following apply:

- Its is occupied as living accommodation
- By at least three people who belong to more than one family or household
- In accommodation that is not self-contained and
- Rent is paid by at least one of the occupiers and
- It is the occupiers only or main residence

Or

- It has been converted into self- contained flats and
- The conversion does not meet 1991 Building Regulations and less than 2/3 of the flats are owner –occupied. These are known as s257 HMOs

Self-contained flats within buildings that are HMOs may be occupied as individual HMOs themselves. The guidance applies to self-contained flats which meet this condition and single household those that are found in s257 HMO's

An individual tenancy may have exclusive use of the basic facilities and amenities (bath/shower, wc and kitchen), but the accommodation would only be defined as self-contained if the sleeping/living area and all the facilities and amenities are behind one door.

## **Space Standards for Sleeping Accommodation**

In this guidance, a bedsit or studio is defined as a room, or rooms, used for sleeping within a building, where some of the basic facilities or amenities for food preparation and hygiene are provided within the accommodation, or in a separate room and for the exclusive use of the occupiers of the bedsit or studio.

A bedroom is a room within a building used for sleeping, and which does not contain any of the basic facilities. The facilities are either provided in separate rooms and are shared with other people living in the HMO, or are provided in separate rooms but for the exclusive use by the occupiers of the bedroom.

A self-contained bedsit/studio or flat is one that contains all of the facilities and amenities for food preparation and hygiene within the accommodation.

A maximum of two people are permitted to share a room for sleeping irrespective of age. If there are two occupiers, they must be living together as partners, family members or consenting friends. A room shared by more than two people is overcrowded, and may be subject to enforcement action by the local authority.

A room used for sleeping must not be shared by people of the opposite sex who are 10 years old and over, unless they are married or cohabiting / living together in a relationship as husband and wife or in an equivalent relationship in the case of persons of the same sex.

When measuring the size of the room and assessing usable space, the shape of the room should be taken into account as well as the total floor area.

Space taken up by fitted units are counted in the floor area calculation, but chimney breasts, lobbies and en-suite bathroom or shower rooms or other significant obstructions that can reduce the floor area are not. Rooms must have a minimum floor to ceiling height of at least 2.14 m over 75% of the floor area. Any floor area where the ceiling height is less than 1.53 m is disregarded but may be considered as possible storage space.

Number of occupiers	Minimum bedroom size for sleeping Kitchen facilities in a	Minimum bedroom size for sleeping Kitchen facilities within the room
One	8.5 square meters	13 square meters
Two	13 square meters	18 square meters

Any rooms below the minimum space standard above will not normally be considered suitable for sleeping accommodation although discretion may be granted if there is sufficient other communal space available to the occupier (see below) and/or the room is well set-up and provides a decent unit of accommodation. No rooms below 5m<sup>2</sup> will be considered as suitable for sleeping rooms. No room can be considered suitable for occupation by more

than one person or two persons co-habiting.

### **Living and dining rooms**

A landlord may provide a communal living room in addition to any space that is required for shared kitchen and dining facilities. As a guide, a communal living room should be at least 13 square meters for 3 people, plus 1 square meters for every additional person. For example, a living room for 5 people should be 15 square meters.

If dining facilities are combined with the living room, the room should be at least 14 square meters for 3 people, plus 1 square meters for every additional person. For example, a combined living/dining room for 5 people should be 16 square meters.

### **Kitchen Facilities**

Kitchen facilities should be no more than one floor away from the letting. Where this is not practicable, a dining area of a size suitable for the number of occupiers should be provided on the same floor as, and close to, the kitchen. Kitchens must be of an adequate size and shape to enable safe use of food preparation by the number of occupiers and the following guidelines for shared kitchens apply:

Number of sharers	Room size
Up to 3	5.5 square meters
4-5	7.5 square meters
6-7	9.5 square meters
8-10	11.5 square meters

Where all or some of the lettings within the HMO do not contain cooking facilities, such facilities must be provided for sharing with other households. There should be one full set of facilities per 5 persons, irrespective of age. Some flexibility may be considered in well-managed properties where there are 6 or 7 persons, subject to a risk assessment carried out by the local authority.

Where there are up to 10 persons, either an additional full set of cooking facilities must be provided, or additional facilities must be provided in an appropriate number of individual lettings where the room is large enough. If two sets of facilities are in the same room, each set must be separated and in distinct areas of the room.

The kitchen size and layout must enable the practical, safe and hygienic use of the kitchen for storage, preparation and cooking of food.

The wall, floor and ceiling surfaces shall be smooth, impervious and capable of being cleaned.

A set of cooking facilities is comprised as follows:

<b>Number of Occupiers</b>	<b>Facilities</b>	<b>Specifications</b>
One	Cooker	In one-person bedsits only, a cooker with a 2-ring hob, oven and grill. Must be permanently and safely installed on a fixed worktop.
Up to 5		Four-ring hob, oven and grill.
6 - 7		Four-ring hob, oven and grill and an additional combined microwave oven and grill.
Up to 5	Sink/drainer	1000 mm sink/drainer set on base unit, provided with a constant supply of hot and cold water and properly connected to the drainage system.
6 - 7		A double sink/drainer installed as above <u>or</u> A single sink/drainer plus a dishwasher.
One household	Worktop	1000 mm x 600 mm. Worktop must be fixed, and made of suitable impervious material.
Up to 5		2000 mm x 600 mm provided and fitted as above
6 - 7		2000 mm x 600 mm provided and fitted as above, plus additional space for extra appliances.
All	Splashback	300 mm tiled splashback or its equivalent to be provided to the sink/drainer, worktop and any cooker without an integral splashback.
Up to 5	Electrical sockets	One suitably located electrical socket for each dedicated appliance such as a cooker, refrigerator and washing machine. In addition, 4 sockets (in either double or single combinations) to be provided above the worktop.
6 - 7		An additional 2 sockets as above.
All	Floor covering	Impervious and washable floor covering to cover the floor area of the kitchen.
Per household	Food storage cupboard	One double wall cupboard or One single base cupboard. May be provided within individual lets. The base unit below the sink/drainer is not acceptable for food storage.

Per household	Refrigerator	Where provided in individual lettings, a small fridge freezer.
Up to 5		Where provided in a shared kitchen, equivalent of 2 worktop height refrigerators both with freezer compartments, or 1 worktop height fridge and 1 worktop height freezer.
6 - 7		Where provided in a shared kitchen, the equivalent of an additional worktop height refrigerator with freezer compartment.

Kitchen facilities where provided in a bedsit should be sited remote from the entrance door.

The cooker should not be situated below a window.

A kitchen must not be the sole access to a room used for sleeping.

Kitchen facilities must not be installed in a hallway.

A humidistat-controlled mechanical extractor must be provided where there is inadequate ventilation by means of a window. Newly converted kitchens must have a mechanical extractor regardless of whether there is an openable window.

Apart from an extractor hood, fixtures and fittings are not to be directly above cooking appliances.

Sufficient refuse storage to be provided adequate for the number of occupiers.

### **Personal washing and wc facilities**

Bathrooms and WCs should be within one floor of lettings, and where shared, must be accessible from a common area. WCs and bath/shower rooms must be fitted with a suitable and functioning lock and the surfaces must be impervious and readily cleansable.

Bath/shower rooms and WCs must be adequately ventilated, and bath and shower rooms must be adequately heated, such as by radiator, wall-mounted convection or fan heater, or underfloor heating. Electric bar heaters are not permitted. In new conversions, a mechanical extractor must be installed in addition to any openable window.

Where only one bathing facility is provided in the premises, it must be a bath with a suitable seal and a fixed overhead shower. A fixed shower rail and curtain must be installed.

Ideally wash hand basins in each bedsit sleeping room are required where practicable in houses with 5 or more occupiers, unless the room contains a sink/drainage.

Properties that are not bedsit accommodation may not require wash hand basin's in sleeping rooms at the discretion of the local authority.

The facilities must be adequate for the number of occupiers, and the following is a guide. External wc's are not counted.

Number of Occupiers	Facilities	Specifications
1-4	1 bath with wash hand basin  WC can be in bathroom	Standard size bath with 450 mm splashback Full-size wash hand basin with tiled splashback. Both to have constant supply of hot and cold water. If the WC is separate, it must have an additional wash hand basin & tiled splashback within the compartment.
5	1 bath with wash hand basin in room  1 WC with wash hand basin  1 wash hand basin in each sleeping	WC should be separate from the bath/ wash hand basin (If combined numbers may be restricted)    wash hand basin's in bedsit rooms where practicable.
6-10	2 bathrooms with wash hand basins in each  One of bathrooms must contain bath, and the other a shower which may be fixed over-bath type  2 wc's, one in own compartment with wash hand basin  1 wash hand basin in each sleeping room	As above       wash hand basin's in bedsit rooms where practicable.

Where a shower cubicle is provided, it must be of a sufficient size that the user can bathe and dress without injury.

All rooms containing baths/showers, WCs and wash hand basins must be adequately lit, ventilated and heated.

All shower cubicles to be fully tiled (or similar impervious material) or be complete self-standing cubicle.

The minimum acceptable bath size is 1700mm x 700mm and shower cubicle 800x800mm.

Every bath, shower and wash hand basin must be provided with an adequate and continuous supply of hot and cold water and be connected to the drainage system in compliance with current Building Regulations.

### Fire Safety

Fire safety standards to be based on the final edition of the Lacors LACORS Housing Fire Safety Guidance:  
[http://www.cieh.org/library/Knowledge/Housing/National\\_fire\\_safety\\_guidance\\_08.pdf](http://www.cieh.org/library/Knowledge/Housing/National_fire_safety_guidance_08.pdf)

. As a minimum all properties must have a suitable mains-wired fire detection system and a means of escape that is adequately protected against the smoke and flames should a fire arise in a kitchen, bedroom or other communal room. have a Grade D LD2 fire detection systems (BS5839 part 6-2013). This includes a mains wired heat detector(s) in the kitchen and any room containing cooking facilities interlinked to a smoke detector(s) in the hallways and every landing. This can be achieved by finding the case study in Part D of the LACORS guide that closest matches the property and adopting those standards.

### Heating

Dwellings must have both effective insulation and efficient heating with reference to current energy efficiency requirements.

A fixed heating system must be provided to all lets. Radiators must be fitted with thermostatic valves. Fixed storage heaters are preferred where there is no gas supply.

### Services

Each room being used as a sleeping room must have at least 3 double electric sockets for the use of the occupiers. Where there is a self contained flat it must have its own exclusive supply of electricity, gas and water.

### Additional Considerations

Compliance with these standards does not negate the need for compliance with other statutory provisions, including the Housing Act 2004 and supporting Regulations and guidance.

### Buildings converted into flats (Section 257 HMOs)

Section 257 of the Housing Act 2004 defines the circumstance where a building converted into flats is a HMO. This is a building that was not converted in accordance with the 1991 Building Regulations (or later) and which still does not meet those standards and where a third or more of the flats are rented out on short term tenancies.

The standards detailed below are for units occupied by a single household. Where a flat in a section 257 is occupied by two, or more unrelated persons the standards detailed above for HMOs will apply.

The table below details the minimum required standards for a section 257 HMO:

	<b>Minimum floor space</b>
Studio – one person	11m <sup>2</sup>
Studio two persons cohabiting as a couple	15m <sup>2</sup>
Separate kitchen – single occupancy	5.5m <sup>2</sup>
Separate kitchen – two or more occupiers	6.5m <sup>2</sup>
Bathroom	Must meet the general requirements above
Separate bedroom – single occupancy	6.5m <sup>2</sup>
Separate bedroom - couple	10m <sup>2</sup>
Additional bedrooms single person	6.5m <sup>2</sup>
Additional bedrooms couple	10m <sup>2</sup>

All kitchens must meet the standards detailed above.

All bathrooms must meet the standards detailed above.

## APPENDIX SEVEN: : EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

<b>Name of 'proposal' and how has it been implemented</b> (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	<b>Introduction of Additional Licensing of the Private Rented Sector Housing</b>
<b>Directorate / Service</b>	<b>Place, Environmental Health and Trading Standards</b>
<b>Lead Officer</b>	<b>David Tolley, Head of Environmental Health and Trading Standards</b>
<b>Signed Off By (inc date)</b>	<b>Roy Ormsby, Divisional Director – Public Realm</b>
<b>Summary – to be completed at the end of completing the QA (using Appendix A)</b> (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: green; margin-right: 10px;"></div> <p><b>Proceed with implementation</b></p> </div> <p>As a result of performing the QA checklist, this proposal does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> <p>If this proposal is agreed and a consultation is undertaken, further equalities analysis will be submitted.</p>

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Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
<b>1</b>	<b>Overview of Proposal</b>		
a	Are the outcomes of the proposals clear?	Yes	This report asks Cabinet to: <ul style="list-style-type: none"> <li>• Consider and comment on whether the Council should</li> </ul>

consult on the adoption of the powers for Additional Licensing

- Consider and comment on the proposal outlined in Appendix three

This report asks Cabinet to consider whether consultation should take place in the Borough to introduce an Additional Licensing scheme ( apart from the already designated Selective Licensing scheme). However, the Council is not committed to adopting a licensing scheme after undertaking a consultation. After consultation, this matter will be brought back to Cabinet for comment on the adoption of a licensing scheme.

The Housing Act 2004 gives the Council the power to introduce Housing Licensing Schemes for private rented properties in the whole Borough or in designated areas in order to improve standards of management in the Private Rented Sector (PRS) Under 'Additional Licensing' stipulated by the Act, the Council can designate an area or the whole Borough for a licensing scheme, providing it can demonstrate that the area is experiencing a significant proportion of the HMO's in the area that are considered to be managed sufficiently ineffectively as to give rise or likely to give rise to one or more particular problems for those occupying HMO's or for members of the public.

A licensing scheme will enable the Council to impose a legal requirement, in a designated area, on all landlords to register, apply for a licence for each property they rent out, and comply with specific licence conditions.

Through compliance with specific licensing conditions there will a direct impact upon landlords but also a direct and positive secondary impact upon those tenants living in the Private Rented Sector. In particular through raising the

			<p>housing standards in relation to health, safety and welfare of the occupants.</p> <p>Prior to designating an area, the Council must consult with interested groups such as landlords, tenants, letting agents, landlord associations and other interested parties.</p> <p>As the policy evolves the EA will be updated to reflect the output of the consultation and changes to the delivery of the scheme along with</p>
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	If this proposal is agreed by Cabinet, all stakeholders, including landlords, tenants, letting agents, landlord associations and other interested parties, of the proposed designated areas will be invited to consultation. The consultation may help collect further information on the landlords and tenants equalities data.
<b>2</b>	<b>Monitoring / Collecting Evidence / Data and Consultation</b>		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	While the Council does not hold a full register of PRS properties, the Private Sector Stock Condition Survey (2011) estimated that 41,870 properties (39% of the total) in the Borough were from the PRS.
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	The analysis carried out by Mayhew Harper Associates recommended that additional licensing be introduced borough-wide, except in the areas where Selective Licensing currently operates.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	If this proposal is agreed, all stakeholders will be invited to make comments during the consultation process.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the	Yes	If this proposal is agreed, all stakeholders will be invited to make representations.

	proposal?		
<b>3</b>	<b>Assessing Impact and Analysis</b>		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	A consultation and a comprehensive research exercise will inform this.
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	A consultation and a comprehensive research exercise will inform this.
<b>4</b>	<b>Mitigation and Improvement Action Plan</b>		
a	Is there an agreed action plan?	n/a	If this proposal is agreed, a plan will be developed.
b	Have alternative options been explored	Yes	'Do nothing' option was considered.
<b>5</b>	<b>Quality Assurance and Monitoring</b>		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The result of a consultation process will be brought back to Cabinet.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	A consultation and a comprehensive research exercise will consider the protected characteristics.
<b>6</b>	<b>Reporting Outcomes and Action Plan</b>		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	

<p><b>Cabinet</b></p> <p>30 January 2018</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Ann Sutcliffe, Acting Corporate Director, Place</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>The Infrastructure Delivery Framework: Report to Cabinet recommending the approval of the allocation of S106 funding and approval for the adoption of a capital budget in respect of the following projects:</b></p> <ul style="list-style-type: none"> <li>• <b>Leisure Facility Improvement PID</b></li> <li>• <b>The Oval Public Space PID</b></li> </ul>	

<b>Lead Member(s)</b>	<p><u>Covering Cabinet Report</u> Councillor Rachel Blake, Cabinet Member for Strategic Development</p> <p><u>Leisure Facility Improvement Project Initiation Document</u> Councillor Mukit, Cabinet Member for Culture and Youth</p> <p><u>The Oval Public Space Project Initiation Document</u> Councillor Mukit, Cabinet Member for Culture and Youth</p>
<b>Originating Officer(s)</b>	<p><u>Covering Cabinet Report</u> Owen Whalley, Divisional Director, Planning and Building Control, Place Directorate</p> <p><u>Leisure Facility Improvement Project Initiation Document</u> Lisa Pottinger, Head of Sport &amp; Physical Activity, Children's Services</p> <p><u>The Oval Public Space Project Initiation Document</u> Stephen Murray, Head of Parks and Events, Children's Services</p>
<b>Wards affected</b>	All wards; St Peters Ward
<b>Key Decision?</b>	Yes
<b>Community Plan Theme</b>	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 £1.5 million in Section 106 (S106) funding to the proposals set out in the "*Leisure Facility Improvement*" Project Initiation Document (PID), which is attached to this Cabinet report at Appendix A.
2. The allocation of £335,820 in Section 106 (S106) funding to the proposals set out in the "*The Oval Public Space*" Project Initiation Document (PID), which is attached to this Cabinet report at Appendix B.

1.2 The projects to which this document relates can be summarised as follows:

a) **Leisure Facility Improvement Project:**

This project requires the capital investment of £1.5 million (S106 funding) to be made for the improvement of the borough's leisure centres, which is a condition of the extension of the leisure management contract with the Council's leisure operator Greenwich Leisure Limited (GLL). The aim of the project is to deliver the medium term financial strategy savings associated with the leisure management contract (as agreed by Full Council in February 2016), and to ensure the centres are of a high standard and attract residents from key target groups.

b) **The Oval Public Space Project:**

The Oval Public Space Project is for the approval of S106 money towards a total project cost of £335,820 – this includes the £230,819 previously approved at PCOP in 2015 and secured through supplementary S106 planning agreements. The aim of this project is to transform the site into a designated open space. Once completed, the site will be transformed into a pleasant open space, with new seating areas, attractive paving, raised planting, and water and electricity connections.

1.3 Table 1 below sets out the amount requested for the named project 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.

1.4 It should be noted that the figures in this report have been rounded to the nearest pound. For exact figures please refer to the attached PID.

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

Project Title	Amounts			Funding (Capital/ Revenue)
	Overall Request	S.106	CIL	
Leisure Facility Improvement Project	£1,500,000	£1,500,000	-	Capital
Oval Public Space Project	£335,820	£335,820	-	Capital
<b>Total</b>	<b>£1,835,820</b>	<b>£1,835,820</b>	<b>-</b>	

**Table 2: Adoption of Capital Budget > Requested Amount**

Project Title	Amounts	
	Overall Request	Adoption of Capital Budget > Request Amount
Leisure Facility Improvement Project	£1,500,000	£1,500,000
Oval Public Space Project	£335,820	£335,820
<b>Total</b>	<b>£1,835,820</b>	<b>£1,835,820</b>

**RECOMMENDATIONS**

The Mayor in Cabinet is recommended to:

1. Approve the allocation of £1.5 million in Section 106 (S106) funding to the proposals set out in the "*Leisure Facility Improvement*" Project Initiation Document (PID), which is attached to this Cabinet report at Appendix A and Table 1
2. Approve the allocation of S106 money towards a total project cost of £335,820 as set out in the "*Oval Public Space*" Project Initiation Document (PID), which is attached to this Cabinet report at Appendix B and Table 1

and to adopt corresponding capital estimates in order that the projects can be included within 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. The Infrastructure Delivery Framework states that “planning policy seeks to deliver healthy and liveable neighbourhoods that promote active and healthy lifestyles and enhances people’s wider health and well-being. This will be achieved through the delivery of high quality, useable and accessible leisure facilities, which will include updating the existing facilities”.

3. The Oval Public Space Project is consistent with the aims of a number of key Council Strategies, including the Green Grid Strategy, which aims to “create an interlink network of accessible green open space”, as well as the Open Space Strategy (which is currently being revised) and aims to “improve the overall quality and accessibility of current open space provision”. It also seeks “to prioritise public safety by designing out crime and to maximise funding opportunities for the provision of this type of infrastructure including those from planning obligations”

2.2 Please refer to the following associated documents/appendices for more information about the projects:

- Appendix A: Leisure Facility Improvement PID;
- Appendix B: The Oval Public Space 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 projects that would meet the requirements of the relevant S106 agreement.

#### **4. BACKGROUND**

##### S106

- 4.1 S106 of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning obligations/S106 Agreements are legal agreements, negotiated between a LPA and a developer, with the intention of making development acceptable which would otherwise be unacceptable in planning terms.
- 4.2 S106 contributions must be spent in accordance with the agreement to which they relate. The contributions secured in S106 Agreements are usually tied to the need to provide a certain type of project in a defined location.

##### PIDs

- 4.3 The backgrounds to the projects are provided below. For further information on the projects described in this report it is necessary to consult the PIDs attached at Appendix A and Appendix B.

##### **Leisure Facility Improvement Project (PID attached at Appendix A)**

- 4.4 This PID seeks approval for the expenditure of £1.5 million of S106 funding for investment in leisure facilities.
- 4.5 Alongside the PID, the Council has renegotiated the leisure management contract to secure savings that support the delivery of the Medium Term Financial Plan. The same negotiations agreed the need for capital improvements that are to be delivered through this PID.
- 4.6 The significant improvements in access and modernisation to the gyms, studios and through ways will create a better overall clean and more appealing environment, which research suggests is most likely to appeal to female and older adults in the community. All of the improvements are set to create the best fitness experience. The addition of functional equipment and space is up to date with the current fitness trends and will encourage individual, pair and small group training which will result in more people being more active more often.
- 4.7 GLL aim to increase participation levels across all parts of the community, and in particular the following target groups: young people, people with disabilities, people on low incomes, 50+, women, disadvantaged groups, with an approach which is socially inclusive. GLL not only provides culturally sensitive leisure programmes, but uplifts communities by providing routes to employment and training within the local communities it serves.

- 4.8 The addition of soft play will give children the opportunities to prosper, learn and develop through play and active discovery and help children and young people grow a lifelong commitment to sport/physical activity, thus providing foundations for a healthier life.
- 4.9 As a result of the improvements and additional activities, such as soft play structure at Mile End, there will be an increase in memberships and usage increase by 1% on top of annual uplift targets agreed with the Council's Sport and Physical Activity Sections. Membership profiles across all centres will reflect the demographics of the borough for all target groups.

#### **The Oval Public Space Project (PID attached at Appendix B)**

- 4.10 This project involves the approval of S106 money towards a total project cost of £335,820 which includes the £230,819 previously approved at PCOP in 2015.
- 4.11 The Oval open space sits within an area of ongoing development and regeneration north of Hackney Road. Prior to the start of the works, the site included concrete bollards which had been destroyed to allow for free unregulated parking. It was in poor condition and had no maintenance or cleaning regime due to the presence of parked vehicles.
- 4.12 The aim of this project is to transform the site into a designated open space. Once completed, the site will be transformed into a pleasant open space, with new seating areas, attractive paving, raised planting, and water and electricity connections.
- 4.13 The benefits of the project as set out in the PID include the encouragement of inward business investment into the area. It will also provide the local community and visitors with a desirable open space for recreational use and will prevent the use of the land being used as an unauthorised car park.
- 4.14 The Oval Open Space Project is also consistent with the aims of a number of key Council Strategies, including the Green Grid Strategy, which aims to "create an interlink network of accessible green open space", as well as the Open Space Strategy (which is currently being revised) and aims to "improve the overall quality and accessibility of current open space provision". It also seeks "to prioritise public safety by designing out crime and to maximise funding opportunities for the provision of this type of infrastructure including those from planning obligations".

#### **5. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 5.1 In accordance with the Council's Infrastructure Delivery Framework, this report seeks the approval of the Mayor in Cabinet to allocate Section

106 resources totalling £1,835,820 to two projects – Improvements to Leisure Facilities and the Oval Public Space Project.

- 5.2 In order that spending decisions can be made during the financial year by the Infrastructure Delivery Board and the Mayor in Cabinet, an initial provision of £30 million 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 and B of this report.
- 5.3 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 £1,835,820 is sought in this report.
- 5.4 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.
- 5.5 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. This does not apply to the two projects in this report which will both be managed by the Council itself.
- 5.6 The Council has had to incur unbudgeted costs in temporarily securing the Oval site which will be avoided once works commence. The future on-going maintenance of the landscaped area will be the responsibility of the Council's Clean and Green team, with costs met from within existing budgets.

- 5.7 All revenue costs associated with the improvements to leisure facilities are incorporated within the Council's management contract with Greenwich Leisure limited.
- 5.8 In cases where project approvals contain a contingency item this will only be utilised if officers are fully satisfied with the supporting evidence provided to support the claim. Any unused contingency sums will be available for reallocation to other projects.

## **6. LEGAL COMMENTS**

- 6.1 Section 106 Planning Obligations are obligations secured pursuant to section 106 of the Town and Country Planning Act 1990. Such Planning obligations, commonly known as s.106 agreements, are the mechanism whereby development proposals which would otherwise not be acceptable can be made acceptable in planning terms. They are focused on site-specific mitigation of the impact of development. They can impose financial and non-financial obligations on a person or persons with an interest in the land and become binding on that parcel of land.
- 6.2 As a contract the Council are required to spend any monies received in accordance with the terms of the s.106 agreement. It is therefore important to consider the provisions of each agreement when allocating monies to a particular project. Whilst some agreements allow for a particular contribution to be spent on a type of infrastructure or project across the borough as a whole, other agreements are more specific in requiring that a contribution be linked more closely to the locality of the development.
- 6.3 This report is asking the Mayor in Cabinet to approve the allocation of s.106 resources to the following projects: Leisure Facility Improvement and The Oval Public Space, which were recommended for progression by the Infrastructure Delivery Steering Group, and to adopt the necessary capital budget. In respect of both projects, the allocation of this section 106 funding is considered to be in accordance with the s.106 agreements and therefore lawful.
- 6.4 When making decisions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty and where equality issues arise in respect of the projects these have been considered (where relevant) within the PIDs and the Equality Analysis' appended to the PIDs.

## **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 Sustainability considerations will be applied as far as possible to the use of building materials and fixtures.
- 9.2 The proposed improvements will contribute towards the measures of increased use and satisfaction with green spaces and increased quality and function of open space.

## **10. RISK MANAGEMENT IMPLICATIONS**

- 10.1 The risks relating to the delivery of these projects as well as mitigating measures are set out in detail in the attached PIDs at Appendix A and Appendix B.

## **11. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 11.1 It is hoped that these projects will improve places and help design out crime in the borough, making them less susceptible to crime or disorder and increasing natural surveillance.

## **12. SAFEGUARDING IMPLICATIONS**

- 12.1 The Leisure Facilities Improvement project proposes the delivery of infrastructure across the borough. The rights of all end users will be safeguarded and further information can be found in the attached PID.
- 12.2 The Oval Open Space Project seeks "to prioritise public safety by designing out crime and to maximise funding opportunities for the provision of this type of infrastructure including those from planning obligations".

## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- None

### **Appendices**

- Leisure Facility Improvement PID – Appendix A;
- The Oval Public Space PID – Appendix B.

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

- None

### **Officer contact details for documents:**

Matthew Pullen, Infrastructure Planning Manager

Tel: 020 7364 6363

## PROJECT INITIATION DOCUMENT

(November 2017)

**Leisure Management Contract Extension**

## Project Initiation Document (PID)

<b>Project Name:</b>	<b>Leisure Management Contract Extension</b>		
<b>Project Start Date:</b>	February 2018	<b>Project End Date:</b>	March 2019
<b>Relevant Heads of Terms:</b>			
<b>Responsible Directorate:</b>	Children's Services		
<b>Project Manager:</b>	Lisa Pottinger		
<b>Tel:</b>	<b>020 7364 3157</b>	<b>Mobile:</b>	<b>07903 254 316</b>
<b>Ward:</b>	All wards		
<b>Delivery Organisation:</b>	Greenwich Leisure Limited (GLL)		
<b>Funds to be passported to an External Organisation? ('Yes', 'No')</b>	Yes		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	No		
<b>Supplier of Services:</b>	Greenwich Leisure Limited (GLL)		
<b>Is the relevant Lead Member aware that this project is seeking approval for funding?</b>	Yes		
<b>Is the relevant Corporate Director aware that this project is seeking approval for funding?</b>	Yes		
<b>Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's</b>	No		

<b>Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID)</b>	
<b>Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No')</b>	Yes
<b><u>S106</u></b>	
<b>Amount of S106 required for this project:</b>	£1.5 million
<b>S106 Planning Agreement Number(s):</b>	See Pages 10 -16 of this report
<b><u>CIL</u></b>	
<b>Amount of CIL required for this project:</b>	N/A
<b>Total CIL/S106 funding sought through this project</b>	£1.5 million
<b>Date of Approval:</b>	

**This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):**

<b>Organisation</b>	<b>Name</b>	<b>Title</b>
LBTH – Place	Ann Sutcliffe	Acting Corporate Director
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Acting Service Head for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Governance	Fleur Francis	Team Leader - Planning Legal
LBTH – Governance	Sophie Chapman	Planning Lawyer

Organisation	Name	Title
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Vicky Allen	S106 Portfolio Coordinator
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Thorsten Dreyer	Strategy & Business Development Manager - Culture, Public Realm and Spatial Planning
LBTH – Health, Adults and Community	Abigail Knight	Senior Public Health Strategist
LBTH – Place	Adele Maher	Strategic Planning Manager
LBTH – Place	Paul Buckenham	Development Manager
LBTH – Place	Alison Thomas	Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration
LBTH – Place	Richard Chilcott	Head of Asset Management
LBTH – Place	Jonathan Taylor	Sustainable Development Team Leader
LBTH – Place	Abdul J Khan	Service Manager - Energy & Sustainability
LBTH – Place	Christopher Horton	Principal Growth & Infrastructure Planner
LBTH-Children’s	Lisa Pottinger	Head of Sports and Physical Activity
LBTH-Children’s	Judith St John	Divisional Director Sports, Leisure and Culture
LBTH- Resources	Stephen Adam	Finance and Resources Manager

### Related Documents

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			
ISFS	Indoor Sports Facilities Strategy	The borough’s strategic document outlining the evidence base and way forward for indoor leisure facilities (i.e.	

ID	Document Name	Document Description	File Location
<b>If copies of the related documents are required, contact the Project Manager</b>			
		leisure centres)	
PIDs	PID Supporting Document	Describes in more detail the works and targets outputs and outcomes achieved by the proposed capital investment	

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## 1.0 Purpose of the Project Initiation Document

- 1.1 The purpose of this document is to provide the appropriate information to implement the cabinet decision of 19th September 2017, which approved “the use of section 106 funds for investment in the leisure facilities” [Cabinet decision quoted below]
- “1. To agree and approve the fee waiver arrangements and three year contract extension to the current contract due to expire on 30<sup>th</sup> April 2019. This will be on the existing terms for the current leisure services contract for the period up to April 2022;
2. To authorise the appropriate officers to execute the necessary contract extension agreement and provide updates to 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”

This document will outline the capital investment to be made in the borough’s leisure centres, which is a condition of the extension of the leisure management contract with the Council’s leisure operator Greenwich Leisure Limited (GLL), also known as Better.

- 1.2 This Project Initiation Document (PID) will define the Leisure Management Contract 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 Leisure Management Contract Extension project which will provide the IDSG with a sound basis for their decision; and
- Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

- 1.3 The objectives of the project are as follows:-

- To deliver the medium term financial strategy savings associated with the leisure management contract as agreed by full Council
- Invest in the borough’s leisure centres to ensure the centres are of a high

standard and attract residents from key target groups

## 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 5<sup>th</sup> 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 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.

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/09/01656	LEIS	16-24, 48-50 Bow Common Lane	TBC	not expended in full or committed within 15 years of practical completion of the whole development.	Local Leisure Facilities Contribution	£65,000.00	£65,000.00
PA/09/02657	LEIS	Land bounded by Cordelia st, carron close and chrisp st	27/06/2020	7 years from date of receipt	provision of leisure facilities within the borough	£68,988.00	£68,988.00
PA/14/00074	LEIS	Telehouse Far East, Sites 6 and 8	TBC	5 years from date of practical completion	leisure	£15,868.00	£15,868.00
PA/13/02580	LEIS	Limehouse Library (638 commercial Road)	TBC	not expended in full or committed within 10 years from the date of practical completion of the whole development	contribution towards Leisure Facilities	£30,069.00	£30,069.00
PA/13/01991		Former St. Andrews Hospital	16/07/2024	10 years from date of receipt.	additional leisure facilities in the borough	£18,259.00	£18,259.00

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/11/00739	LEIS	123 Fairfield Road	TBC	10 years from practical completion	additional leisure and community facilities	£16,983.51	£16,983.51
PA/13/02938	LEIS	Suttons Wharf, Palmers Road	no expiry date	no expiry date	towards leisure facilities in the borough	£29,115.00	£29,115.00
PA/13/00218	LEIS	Aldgate Place	TBC	10 years from date of practical completion	additional leisure and youth facilities in the borough	£466,200.00	£466,200.00
PA/13/01861	LEIS	1 Paul Julius Close (Reuters)		5 years from the date of practical completion of the whole development	Leisure Facilities in the Borough	£6,108.00	£6,108.00
PA/12/00051	LEIS	136-140 Wapping High Street	12/12/2019	spent or committed within 5 years of commencement date	additional Leisure facilities	£55,799.34	£55,799.34

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/13/00862	LEIS	213-217 Bow Common Road	TBC	expended or committed within 10 years from date of practical completion	additional leisure facilities	£28,547.35	£28,547.35
PA/12/02923	LEIS	1-3 Turnberry Quay	TBC	10 years from date of practical completion	leisure facilities in the Borough	£58,537.00	£58,537.00
PA/12/00925	LEIS	land at commercial basin approach	TBC	10 years from practical completion	leisure and/or community facilities in the Borough	£37,990	£37,990.00
PA/11/03693	LEIS	15-17 Leman Street	TBC	10 years from practical completion	towards leisure facilities within the borough	£8,998.00	£8,998.00
PA/09/02100	LEIS	Brownfield Estate	24/07/2023	10 years from date of receipt	provision of or improvements to lighting at Langdon Park School or the provision or improvements to other leisure facilities within the Council's administrative	£85,366.00	£85,366.00



					area		
PA/12/01977	LEIS	Challenger House, 42 Adler Street	TBC	10 years from practical completion	towards leisure facilities in the borough	£4,607.00	£4,607.00

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/12/00771	LEIS	22-28 underwood road	TBC	expended or committed within 10 years from date of practical completion	towards additional leisure facilities	26,458.00	£26,458.00
PA/14/02618	LEIS	land between St Pauls way and masjid lane	TBC	10 years from practical completion	leisure and community facilities in the borough	46,587.00	£46,587.00
PA/13/02692	LEIS	sceptre court	TBC	10 years from practical completion	leisure facilities in the borough	£30,779.00	£30,779.00
PA/13/02722	LEIS	Peterley Business Centre	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.	Leisure Facilities in the Borough	£12,959.58	£12,959.58

Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/14/00293	LEIS	7 Limeharbour	TBC	expended in full or committed within 10 years from date of practical completion	leisure and community facilities in the borough	£143,210	£143,210.00
PA/13/02529	LEIS	car park cygnet street	TBC	expended in full or committed within 10 years from date of practical completion of the whole development	leisure facilities in the borough	£38,029.02	£38,029.02
PA/12/02023	LEIS	Limehouse Basin Moorings	01/05/2023	10 years from date of receipt	Leisure facilities in the general area of the development and in the borough	£18,311.00	£18,311.00



Planning Application	Heads of Term	Site Address	Expiry Date	Expiry Date Note	Funding Requirements	Scheme Identified / Ring-fenced	Amount Requested
PA/11/03785	LEIS	58-64 Three Colts Lane and 191-205 Cambridge Heath Road	TBC	Within 7 years from the date of practical completion of the whole development	For the leisure facilities within the local area of the development	£100,488.76	£100,488..76
PA/11/01945	LEIS	Dollar Bay	TBC	Expended in full or committed within 5 years from the date of practical completion	Provision of or improvement to the leisure facilities within the general locality of the development	£97,201.67	£86,742.44

- 2.6 The agreements outlined above obliged the developers to pay the Council £1.5 million for the purposes of making leisure facility improvements.
- 2.7 The map attached as appendix 2, shows the locations of the leisure centres, and identifies the following planning applications, PA/09/01656- 16-24, 48, 50 Common Lane, PA/11/01944- Thomas Road, PA/12/02023-Lime house Basin Moorings, PA//11/03785-58-64 Three Colts Lane and PA/11/01945- Dollar Bay where the funding requirements are earmarked for “leisure facilities within the vicinity of the development”. The map shows the proximity of the developments to the nearest leisure centre and demonstrates the accessibility to residents within these developments.
- 2.8 The contributions were received on the dates specified in the table above and the expiry date (if any) for when these contributions must be either committed or expended is also set out in the table above.

#### CIL

- 2.9 This PID does not seek approval for the expenditure of CIL funding.

### **3.0 Legal Comments**

- 3.1 Legal Services considers the Leisure Management Contract Extension Project to satisfy the terms of the S106 agreements set out at paragraph 2.4 above.
- 3.2 This PID reflects the various parties’ intentions at the time the agreements were entered that the financial contributions would be used by the Council towards the provision of or improvements to leisure facilities in the borough. It is clear from this PID that this shall be achieved as this funding shall be used towards improving and expanding on the facilities of six Council-owned leisure centres which are managed by GLL. It should be noted that some of the contributions require funding to be used towards providing “additional leisure facilities”. The project overview at section 4 is helpful in explaining that the funding shall be used towards expanding on the services offered by the leisure centres, for example, the addition of a spin studio. Legal Services is therefore satisfied that these contributions can be used as additional facilities will be provided as part of the expansion of the leisure centres.

- 3.3 PA/09/01656, PA/11/01944, PA/12/02023, PA/11/03785 and PA/11/01945 are contributions which require the money to be spent towards the provision of or improvements to leisure facilities in the general locality/area of the development. There is no legal definition of what something means to be considered within the “general locality” and so the factors to consider include: 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. The map at Appendix Two is helpful in showing the leisure centres which fall within the locality of these particular developments. Legal Services is satisfied that this supports the proposition that improvements to leisure facilities shall be made in the vicinity of these developments. However, officers will need to ensure that these contributions are ring fenced to improvements carried out at the appropriate leisure centres. Alternatively, officers may need to consider alternative funding sources if it should transpire that the amount of the contribution being used is no longer proportionate to the element of the project to which it relates.
- 3.4 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.
- 3.5 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

#### **4.0 Overview of the Project**

- 4.1 The Leisure Management Contract was tendered in 2003 via a competitive procurement process and let in May 2004 for a period of fifteen years, operating on a full repairing lease, profit share basis. The contract was awarded to Greenwich Leisure Limited (GLL) for a period of 15 years, ending on 31<sup>st</sup> April 2019, which included the management of the following leisure centres:-
- John Orwell Leisure Centre
  - Langdon Park Leisure Centre (closed in July 2011)
  - Mile End Park Leisure Centre (completed in 2006) and Stadium
  - St. George’s Leisure Centre (Formerly St. George’s Pool)
  - Tiller Leisure Centre

- Whitechapel Sports Centre
- York Hall Leisure Centre

- 4.2 At the time of the tender the contract cost was £23,550,000. This contract value is subject to the provision of an annual inflationary uplift. The first five years of the contract was projected to be in deficit, which in fact was the case, however, this turned into a more sustainable surplus, once the benefits of the early capital improvements had been completed.
- 4.3 The Medium Term Financial Plan 2016-17 set out the savings proposals approved at the Cabinet and Full Council meetings in February 2016. The current contract with GLL provides for a management fee to be paid of up to £2.3m per annum on the leisure services contract. There is also a profit share arrangement for the allocation of the surplus at the end of the financial year. The value of the surplus share to the Council is currently £1.05m. The fee waiver proposed delivers a total savings over the Medium Term Financial Plan of £3.82m. The new contract arrangement proposes that both the management fee paid to GLL by the Council and the surplus share income received from the contract would cease for the remainder of the contract period to achieve on-going savings of £1.24m. As a prerequisite to GLL entering into negotiations, confirmation was requested that a capital sum of £2.3m be set aside for investment into the facilities along with a review of fees and charges.
- 4.4 In attempting to reach an 'in principle agreement with GLL, it was made clear by officers that any decision made would be subject to approval by the Executive. (Cabinet approval was obtained in September 2017). In lieu of no management fee and a cessation of the surplus share arrangement, it was proposed that a three year contract extension be awarded to GLL, this is based on the period modelled that enables recovery of the GLL base position i.e. the length of time necessary to recover an annual loss of £1.2m. The agreement does not propose any changes to the current fees and charges structure. Capital funding is to be provided from the shared development pot of £847k, held by GLL, and identified section 106 resources of up to £1.5m for investment into the facilities.
- 4.5 Better Leisure centres are community hubs in the heart of the borough; this investment project will encourage more local community members into these facilities and will retain current users for longer. The significant improvements in access and modernisation to the gyms, studios and through ways will create a better overall clean and more appealing environment, which research suggests is most likely to appeal to female and older adults in the community, all of the improvements are set to create the best fitness experience. The addition of functional equipment and space is up to date with the current fitness trends and will encourage individual, pair and small group training which will result in more people being more active more often.
- 4.6 GLL aim to increase participation levels across all parts of the community, and in

particular the following target groups: young people, people with disabilities, people on low incomes, 50+, women, disadvantaged groups, with an approach which is socially inclusive. GLL not only provides culturally sensitive leisure programmes, but uplifts communities by providing routes to employment and training within the local communities it serves.

The addition of soft play will give children the opportunities to prosper, learn and develop through play and active discovery and helping children and young people grow a lifelong commitment to sport/physical activity, thus providing foundations for a healthier life.

As a result of the improvements and additional activities, such as soft play structure at Mile End, there will be an increase in memberships and usage increase by 1% on top of annual uplift targets agreed with the Council's Sport and Physical Activity Sections. Membership profiles across all centres will reflect the demographics of the borough for all target groups.

Usage and memberships will be monitored through regular analysis of GLL's usage and membership systems and data, and participation in external research programmes - Sport England's National Benchmarking service.

***Please see supporting PID document for more detail on how the proposals will support the delivery of council objectives and needs of the local community.***

## **Business Case**

### Overview/General

- 4.7 As outlined in point 4.3, the business case for the project is the delivery of the medium term financial strategy saving of £3.82m agreed by Cabinet and full Council in February 2016.

### Project Drivers

The key driver for this project is financial, with the delivery of a £3.82m saving for the Council. Following discussions with GLL, the waiver of the £2.3 million management fee, which the Council currently pays to the leisure operator, was to be offset by the reallocation of the surplus share to GLL in addition to the £1.5 million capital investment via S106 in the borough's facilities to increase income generation and allow GLL to recover its base budget position.

Additional drivers for the project include maintaining improvements to the boroughs aging leisure stock to remain competitive in the market and attractive to end users. The development of a number of budget and high quality gymnasia in the borough or within the catchment area of existing Council facilities can have an adverse impact on the operator's income stream if the current offer is not deemed to be of as high a standard as that which can be found elsewhere.

The contract extension will also allow the continuation and development of an offer that meets the needs of local targeted communities, such as women and girls, disabled users and older people to name a few.

### Deliverables, Project Outcomes and Benefits

Key deliverables of the project will include the base budget reductions to deliver the medium term financial plan savings approved by cabinet and full council in 2016

**Mile End Park Leisure Centre** is the flagship Leisure centre in the borough with close to 1 million visits each year. The key projects are:

#### Fitness areas:

GLL are proposing a conversion of the existing under-used meeting room into a brand new, modern spinning studio. This will provide an additional service to the community as the borough does not currently have a dedicated spin studio for this popular set of fitness classes. The studio will cater for demand from local residents and enable increased usage through an additional service.

Refurbishment and modernisation of the current fitness class studio (including: sand and seal of floor, new ceiling, energy efficient lighting and decoration) to continue to improve the current fitness offering. In-conjunction with the new spinning studio this will provide new activities to be delivered that will be targeted at under represented groups within the community, in particular women only sessions. We will also link to the current junior gym and Young@Heart 50+ programmes.

#### Softplay structure:

GLL propose to install a large multi-tiered softplay structure in the vacant mall area of the centre, whilst ensuring adequate access to the spin studio, pool gallery and emergency access. There is currently only one small play structure in the borough located at Tiller Leisure Centre. The structure will create a softplay experience for children aged 0-7 years supporting their development and co-ordination through

play and active discovery.

This softplay experience will support various other existing activities within the centre, from lessons and courses, Toddlers World sessions and the Holiday Club. These types of activities provide a pathway to a healthy lifestyle into adulthood. The addition of softplay will give children the opportunities to prosper, create habits around leisure centre attendance and grow a lifelong commitment to sport/physical activity, thus providing foundations for a healthier life.

#### Small Pool dividing screen:

GLL propose to replace the existing dividing screen with a modern clear screen, allowing parents to view their children's swimming lessons from the current viewing gallery. This will create a better customer experience for parents and should increase usage onto swimming lessons through visual advertising and word of mouth. The screen will incorporate a blind system to allow for programming of target groups such as women and disability groups.

#### Stadium:

We will purchase a range of inflatable and team building items to market team building days into the corporate sector. This will include development of the stadium meeting space to accommodate for the loss of the centre meeting room and allow for internal training and development sessions. These packages will primarily be income generating, support open days promoting the leisure facilities to the community, and be available for use during Holiday Club and school sports days.

**York Hall Leisure Centre**, consisting of the boroughs only Spa Experience and a large events space and known as the "Home of Boxing".

#### Reception:

Develop the existing reception entrance which, due to poor design, does not provide a suitable front-line experience for users. The remodelled area would create a new reception, in keeping with the iconic venue including; a dedicated membership area, modern self-service kiosks and fast track entry system. This new reception area will be more inviting to the local community and provide faster self-service access which is wanted by the customers. The dedicated membership area will provide a warm welcoming area to discuss membership and access options to new and existing customers. It will also support increased usage of the centre and improve the existing first impressions of the centre.

#### Back up Reception:

Refurbishment of the back up reception which is used regularly when events are taking place. The current reception area is dated and unwelcoming with screens separating customers from staff. The refurbishment proposes to remove the screens and create a welcoming and friendly access point when events are taking place. The current reception is not disability friendly and this would be addressed as part of the project. A dedicated sales area would also assist in increasing usage and members.

#### Fitness Area:

Refurbishment and modernisation of the entire fitness area is needed to remain competitive with a number of private gyms within a very short distance of the centre. The refurbishment would include new flooring, lighting, ceiling and decoration of the gym, with consideration given to the current layout and improving accessibility to the facility and equipment. The studio floor would be sanded and re-sealed, energy efficient lighting installed, and a new suspended ceiling included. We will also decorate the space with modern state of the art studio equipment and inspirational wall art.

#### Events Hall:

The refurbishment and development of the iconic events hall will enable growth in bookings and usage. The events hall is more than just a boxing venue, holding various sporting events as well as cultural and community based events. The investment will address the aging decoration including curtains and paintwork. It will also refurbish the dedicated changing rooms. GLL will also install new Wifi that will support an increase in income and create a new storage area for equipment that will support diverse bookings such as local college exams.

#### Spa Experience:

The successful Spa Experience (which was the first in GLL) was extended in 2016 due to demand, to create a 5<sup>th</sup> treatment room. This development proposal would expand the product further into the redundant area of the old laundry and create a new treatment room. This new space will be able to accommodate group bookings for example, for parties and hen parties. To support this high end product, we will refurbish the back up entrance to the facility which is particularly used during events so we create a welcoming area. This will support an increase in usage and subsequent income.

**John Orwell Sports Centre** has received recent investment into the external areas and internal changing rooms.

### Gym Refurbishment:

Following recent investment into the gym, in particular the free weight area at the far end of the gym, this refurbishment would turn the current CV area 180 degrees to separate the area from the free weights creating a softer environment encouraging a more balanced customer base. The proposal would also include new flooring, decoration, and TV screens.

### Studio:

The current studio has no ceiling and as such causes conflict between the gym and fitness class users due to noise. This conflict has led to classes being held on the mezzanine level area. The proposed refurbishment would modernise the existing studio with a sand and seal of the flooring, mirrors, decoration, equipment and installation of a ceiling. This would also assist in class programming, particularly women only sessions, and improve accessibility as more classes would be delivered at ground floor level therefore we would see more people with mobility limitations use the centre through targeted marketing and specific programmes aimed at people with disabilities.

### Spin Studio:

The creation of a spin studio in a large under-utilised storage area located off the gym floor to allow dedicated spin classes would create a fitness class area that is in demand and accessible to all. The new studio would include a storage area for the spin bikes enabling it to double up as a usable space for group activities or meetings. Both studio projects would create modern accessible areas that would increase usage and have the ability for new programming targeted at under represented groups within the community in particular women and juniors.

### Mezzanine floor:

The project would convert the under utilised area into a large, modern functional gym area away from the free weight zone to add value to the membership package and encourage increased use by creating an environment to promote a more balanced customer base.

**Tiller Leisure Centre**, located on the Isle of Dogs, is well utilised by the local community, but in need of modernisation. Investment into the swimming pool changing rooms took place in 2016.

### Fitness areas:

A gym refurbishment is needed to modernise the area and enable the centre to

compete with a number of local private gyms. The refurbishment would include the main gym flooring, and installation of a suspended ceiling and energy efficient lighting. We propose to improve the stretching area with appropriate matting and decoration throughout. GLL would also refurbish the separate functional zone and increase the amount of functional equipment to create a new improved fitness experience to help promote a more balanced customer base. The improvements would also include an upgrade to the existing gym changing room facilities.

Studio:

GLL propose to refurbish the studio to create a modern, state of the art facility that will include new specific flooring, decoration, lighting, wall art and a welcome area.

Pool hall:

The pool hall is currently looking tired and is in need of modernisation. The proposed refurbishment will improve the look and feel of this area. New tiling, decoration, energy efficient lighting will be used to create a warm welcome and help encourage swimming to the local community of all ages and compliment the recent investment into the changing rooms

Soft play:

The soft play at Tiller is an aging product and as such usage has started to decrease. This extension would create a larger space enabling an increased soft play structure providing a much needed learning and play experience for children aged between 0 – 6 years supporting their development and co-ordination. It also encourages children to become active. This development will enable children's birthday parties to be held. The soft play will give children the opportunities to prosper, create habits around leisure centre attendance and grow a lifelong commitment to sport/physical activity, thus providing foundations for a healthier life.

**St Georges Leisure Centre**, has received investment into the pool hall, however, the gym is need of investment and refurbishment to compete with local competition and provide a quality service for the local community.

Gym:

GLL propose a refurbishment of the gym, to include new flooring, ceiling, energy efficient lighting and decoration. The project will include expanding the gym into an unused area of the male changing room to create a larger space and development of much improved free weights and functional zone, as requested by customers.

Studio:

The project will refresh and modernise the studio area, with the purchase of additional soft play equipment to programme the space for different age groups and abilities e.g. Toddler World sessions.

**Whitechapel Sports Centre**, has spent years blighted by Crossrail works, however, with the opening of the new station entrance, just metres from the front entrance, there is scope to increase users local to the centre.

Gym:

The project proposes moving the existing free weight area, which is currently located within the reception area, to the under utilised crèche located at the back of the facility. This would give a dedicated free weights area, away from reception, creating a more welcoming entrance supporting and increasing use from all sections of the local community.

Modernise and reconfigure the existing gym provision, including the women only gym to provide fresh and welcoming areas in which to exercise and thus increase usage. Additional functional fitness equipment will provide a wider range of training techniques, with the ability to run small fitness based classes when demand requires giving users an additional service and methods of getting fit.

- 4.8 The works described above will enable a more inclusive, high quality leisure offer to the borough's residents. The existing membership scheme which provides concessionary memberships for those residents on benefits, as well as reduced pricing for students will ensure that access to the borough's leisure's centres remains affordable for the borough's most deprived residents.

The Pay and Play membership at a cost of £5.70 per annum enables access to the borough's free and subsidised swimming programmes such as Free Swim Friday, Free Swim Saturday for families, Kids for a Quid, £1 off peak swimming for the Over 60's and free swimming for under 16's. Other highly subsidised programmes such as women only swimming, for the Girls and I am Tower Hamlets also provide physical activities at subsidised rate as low as £2 per session.

This investment will provide refurbished pool halls, gymnasia and studios that will encourage increased usage as well as an enhanced customer experience. New facilities, such as the additional treatment room at York Hall and spin studios at John Orwell Sports Centre and Mile End Park Leisure Centre will provide new opportunities for existing and new customers.

It is important to note that the creation of an additional spa treatment room and improvements to the receptions and iconic hall at York Hall are absolutely necessary for a number of reasons. Although these areas can be viewed as predominantly income generating for the service, this is imperative to ensure the financial viability of the service during the contract extension because the Council will not be paying GLL a management fee. This is an integral element of delivering the leisure savings as part of the MTFs, so the improvements to these areas are necessary to offset the loss of income elsewhere.

In addition, during events, the main reception area is closed to the public and customers are directed to the back up reception, which does not afford the best customer experience. Improvements to both the main and back up receptions will enable the creation of membership areas to assist the public with an improved membership enrolment service. It will provide “fast track” entry to allow customers to gain entry to the centre’s activity areas more quickly and efficiently by reducing the length of reception queues and waiting times, enhancing the customer experience in the process.

Finally, improving these areas will enhance the overall look and feel of the centre which research has indicated encourages greater use by the public that prefer to use facilities that are well decorated and welcoming.

- 4.9 The improvements to the leisure centres are anticipated to increase overall leisure centre attendances by 2%. Improvements to the soft play provision is estimated to increase attendances by 30,000 on the previous years figures, a 2% increase in all membership types is also projected, with a 5% increase in junior usage anticipated in year 1 after the works followed by a 2% increase year on year thereafter.

### **Outcomes of Investment**

Outlined below show how the capital development proposals will target the Council’s priority groups and how GLL will achieve consistent high quality performance standards (baselines will be set at end of year 2017/18).

#### ***Children and young people***

- Mile End LC new soft play aspires to reach 24,000 usages over the 3 years.
- Upgrading equipment at Tiller LC will lead to increase usage by 20% each year.
- Equipment purchase at St. George’s will aim to see 4 designated sessions per week by year 3. Currently there are no designated sessions.
- Improving the viewing area at MEPLC will support an improved swim school experience for parents wishing to watch their children. This also supports the

disability and women only swim programmes.

- Tiller LC would expect to increase to 80% in their AUS as a result off the refreshment.
- John Orwell will increase usage by children and young people by 20%.
- Overall we would expect to increase usage by 2% by year 3 end.

### ***Older People***

- Increase 60+ usages by 5% at Mile End LC.
- Increase 60+ usages by 5% at John Orwell LC.
- Young@Heart usages by 4% year on year.

### ***People with disabilities***

- Mile End LC will take over the running of Ability Swim Club.
- Increase number of Inclusive Members by 2% year on year.
- 1 survey completed per year for disabled participants. 80% would recommend the session/ service.
- Achieve very good/ excellent in Engaging with Disabled People at 3 x centres across the borough.
- GLL are committed to achieving IFI accreditation at MEPLC and JOSOC under the new Quest scheme.

### ***People from lower socio-economic groups***

- Each centre delivers 2 open days with free taster sessions per year.
- Increase usage by concessionary members by 2%.
- Increase concessionary membership by 2%.
- 10 subsidised I am Tower Hamlets sessions per year within the centres.

### ***Increasing participation (general)***

- Increase Fitness Class members by 2%.
- Addition of 300 classes at Mile End LC and John Orwell SC per year.
- Increase BETTER Swim School members by 5% at Mile End LC.
- Delivery of 10 events using inflatable equipment per year.
- 10% of school supplement their sports days with inflatable equipment.
- 2,000 additional treatment usages per year at the Spa Experience.
- Increase overall usage by 2%.
- Increase overall membership by 2%.
- Complete 1 non user survey per year.

### ***Performance standards***

- Reduce energy consumption in specified areas by 10%.
- Increase overall usage by 2%.
- Increase overall membership base by 2%.
- We would expect all centres to achieve 80% in their AUS Customer Satisfaction scores.
- Achieving 3 very good and 1 excellent in QUEST across the partnership.
- Investment into York Hall events hall will increase events and contribute to

overall usage increase.

- Achieve an additional Compliant Plus award per year as part of CSE assessment.
- Reduce customer complaints by 2%.
- All centres to achieve satisfaction scores of above 75% on client quarterly monitoring inspection and remain consistent in their scoring.
- Ambition to provide bespoke Customer Care training to 95% of front line staff, which can be plotted against customer satisfaction measures such as AUS and customer comments.

4.10 Additional information on the proposed impact of the investment and the participation and engagement targets associated with the works can be viewed in the PID supporting document at Appendix 1.

### Related Projects

There are no future projects, which specifically relate to the s106 capital investment to the leisure centres.

## **5.0 Approach to Delivery and On-going Maintenance/Operation**

5.1 The procurement of the capital works will be undertaken on the basis of the Council remaining VAT principal and GLL acting on behalf of the Council. GLL will use their supply chain and preferred contractors to carry out the works. However, the investment will be overseen and monitored by the Project Delivery Team, which includes Tower Hamlets representation from the Partnership & Participation Manager and Head of Sport & Physical Activity. The leisure centres are managed on a full repairing lease basis, with GLL assuming responsibility for planned, preventative and reactive maintenance for the duration of the leisure management contract extension period.

5.2 All projects will be completed in line with the established brand specification guidelines that include colours, finishing materials and furnishings. There is an extensive list of guidelines for each location which is managed by a dedicated design manager.

5.3 These specifications are referenced in all project scope documents so that all design and building works contractors understand our requirements precisely, and we have a means of guaranteeing like for like themes and standards across all of our buildings.

5.4 The project scope also sets out all building methods including references to associated British Standards. All 'sites' are managed by at least a full time site

supervisor, if not a dedicated full time project manager; scale dependent.

- 5.5 Once the project scope is agreed the build works inclusion will be sent out by way of invitation to tender to all of GLL's main construction contractors. A strict returns policy and set of timescales will be established and adhered to. Tender evaluations will be completed by a minimum of 2 persons from the project team.
- 5.6 If any project requires significant design and / or construction then an Architect will be appointed (GLL already have a procured list of Architects with outlined rates). They will subsequently be appointed Principle Designer and therefore responsible for all CDM / Planning / Building Control items. On less complex projects this role is fulfilled directly by the Principle Contractor. All Principle Designer / Principle Contractor appointments are then managed by a member of GLL's Corporate Technical Services Department.
- 5.7 Ongoing maintenance of products and equipment is managed locally by the leisure centre team, and annual budget building process. Management teams will build centre budgets to include regular equipment replacement as necessary and maintenance is completed as required through the Repairs and Maintenance budget to ensure that the facility is kept in a good condition and provides excellent customer service.
- 5.8 Major Gym equipment is serviced on a biannual schedule through a GLL corporate contract with the supplier. As part of this contract, a call out service is in place to ensure that should a piece of equipment break down for any reason it is repaired within 48 hours. The life span of the equipment is managed through a central support team and is replaced through an equipment replacement schedule based on age and usage to ensure that up-to-date equipment is always available.
- 5.9 In terms of play structures and inflatable equipment, these will be service through specialist contractors as per the manufacturer's specifications and relevant Health and Safety guidance such as ROSPA.

## **6.0 Infrastructure Planning Evidence Base Context**

- 6.1 The Infrastructure Delivery Framework states that "planning policy seeks to deliver healthy and liveable neighbourhoods that promote active and healthy lifestyles and enhances people's wider health and well-being. This will be achieved through the delivery of high quality, useable and accessible leisure facilities, which will include updating the existing facilities"
- 6.2 The report goes on to mention that significant levels of development and subsequent population growth will result in the need to deliver more leisure facilities in the borough over the next 10 years. "Whilst there should be some effort to extend existing and deliver new facilities, the improvement of the quality and utilisation of the existing facilities is an important consideration to the Council"

- 6.3 As such the IDF, contains a number of projects which are consistent with the aims of this PID including the re-development and refurbishment of a number of leisure centres, specifically Whitechapel, John Orwell and York Hall, in addition the IDF report contains the provision of a rolling programme of improvements works to the existing leisure centre.

## **7.0 Opportunity Cost of Delivering the Project**

- 7.1 This project is fulfilling a medium term financial plan saving obligation and due to the inter-dependency of the leisure management contract extension and the capital investment in the borough's leisure facilities, an alternative method of provision is not possible in this case.
- 7.2 The S106 funding will be passported to GLL, in phases, to enable the works to be procured and conducted. The benefits to the Council include: the ability to take advantage of an existing specialist supply chain from GLL at a reduced cost, with knowledge and expertise of leisure centre capital delivery in the borough.
- 7.3 CIL is not included in this project.

## **8.0 Local Employment and Enterprise Opportunities**

- 8.1 The Projects will be tendered and managed through GLL's Corporate Technical Services Department and as such are not subject to the Council's procurement process.
- 8.2 Due to the nature of these projects, specialist contractors will be employed to complete the works through GLL's tender process. Where possible, they will endeavour to utilise local supply chains and engage with local subcontractors.
- 8.3 GLL endeavour to recruit from the local community and therefore, once the projects are completed, it is likely that additional staff will be required in various front line staff roles, for example reception staff, to more specialist roles, for instance Fitness Class Instructors and Soft Play staff.

## 9.0 Financial Programming and Timeline

Project Budget – see tables on next page

<b>Table 1 Financial Resources</b>			
<b>Description</b>	<b>Amount (£)</b>	<b>Funding Source</b>	<b>Funding (Capital/ Revenue)</b>
<b>MEPLC</b>			
Refurbishment and modernisation of the studio Inc. sand and seal of flooring, decoration and lighting	35,000	Section 106	Capital
Spinning Studio Inc. equipment	50,000	Section 106	Capital
Replace existing screen from small pool and replace with glass screen to allow viewing from the gallery	15,000	Section 106	Capital
Build a large multi-tiered Soft play structure in the far end of the vacant mall area with approx. size of 160sqm x 7m height.	105,000	Section 106	Capital
Purchase of inflatable team building equipment to hire for corporate days and an add on to school sports days.	40,000	Section 106	Capital
Development of stadium community / meeting space	15,000	Section 106	Capital
<b>Sub-total</b>	<b>260,000</b>		
<b>JOSC</b>			
Refurbishment to the gym, to include turning the CV area 180 degrees so that it is not over looking the free weights area to create a new improved fitness experience and attract a more balanced membership base	60,000	Section 106	Capital
Adding a ceiling to the existing studio, and refurbishment, Inc. purchase of spin bikes.	40,000	Section 106	Capital
Creation of a large functional zone and partition from reception area	65,000	Section 106	Capital
create a dedicated spin studio within the large gym store	60,000	Section 106	Capital
<b>Sub-total</b>	<b>225,000</b>		

**Table 1 Financial Resources**

Description	Amount (£)	Funding Source	Funding (Capital/Revenue)
<b>Tiller LC</b>			
Gym refurbishment including Functional zone to create a new improved fitness experience.	75,000	Section 106	Capital
Refurbishment to create a modern, state of the art studio.	40,000	Section 106	Capital
Modernisation and refurbishment (general areas)	45,000	Section 106	Capital
Refurbishment of existing changing rooms	40,000	Section 106	Capital
Extension and replacement of existing soft play area	60,000	Section 106	Capital
<b>Sub-total</b>	<b>260,000</b>		
<b>St Georges LC</b>			
Refurbishment and extension of the gym in male changing rooms	60,000	Section 106	Capital
Refresh and modernisation of the studio	10,000	Section 106	Capital
Install soft play equipment into studio	10,000	Section 106	Capital
<b>Sub-total</b>	<b>80,000</b>		
<b>York hall LC</b>			
Development of reception area to include a separate sales area and fast track kiosks and speed lanes	100,000	Section 106	Capital
Refurbishment and development of the events Hall Inc. new Wi-Fi system, creation of storage area and purchase of hireable equipment	75,000	Section 106	Capital
Refurbishment of reception and creation of a sales area for use during events	30,000	Section 106	Capital
Refurbishment of the Spa back up entrance and creation of a new large treatment room located in the footprint of the old laundry area.	80,000	Section 106	Capital

**Table 1 Financial Resources**

Description	Amount (£)	Funding Source	Funding (Capital/Revenue)
Refurbishment and modernisation of the studio Inc. sand and seal of flooring, decoration and lighting	35,000	Section 106	Capital
Refurbishment and modernisation of the Gym	30,000	Section 106	Capital
<b>Sub-total</b>	<b>350,000</b>		
<b>Whitechapel SC</b>			
Move the free weights from reception area into the crèche	45,000	Section 106	Capital
Modernise and reconfigure the gym areas including functional equipment	55,000	Section 106	Capital
<b>Sub-total</b>	<b>100,000</b>		
<b>Other</b>			
Health and Fitness Equipment across the borough. Replacement Fitness Equipment will be accessible to all, in line with IFI requirements.	£225,000	Section 106	Capital
<b>Sub-total</b>	<b>225,000</b>		
<b>GRAND TOTAL (EXC VAT)</b>	<b>£1,500,000</b>		

## Project Management

The capital investment in the borough's leisure centres will be managed by GLL using their procurement procedures and supply chain. However, there will be a project delivery team, consisting of both Council and GLL officers, that will oversee the day to day operations and decision making for the project. Approval will be required by both the Council and GLL for project decisions to be enacted.

The mechanism for procuring the capital works is currently under discussion with GLL and the Council's Legal Department as it is to be determined whether the VAT incurred for the works can be claimed back fully, due to irrecoverable VAT, which often applies when GLL procures works on behalf of a local authority without an agency agreement. This issue may potentially impact on the project budget.

## Financial Profiling

<b>Table 2</b>					
<b>Financial Profiling</b>					
<b>Description</b>	<b>Year</b>				<b>Total</b>
	<b>Q1 2018</b>	<b>Q2 2018</b>	<b>Q3 2018</b>	<b>Q4 2019</b>	
MEPLC	200,000	60,000			260,000
JOSC	100,000	125,000			225,000
TLC	100,000	160,000			260,000
StGS		80,000			80,000
YHLC			200,000	150,000	350,000
WSC	100,000				100,000
Equipment		225,000			225,000
<b>Total</b>	<b>500,000</b>	<b>650,000</b>	<b>200,000</b>	<b>150,000</b>	<b>1,500,000</b>

## Outputs/Milestone and Spend Profile

<b>Table 3</b>			
<b>Project Outputs/Milestone and Spend Profile</b>			
<b>ID</b>	<b>Milestone Title</b>	<b>Baseline Spend</b>	<b>Baseline Delivery Date</b>
1	Cabinet Signoff		January 2018
2	IDB Signoff		January 2018
3	Detailed Proposal for Landlords consent of projects		February 2018
4	Procurement Process		March 2018
5	Customer Communication		March 2018
6	Project Start Date		April 2018
7	End build date	£1,500,000	December 2018
8	Snagging		Throughout project
9	Project Communication and Promotion		November / December
<b>Total</b>		<b>£1,500,000</b>	

There will be a phased delivery of these projects, which will be determined following the completion of the detailed proposal and procurement process. It is intended that all projects will be started as early as possible with projects running simultaneously.

York Hall projects will have a delayed start due to the grade 2 listing and requirement of all projects to gain planning consent.

### **10.0 Project Team**

10.1 The Project Team will consist of Council and GLL officers that will manage the ongoing, day to day operation of the project. The team will have the authority to make decisions regarding the implementation of the capital works and project finances within the budget envelope. The Project Team meetings will take place weekly, monthly or as required by the project works. All project decisions will need to have mutual organisational agreement for implementation. In the event of a disagreement or dispute this can be escalated to the Project Board and / or Project Sponsor for decision. :

10.2 The Project Board will consist of higher level management from both the Council

and GLL and will oversee the work of the Project Team. The board will meet quarterly and submit reports to IDB as required.

## 11.0 Project Reporting Arrangements

11.1 Minutes will be taken of all Project Team meetings and quarterly reports compiled to update the Project Board on progress of the works. These Reports can then be submitted to IDB for review as and when required.

Table 4			
Group	Attendees	Reports/Log	Frequency
S106 Capital Works Project Team	Numerous – defined in ToR.	Monitoring Report	Quarterly
Project Board	Numerous – defined in ToR.	Monitoring Report	Quarterly
IDB	Numerous – defined in ToR	Monitoring Report	Quarterly

## 12.0 Quality Statement

12.1 GLL are to ensure procurement law is met, and will comply with all legislation including the EU treaty principles which are based on non-discrimination, equal treatment, transparency, mutual recognition and proportionality.

12.2 Attaining best value is of primary concern when procuring projects; one way this is achieved is through 'economies of scale'. The key objective of the procurement process is to obtain value for money whilst balancing this against high quality and performance.

12.3 As part of going out to tender for a project, GLL draw up a list of contractors using a set of agreed vetting procedures and/or performance records from previous contracts.

### GLL's vetting criteria:

- Satisfactory application and references.
- Satisfactory H&S arrangements.
- Satisfactory performance from previous monitoring (where applicable).
- Financial check

12.4 On larger projects e.g. over £200,000, GLL also use Construction online or similar (as appropriate), to provide "long lists" of contractors or as an individual checking

procedure. Works of this size will require invitations of 4 tenders as a minimum.

- 12.5 Following contract award and mobilisation, project delivery progress will be monitored and maintained by way of weekly / fortnightly project review meetings. They will be chaired by GLL's Project Delivery Manager and will include representation by LBTH and the contractors. The meetings will consist of a review of necessary design amendments, notification of any CDM / H&S issues and a site progress report. This will also give the appointed contractor opportunity to make interim applications for payment based on completed works. A full site walk will commence the review meeting. Minutes will be circulated.
- 12.6 Upon practical completion of the project a defects inspection visit will be completed. Only on completion of any identified defects and the supply of all relevant O&M manuals will the penultimate application for payment be honoured. The final monies consist of a 3% retention of the total project value. This will only be paid upon satisfactory conclusion of a further twelve month defects period where by the Principle Contractor sets right any defects due to material or workmanship deficiencies.

### **13.0 Key Risks**

- 13.1 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	Financial – Project overrun on costs	Hidden costs arising from unforeseen additional works	Budget overspend or reduction in quality to reduce costs or ceasing the project altogether	Clear specifications and contingency budget.  Budget reviewed at each project meeting and corrective measures taken as appropriate	2	3	5
2	Schedule of works / timetable not being followed	Tolerance level not being met	Project not being delivered on time	Active monitoring	1	2	3
3	Appointing contractor	Difficulty or inability to find an appropriate contractor	Delay in delivering the project	Active monitoring and reviewing of supply chain to ensure availability of appropriately skilled contractors	0	5	5
4	Dispute / Inability of the Council and GLL to agree on the proposed works	Inadequate detailed project plan submitted by GLL	Council unable to grant landlord's consent for the capital works	Active monitoring and communication between the Council and GLL at project	0	5	5
5	S106 funds availability	Not being able to secure sufficient funds to complete the work, especially with regards to geographical restrictions on allocation of s106 funding	Potential challenge	Review geographical restrictions ensuring appropriate allocation of s106 funds and the reallocation of unrestricted s106 for the project	0	5	5
6							

## 14.0 Key Project Stakeholders

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

<b>Table 5</b>			
<b>Key Stakeholders</b>	<b>Role</b>	<b>Communication Method</b>	<b>Frequency</b>
Debbie Jones	Corporate Director	Email, Quarterly Reports (Operational & Financial)	Quarterly
Judith St. John	Divisional Director Sports, Leisure and Culture	Email, Quarterly Reports (Operational & Financial)	Quarterly
Lisa Pottinger	Head of Sport & Physical Activity	Email, Quarterly Reports (Operational & Financial)	Quarterly
Tim Clee	Partnership & Participation Manager	Email, Quarterly Reports (Operational & Financial)	Quarterly
Madonis Thomas	Contract & Participation Officer	Email, Quarterly Reports (Operational & Financial)	Quarterly
Ajmal Miah	Leisure Officer	Email, Quarterly Reports (Operational & Financial)	Quarterly
Justin Jardine	Associate Director	Email, Quarterly Reports (Operational & Financial)	Quarterly
Blair Cottam	Head of Corporate Technical Services	Email, Quarterly Reports (Operational & Financial)	Quarterly
Paul Whiteman	Partnership Manager	Email, Quarterly Reports (Operational & Financial)	Quarterly
Daniel Howling	Project Manager, Corporate Technical Services	Email, Quarterly Reports (Operational & Financial)	Quarterly
James McCann	Tower Hamlets Facility Manager	Email, Quarterly Reports (Operational & Financial)	Quarterly
Lee Franklin	Regional Facilities Manager	Email, Quarterly Reports (Operational	

**Table 5**

Key Stakeholders	Role	Communication Method & Financial)	Frequency

## 15.0 Stakeholder Communications

15.1 Stakeholder communication is key to successful delivery of these projects. A dedicated communication plan would be designed to advise customers of the various projects.

15.2 A programme of works will be developed to ensure minimal disruption to customers at each centre generally providing a continuous service throughout the project, by utilising other areas within the centre to enable the programme to continue. If an area is not available within a centre, then customers would be sign posted to other centres to ensure that activities are not cancelled.

15.3 Clear communication would take place at all stages of the projects to ensure that customers are fully aware of the projects before they start and throughout any works to keep them informed of the scope of works, indicative timescales, any disruption to the programme and facilities as well as, alternative offers both within the same facility and other centres within the borough.

15.4 This communication will also be used to advise customers and key stakeholders of the improved facilities and programme to materialise from the projects. Partnership working will be advertised throughout and include reference to the S106 funding in all promotional /branding material.

15.5 Various communication channels and marketing material will be used to notify key parties of the projects. These would usually consist of advance warning through email and text communication to members, alerts located on web pages and internal notice through centre marketing, notices, TV screens and verbal communication.

Internal notifications, through a stand, and potentially eco rollers would advise customers of timelines and images of how the end product will look.

15.6 Depending on the scale of the project “meet the Manager” sessions can be used to discuss the project with customers and stakeholders giving them the opportunity to ask questions and input into the end product.

15.7 GLL will continue to link in with the Council press office as well as local media to promote and publish good news stories about our centres based in London Borough of Tower Hamlets, and their activities.

15.8 Following the project completion, dependent on the size and scale of the project, GLL would encourage participation through hosting community events that promote

healthy lifestyles which bring out the best in people and provide a platform for early adopters to get engaged in an active leisure lifestyle. Events and first time **taster sessions** can be targeted at specific sections of the community, either by age, race, gender or residential locality.

16.9 In addition to GLL’s engagement with its customers, there will be ongoing communication with key Project & Council Stakeholders including the Lead Cabinet Member for Culture and the Mayor.

**16.0 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, Sport, 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 1: PID Supporting Document by GLL
- Appendix 2: Map Leisure Centres and Planning Applications
- Appendix 3: Equality Analysis Quality Assurance Checklist

## Project Closure Document

<b>Project Closure Document</b>							
<b>1.</b>	<b>Project Name:</b>						
<b>2a.</b>	<b>Outcomes/Outputs/Deliverables</b> 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.	<b>Please Tick ✓</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>2b.</b>	<ul style="list-style-type: none"> <li>Key Outputs <i>[as specified in the PID]</i></li> <li>Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i></li> <li>Employment &amp; Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i></li> </ul>						
<b>3a.</b>	<b>Timescales</b> I confirm that the project has been delivered within agreed time constraints.	<b>Please Tick ✓</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>3b.</b>	<ul style="list-style-type: none"> <li>Milestones in PID <i>[as specified in the PID]</i></li> <li>Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i></li> <li>Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback)</li> </ul>						
<b>4a.</b>	<b>Cost</b> I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	<b>Please Tick ✓</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>4b.</b>	<ul style="list-style-type: none"> <li>Project Code</li> <li>Project Budget <i>[as specified in the PID]</i></li> <li>Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i></li> <li>Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i></li> </ul>						

5.	<b>Closure of Cost Centre</b> I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> <li>• Staff employment terminated</li> <li>• Contracts /invoices have been terminated/processed</li> </ul>	Please Tick ✓			
		Yes		No	
		Yes		No	
		Yes		No	
6.	<b>Risks &amp; Issues</b> I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes		No	
7.	<b>Project Documentation</b> 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"> <li>• Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i></li> </ul>				
	<hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• 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></li> </ul>				
	<hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i></li> </ul>				
<hr/> <hr/>					
<ul style="list-style-type: none"> <li>• 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></li> </ul>					
<hr/> <hr/>					
<ul style="list-style-type: none"> <li>• Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i></li> </ul>					
<hr/> <hr/>					
<ul style="list-style-type: none"> <li>• Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i></li> </ul>					

<b>9.</b>	<p><b>Comments by the Project Sponsor including any further action required</b>  <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;"/>		
<b>10.</b>	<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

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## PROJECT INITIATION DOCUMENT

(November 2017)

**The Oval Public Space Project  
(Additional Funding)**

## 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.]*

<b>Version Number</b>	<b>Author and Job Title</b>	<b>Purpose/Change</b>	<b>Date</b>
0.1		<i>E.g. Initial draft to IDSG Finance Subcommittee</i>	
0.2		<i>E.g. Second draft to IDSG</i>	
1.0		<i>E.g. Final version</i>	

## Project Initiation Document (PID)

<b>Project Name:</b>	The Oval Public Space Project		
<b>Project Start Date:</b>	May 2016	<b>Project End Date:</b>	March 2018
<b>Relevant Heads of Terms:</b>	Land and Open Space		
<b>Responsible Directorate:</b>	Children's		
<b>Project Manager:</b>	Stephen Murray – Head of Parks and Events		
<b>Tel:</b>	0207 364 7910	<b>Mobile:</b>	07985216304
<b>Ward:</b>	St Peter's Ward		
<b>Delivery Organisation:</b>	Property & Major Projects, Place Directorate		
<b>Funds to be passported to an External Organisation? ('Yes', 'No')</b>	No		
<b>Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know')</b>	No		
<b>Supplier of Services:</b>	Riney		
<b>Is the relevant Lead Member aware that this project is seeking approval for funding?</b>	Yes		
<b>Is the relevant Corporate Director aware that this project is seeking approval for funding?</b>	Yes		
<b>Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for</b>	Yes		

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
<b>S106</b>	
Amount of S106 required for this project:	£105,000 ( additional Funding )
S106 Planning Agreement Number(s):	PA/12/00051 £100,260.94(new funding) PA/13/01433 £4,739.06 (new funding)  PA/11/01791 £54,819.36 (approved) PA/11/01327 £16,000 (approved) PA/06/02068 £160,000 (approved)
<b>CIL</b>	
Amount of CIL required for this project:	
Total CIL/S106 funding sought through this project	£335,819.36 (total including funds already approved)
Date of Approval:	

**This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):**

Organisation	Name	Title
LBTH – Place	Ann Sutcliffe	Acting Corporate Director Place ( <i>Interim Chair</i> )
LBTH – Place	Owen Whalley	Divisional Director Planning & Building Control
LBTH – Resources	Paul Leeson	Business Manager
LBTH – Place	Andy Scott	Divisional Director for Economic Development
LBTH – Place	Matthew Pullen	Infrastructure Planning Manager
LBTH – Place	Chris Horton	Infrastructure Planning Team Leader
LBTH –	Fleur Francis	Team Leader, Planning Legal

Organisation	Name	Title
Governance		
LBTH – Governance	Sophie Chapman	Planning Lawyer
LBTH – Governance	Andy Simpson	Business Improvement & S106 Programme Manager
LBTH – Governance	Tope Alegbeleye	Strategy, Policy & Performance Officer
LBTH – Governance	Oscar Ford	Service Manager - Strategy, Performance & Resources
LBTH – Health, Adults and Community	Abigail Knight	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	Hannah Murphy	Principal Growth & Infrastructure Planner
LBTH – Children’s	Judith St John	Interim Divisional Director Sports, Culture and Leisure
LBTH- Children’s	Stephen Murray	Head of Arts and Events
LBTH- Children’s	Divesh Gandesha	Business Development Officer -Parks

### Related Documents

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

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## 1.0 Purpose of the Project Initiation Document

- 1.1 In May 2015 PCOP approved the expenditure of £70,819.36 (PA/11/01791 and PA/11/01327) towards the Oval Open Space Project. A further £160,000 (PA/06/02068 and PA/11/01327) was secured via the Public Health Funding for the Green Grids project which was approved by PCOP in June 2015. The Oval open space has been used extensively as an unofficial car park, causing extensive damage to the land. The project aims to improve the land through resurfacing, landscaping and securing the land against unofficial parking, creating a desirable landscaped space, with seating areas and raised planting beds, for use by local residents. Works to the project commenced December 2016, however due to a number of unforeseen costs, such as legal actions to remove squatters from the site and the discovery of asbestos on the land, it was found that the original amount of £230,819.36 is insufficient to complete this project. This PID requests a further £105,000 of S106 funding to complete the project.
- 1.2 This Project Initiation Document (PID) will define the Oval Open Space 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 5<sup>th</sup> 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 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 listed below

PA Number	Site Address	HOT	Funding Requirements	Expiry Date	Expiry Note	Amount Received	Amount Requested
PA/12/00051	136-140 Wapping High Street	LSOS	additional public open space	12/12/2019	Spent or committed within 5 years of the commencement date	£100,260.94	£100,260.94
PA/13/01433	Dame Colet and Haileybury	LSOS	Towards public open space improvements in the borough	TBC	10 years from practical completion	£7946.00	£4739.06
PA/11/01971	154 - 160 Hackney Road, Lond. E2	LSOS	public realm - (landscape and open space) improvements		7 Years after PC	£54,819.36	£54,819.36
PA/11/01327	Whitechapel Estate, John Fisher Street	LSOS	additional open space facilities in the borough		10 Years after PC	£16,000.00	£16,000.00
PA/06/02068	Limehouse Harbour		TBC Public Health		TBC	TBC Public Health	£160,000

- 2.6 This PID is seeking approval for use of the funds from planning application numbers PA/12/00051 and PA/13/01433, as specified in the table shown above. The funds shown against planning application numbers PA/11/01971, PA/11/01327 and PA/06/02068 have already been approved by PCOP and are listed for reference purposes only.

### CIL

- 2.7 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 Please see attached equalities checklist.

### **4.0 Legal Comments**

- 4.1 Legal Services considers the Oval Public Space Project to satisfy the terms of the S106 agreements set out at paragraph 2.5 above.
- 4.2 This PID reflects the various parties' intentions at the time the agreements were entered that the financial contributions would be used by the Council either towards providing additional public open space or towards public open space improvements in the borough. It is clear from this PID that both shall be achieved as this funding shall be used towards bringing the Oval public space back into use having in recent times been used as an "unofficial car park" and making improvements to the landscape which shall create an additional open space in the area which is not currently available to the public.
- 4.3 We consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.
- 4.4 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.

- 4.5 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 Oval open space sits within an area of ongoing development and regeneration north of Hackney Road. (Appendix one shows a map of the area). Prior to the start of the works, the site was hard standing and concrete bollards had been destroyed to allow for free unregulated parking. It was in poor condition and had no maintenance or cleaning regime due to the presence of parked vehicles.
- 5.2 The Parks Service commissioned the Council's In House Architectural team to produce a feasibility study for the works on the Oval Space site. The feasibility study was completed in October 2015 and contains a plan detailing the proposed layout of the site once completed. (See Appendix Two). The plan included the removal of all vehicles from the land, resurfacing and the creation of seating areas, planting beds and spaces that can be hired out for events and commercial activities.
- 5.3 To date, the designs, feasibility study and the survey works have been completed and planning approval obtained. Whilst undertaking works on the land, asbestos was discovered, this meant that some aspects of the designs had to be revised. The landscaping works are currently in progress; however the actual costs are much higher than originally anticipated.

## **6.0 Business Case**

- 6.1 After many years of lack of development, this area is now in the midst of a sustainable regeneration, through small and medium size businesses moving into empty properties and most recently a container development. Prior to the start of the works the Oval was an eyesore and a source of reputational damage to the Council, as landlord of this designated open space.
- 6.2 There are now a sufficient number of businesses, workers and visitors to justify investment into this space. The changes will enhance the area and support the ongoing economic regeneration of the area. The Arts, Parks and Events service have had an increasing number of approaches to use this space for commercially based events, involving the sale of food and other goods. The design of the refurbished space will allow for stalls and other structures, enabling the generation

of income to cover the costs of maintenance. Although officially this site is defined as an open space, it is not currently usable by the public; this project will effectively create a new park area, in a borough which is under the recommended open space per head.

### **Overview/General**

- 6.3 The Oval public open space refurbishment project was agreed in 2015 (see attached PID Appendix Three)
1. The Oval Open Space May 2015  
£70, 819.36 of s106 monies were allocated to the project, under planning application number PA/11/01971 - £54,819.36; PA/11/01327 - £16,000
  2. Public Health Funding for Green Grid Projects  
£160,000 of s106 monies allocated to the project under planning application numbers PA/06/2068 & PA/06/2304
- 6.4 The aims of this project are consistent with the commitment contained within the Open Space Strategy to improve the overall quality and accessibility of current open space provision within the borough. The overall deficiency of open space in the locality means that this project is creating a much required new open space for the community from a site that was used as an unregulated car park with a very high level of anti-social behaviour. Works to the project commenced December 2016, firstly with the task of clearing the site from all vehicles that were either parked or abandoned, then the ground surveys were undertaken.
- 6.3 All vehicles were removed from site by 30<sup>th</sup> January 2017 with the exception of a truck, which was occupied by a person who claimed to be squatting and refusing to vacate the site.
- 6.5 Legal action was required that led to a lengthy process through the courts to finally having the person evicted by court bailiffs on 8<sup>th</sup> August 2017. This resulted not only to delays to the commencement of the landscaping works (which should have commenced February 2017) but also additional costs.
- 6.6 Whilst the squatter was onsite, the site had to be protected from further illegal parking; these additional costs included fencing to the site as well as the payment for the removal of the squatter.
- 6.7 Ground surveys undertaken identified the presence of asbestos on the site that

required reconsidering some of the landscaping design aspects. Note, it was not possible to undertake these surveys until all illegally parked vehicles were cleared from the site.

- 6.8 Following the ground survey, approved contractors were engaged to remove discovered asbestos in order to prepare the site for the landscaping works. This resulted in further costs as well as delays in progressing with the works
- 6.9 The findings of the surveys led to changes in the design of the landscaping of the site to avoid any deep excavation works.
- 6.10 Original estimated costs were calculated during the feasibility stage by a quantity surveyor, who produced a cost estimate, based on the original design. Costs within the report were provided by potential suppliers, however, due to the nature of the works these were only advisory budget prices.
- 6.11 Whereas the original PID for the works was based on estimated costs, having instructed Riney's (our measured term contractors) we now have more accurate costings of the works. Detailed costs and expenditure are listed in the Financial Profiling section of this document.
- 6.12 As soon as accurate costings were provided by the contractor, a value engineering exercise was carried out, resulting in changes to specification, in order to minimise overspend e.g. original paving too expensive and an acceptable alternative specified.
- 6.13 It should be noted, that although we anticipated that the works would incur additional costs, we were only in a position to have accurate costings for this project in August 2017, upon which it was decided to seek further funding.
- 6.14 Whereas the funding in the original PID included a contingency amount, this was not sufficient to cover the entire additional costs and therefore the need for further funding.
- 6.15 The Landscaping works are due to be completed in January 2018
- 6.16 This PID is seeking approval of a further sum of £105,000 to cover all additional costs related to the project.

## Project Drivers

- 6.17 The Council's Strategic Plan identifies key priorities and desired outcomes which are relevant to this project:
- *Priority two: Creating and maintaining a vibrant and successful place - through the development of our local plan we will seek to address the infrastructure needs of a growing population including school places, parks, leisure facilities and transport are in place so communities are sustainable and cohesive. A key measure for this is the proportion of residents who rate parks and open spaces as good, very good or excellent.*
- 6.18 Providing spaces suitable for active recreation supports the Health and Wellbeing Strategy outcomes for 'better and more creative use of open spaces' and 'more residents using public spaces for healthy activities'. The proposed improvements will contribute towards the measures of increased use and satisfaction with green spaces and increased quality and function of open space.
- 6.19 The Council's Open Space Strategy is the key reference document for steering investment in public spaces and forms part of the local plan evidence base (the strategy is currently being refreshed). A key theme of the strategy is the need to protect and improve access to good quality public spaces across the borough.

## Deliverables, Project Outcomes and Benefits

- 6.20 The aim of this project is to transform the site into a designated open space. Prior to the start of the works, the Oval space was used as an unregulated car park. Once completed, the site will be transformed into a pleasant open space, with new seating areas, attractive paving, raised planting, and water and electricity connections.
- 6.21 The site will also be available for limited commercial use, for selling outdoor food provision and stalls selling goods. Income generated from these types of activities will go towards maintaining the site, covering administration of the site for events usage, and any surplus to go in to the general parks maintenance budget
- 6.22 The enhancements made by the development of the site may have the added benefit of encouraging inward business investment into the area; it will also provide the local community and visitors with a desirable open space for recreational use and will prevent the use of the land being used as an unauthorised car park.

### Other Funding Sources

- 6.23 In May 2015, Oval Open Space PID requesting £70,819.36 was approved at PCOP. An additional £160,000 of S106 funding was secured as a part of the Public Health Green Grids Project. (See appendices 4 and 4a for further details).

### Related Projects

- 6.24 The Oval Public Open Space, is related to projects within the Green Grid Strategy, which aims to “ create an interlink network of high quality, multifunctional accessible green open spaces and waterways in Tower Hamlets which will encourage lifestyles and improve the quality and life of borough residents”

## **7.0 Approach to Delivery and On-going Maintenance/Operation**

- 7.1 The entire project is being executed by officers from Corporate Property and Capital Delivery, Place Directorate. Rineys (the measured term contractors) have been commissioned to undertake the landscaping works
- 7.2 Decorative concrete bollards will be situated around the perimeter of site, as well being used for seating; the bollards will be strategically positioned, to prevent cars parking on the site. In addition further parking control measures in the form of double yellow lines will be put in place around the site
- 7.3 Upon completion of the works, the site will be managed by the Clean and Green team.
- 7.4 The new design of the site requires minimal maintenance which should bring savings.
- 7.5 There will be an opportunity to hire the space out for corporate and community events and this aspect will be managed by the Arts and Events Section.

## **8.0 Infrastructure Planning Evidence Base Context**

- 8.1 The Oval Open Space Project is referred to within the Infrastructure Delivery Plan. Table 3.1 (p79), lists the projects identified to meet the need for open space provision within the borough. The Oval is listed amongst these projects with the aim of creating new publicly accessible open spaces.
- 8.2 The Oval Open Space Project is also consistent with the aims of a number of key Council Strategies, including the Green Grid Strategy, which aims to “create an

interlink network of accessible green open space”. As well as the Open Space Strategy (which is currently being revised) which aims to “improve the overall quality and accessibility of current open space provision” it also seeks “to prioritise public safety by designing out crime and to maximise funding opportunities for the provision of this type of infrastructure including those from planning obligations”

## 9.0 Opportunity Cost of Delivering the Project

The project will utilise S106 funding that is especially available for the improvement of open space provision within the borough.

The project has already commenced, the additional funding will enable the project to be completed. The additional money could be spent on improving other open spaces in the borough, but this would entail mothballing the Oval project; it would not deliver a new useable open space and would be damaging to the image of the Council.

## 10.0 Local Employment and Enterprise Opportunities

- 10.1 The project will be delivered through a combination of existing term contractors to the Council and new procurement/s. The Council’s procurement processes contain provisions to ensure that contractors deliver appropriate community benefits including local employment and enterprise opportunities over the contract term.

## 11.0 Financial Programming and Timeline

### Project Budget

<b>Table 1</b>			
<b>Financial Resources</b>			
<b>Description</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Funding (Capital/ Revenue)</b>
Design and engineering Survey	£10,084.00	S106	Capital
Legal Fees	£2517.00	S106	Capital
Main Structure Work	£264,048.45	S106	
Service (Electrical And Water)	£11,600	S106	Capital
Planning Architectural and Project Management Fees	£41,938.85	S106	Capital
Contingency	£5,631.06	S106	
<b>Total excluding VAT</b>	<b>335,819.36</b>		

### Project Management

- 11.1 The project will be managed by officers from Corporate Property and Capital Delivery Section, Place Directorate, and their fees have been included in the final costings of the works

### Financial Profiling

<b>Table 2</b>							
<b>Financial Profiling</b>							
<b>Description</b>	<b>Year 16/17</b>			<b>Year 17/18</b>			<b>Total</b>
	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
Design and Engineering Survey	10,084.						10,084.00
Structural Works			184,347.45			79,701.00	264,048.45
Services (water and electrics)				11,600			11,600.00
Legal Fees			2,517				2,517.00
Planning, Architectural and Project Management Fees		20,138				21,800.85	41,938.85
Contingency						5,631.06	5,631.06
<b>Total</b>	<b>10,084</b>	<b>20,138</b>	<b>186,864.45</b>	<b>11,600</b>		<b>107,132.91</b>	<b>335,819.36</b>

Outputs/Milestone and Spend Profile

<b>Table 3</b>			
<b>Project Outputs/Milestone and Spend Profile</b>			
<b>ID</b>	<b>Milestone Title</b>	<b>Baseline Spend</b>	<b>Baseline Delivery Date</b>
1	Design and Survey Works		October 15 – January 17
2	Feasibility design	£4,334.00	October 15
3	Start of construction and Landscaping Works		December 2016
4	Removal of vehicles from site	£0.00	January 17
5	Asbestos Survey and removal	£5,750	January 17
6	Initial Planning Architectural and Project Management Fees	21,138.00	January 17
7	Procurement of material	£86,653.50	May 17
8	Removal of Squatters	£2,517	August 17
9	Electrics and Lighting Installation	£20,648.66	September 17
10	Supply and installation of sub-based paving	£44,544	September 17
11	Installing and resetting of Kerb	£14,636.45	September 17
12	Supply and installation of concrete borders	£16,864.84	September 17
13	Service Installation Completed	£11,600	September 17
	<b>Sub Total</b>	<b>228,686.45</b>	
14	Supply and planting of trees	£14,850	November 17
15	Installation of furniture	£21,000	November 17
16	Supply and installation of bins	£2,888.34	December 17
17	Works completed	£40,962.66	January 18
18	Contingency	£5,631.06	January 18
19	Final Payment Planning, Architectural and Project Management Fees	£21,800.85	March 18
20	Launch of new public open space by the Mayor	£0.00	December 17/January 18
21	Project Closure	£0.00	March 18
	<b>Sub Total</b>	<b>107,132.91</b>	
	<b>Total</b>	<b>335,819.36</b>	

## 12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Judith St John, Interim Divisional Director, Sports , Leisure and Culture
- Project Manager: Stephen Murray
- Project team members: Divesh Gandesha, Donald McCrory, Abhinav Kurup

## 13.0 Project Reporting Arrangements

<b>Group</b>	<b>Attendees</b>	<b>Reports/Log</b>	<b>Frequency</b>
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
Capital Projects Board	Capital Board Members	Minutes with action points	Every 8 weeks
Project Team	Project Team	Minutes with action points	Weekly

## 14.0 Quality Statement

14.1 Procurement guidelines will be followed to ensure best value and high quality provision for the Oval Open Space Project.

## 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	Budget Overspend	Unexpected Costs	Need for additional funds	Detailed costs in place and contingency	2	2	4
2	Project over run	Poor weather	Possible loss of income but minimal to start with	Ensure contract allows flexibility around weather	2	1	2
3	Poor quality of works	Contractors fail to deliver works to required standards	Additional costs of rectifying low standard works	Tight contract management	2	2	4

## 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
Steve Murray	Project manager	Verbal and written reporting	Bi weekly
Divesh Gandesha	Project supervisor	Verbal and written reporting	Bi weekly
Donald McCrory	Project Architect	Verbal and written reporting	weekly
Abhinav Kurup	Project Architect	Verbal and written reporting	weekly

## 17.0 Stakeholder Communications

- 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
- Every effort made by project manager to ensure opportunities for communications are highlighted and to liaise with Tower Hamlets Council's S106 Officers.
- Provide quarterly updates to IDSG reporting any delays encountered during the project, and revise the milestones accordingly
- Note: the site has notices placed, informing residents, and details of the works taking place and LBTH officer contact details, should they wish to enquire about any specific aspects about the improvements taking place.

## 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, 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 1 Oval Site Map
- Appendix 2: Feasibility Study
- Appendix 3: Oval Open Space PID May 2015
- Appendix 4: PCOP PID Health Funding for Green Grid
- Appendix 4a: PCOP PID Public Health Project
- Appendix 4b: RCDA 161 Oval Space (Health Green Grid)
- Appendix 5: PIF Oval Space
- Appendix 6: Equality Analysis Quality Assurance Checklist

## Project Closure Document

<b>Project Closure Document</b>							
<b>1.</b>	<b>Project Name:</b>						
<b>2a.</b>	<b>Outcomes/Outputs/Deliverables</b> 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.	<b>Please Tick ✓</b>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>2b.</b>	<ul style="list-style-type: none"> <li>Key Outputs <i>[as specified in the PID]</i></li>   <li>Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i></li>   <li>Employment &amp; Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i></li> </ul>						
<b>3a.</b>	<b>Timescales</b> I confirm that the project has been delivered within agreed time constraints.	<b>Please Tick ✓</b>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>3b.</b>	<ul style="list-style-type: none"> <li>Milestones in PID <i>[as specified in the PID]</i></li>   <li>Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i></li>   <li>Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback)</li> </ul>						
<b>4a.</b>	<b>Cost</b> I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID	<b>Please Tick ✓</b>  <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;"><b>Yes</b></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;"><b>No</b></td> <td style="width: 25%;"></td> </tr> </table>		<b>Yes</b>		<b>No</b>	
<b>Yes</b>		<b>No</b>					
<b>4b.</b>	<ul style="list-style-type: none"> <li>Project Code</li>   <li>Project Budget <i>[as specified in the PID]</i></li>   <li>Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i></li>   <li>Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i></li> </ul>						

5.	<b>Closure of Cost Centre</b> I confirm that there is no further spend and that the projects cost centre has been closed. <ul style="list-style-type: none"> <li>• Staff employment terminated</li> <li>• Contracts /invoices have been terminated/processed</li> </ul>	Please Tick ✓			
		Yes		No	
		Yes		No	
6.	<b>Risks &amp; Issues</b> I confirm that there are no unresolved/outstanding Risks and Issues	Please Tick ✓			
		Yes		No	
7.	<b>Project Documentation</b> 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"> <li>• Project set up <i>[Please include brief narrative on any issues faced/lessons learned project set up]</i></li> </ul>				
	<hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• 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></li> </ul>				
	<hr/> <hr/>				
	<ul style="list-style-type: none"> <li>• Timescales <i>[Please include brief narrative on any issues faced/lessons learned in delivering project to timescales specified in PID]</i></li> </ul>				
<hr/> <hr/>					
<ul style="list-style-type: none"> <li>• 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></li> </ul>					
<hr/> <hr/>					
<ul style="list-style-type: none"> <li>• Partnership Working <i>[Please include brief narrative on any issues faced/lessons learned re: internal / external partnership working when delivering the project]</i></li> </ul>					
<hr/> <hr/>					
<ul style="list-style-type: none"> <li>• Project Closure <i>Please include brief narrative on any issues faced/lessons learned project closure]</i></li> </ul>					
<hr/> <hr/>					

	<p style="text-align: center;">-----</p>		
<b>9.</b>	<p><b>Comments by the Project Sponsor including any further action required</b>  <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <p style="text-align: center;">-----</p> <p style="text-align: center;">-----</p>		
<b>10.</b>	<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

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<p><b>Cabinet</b></p> <p>30 January 2018</p>	
<p><b>Report of:</b> Ann Sutcliffe, Acting Corporate Director, Place</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Neighbourhood Planning: Determination of Poplar Neighbourhood Area</b></p>	

<b>Lead Member</b>	Councillor Rachel Blake, Cabinet Member for Strategic Development and Waste
<b>Originating Officer(s)</b>	Marissa Ryan-Hernandez, Strategic Planning Manager and Ellie Kuper Thomas, Planning Officer
<b>Wards affected</b>	Poplar;
<b>Key Decision?</b>	Yes
<b>Community Plan Theme</b>	A Great Place to Live

### Executive Summary

Neighbourhood planning was introduced by the Localism Act 2011 and allows communities to help shape their local area by preparing a Neighbourhood Development Plan (NDP), or Neighbourhood Development Orders (NDOs), provided they meet a number of basic conditions, including being in general conformity with the strategic policies of a development plan prepared and adopted by the local planning authority (LPA). In parished areas neighbourhood planning processes are led by parish or town councils; in other areas neighbourhood planning forums must apply to the LPA to be designated as the lead (qualifying body).

As LPA, the Council is required to determine applications for Neighbourhood Area designation in accordance with the Town and County Planning Act 1990 (as amended) and the Neighbourhood Planning (General) Regulations 2012.

The Council has received an application from the community organisation the 'Poplar regen alliance' to establish a Neighbourhood Planning Area in the wider Poplar area.

### Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the designation of the Poplar Neighbourhood Planning Area, as amended, and as defined in the plan contained in Appendix 1.

## **1. REASONS FOR THE DECISIONS**

- 1.1 The Council has received an application to establish a Neighbourhood Planning Area in the wider Poplar area.
- 1.2 The Council is required to determine applications for the area designations in accordance with the Town and County Planning Act 1990 (as amended) ("TCPA 1990") and the Neighbourhood Planning (General) Regulations 2012 ("the 2012 Regulations").
- 1.3 The Government's Planning Practice Guidance ("PPG") on Neighbourhood Planning (Ref ID: 41) provides guidance on the determination of such applications. It also states that the role of the Local Planning Authority ("LPA") is to take decisions at key stages in the Neighbourhood Planning process.
- 1.4 Officers have undertaken an assessment of the proposed Poplar Neighbourhood Planning Area application against relevant provisions of the TCPA 1990, the 2012 Regulations and the guidance detailed in the PPG. As a result, officers are satisfied that the Poplar Neighbourhood Planning Area application, with minor amendments, accords with relevant legislative requirements. The application is therefore recommended for approval and a decision should be taken in accordance with the LPA's statutory duties.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Section 61G of the TCPA 1990, requires the authority to exercise its power of designation where a valid application has been made so as to secure that some, or all, of the proposed area forms part of one or more areas designated (or to be designated) as neighbourhood areas where:
  - i) some or all of the proposed area has not been designated as a neighbourhood planning area; or
  - ii) the authority refuses the application because it considers that the proposed area is not an appropriate area to be designated as a neighbourhood area.
- 2.2 The authority may also modify designations already made and ensure that neighbourhood areas do not overlap.
- 2.3 In accordance with section 61H of the TCPA 1990, the authority has an additional option. Section 61H provides that the power of a LPA to designate a neighbourhood area, as a business area, is exercisable by the authority only if, having regard to such matters as may be prescribed, it considers that the area is wholly or predominantly business in nature.
- 2.4 Options available to the authority are therefore to: 1) designate all of the area proposed in the application; 2) designate the area applied for, with

modifications, ensuring some of the proposed area is in the designation; 3) modify existing designations; and 4) designate the area as a business area. These have been considered by the authority.

- 2.5 It is considered that the Area, with minor amendments, meets the relevant legislative requirements and guidance in paragraph 33 of the Planning Policy Guidance. It is not required to modify an existing designation. It is also not considered appropriate to designate the Area as a business area as officers do not consider the Area to meet the requirements of section 61H of the Town and County Planning Act 1990, as it is not wholly or predominately business in nature.

### **3. DETAILS OF REPORT**

- 3.1 This report provides an overview of the assessment of the Poplar Neighbourhood Planning Area application.

- 3.2 The content of this report is as follows:

- Section 4: provides an introduction to Neighbourhood Planning;
- Section 5: outlines the relevant legislative framework and guidance; and
- Section 6: provides a background to the Poplar Neighbourhood Planning Area application and details of the LPA's assessment.

### **4 INTRODUCTION TO NEIGHBOURHOOD PLANNING: A COMMUNITY LED PROCESS**

- 4.1 The Localism Act 2011 amended the TCPA 1990 to make provision for neighbourhood planning, which gives communities direct power to develop a shared vision for their neighbourhood and shape the development and growth of their local area. Neighbourhood planning provides a powerful set of tools for local people to ensure that they get the right types of development for their community where the ambition of the neighbourhood is aligned with the strategic needs and priorities of the wider local area.

- 4.2 The legislative provisions concerning neighbourhood planning within the TCPA 1990 are supplemented by the Neighbourhood Planning (General) Regulations 2012 (as amended by the Neighbourhood Planning (General) (Amendment) Regulations 2015) and the Neighbourhood Planning (Referendum) Regulations 2012 ("the 2012 Regulations").

- 4.3 PPG issued by the Secretary of State for Communities and Local Government provides detailed advice relating to the neighbourhood planning system introduced by the Localism Act 2011, addressing the key stages of decision-making including the designation of neighbourhood areas.

- 4.4 Neighbourhood planning provides communities with the ability to prepare a Neighbourhood Development Plan (NDP) and/or Neighbourhood Development Orders (NDO), in areas designated by the LPA on application

as a neighbourhood area. Neighbourhood planning powers may only be exercised by bodies authorised by the legislation. In a neighbourhood area where there is a parish council, only a parish council may make proposals for a NDP or NDO. In neighbourhood areas without a parish council, only a body designated by the LPA as a neighbourhood forum may bring forward a NDP or NDO(s) for that neighbourhood area.

- 4.5 NDPs set out policies in relation to the development and use of land in all or part of a defined neighbourhood area and may include site allocations, or development principles, for allocated sites. They may also include character appraisals and seek to establish community facilities and/or identify areas for public realm improvements. NDOs allow for planning permission to be granted in the circumstances proposed and exempt certain types of development, or development in certain areas, or on particular sites, from the usual requirement to apply to the LPA for a grant of planning permission.
- 4.6 Both NDPs and NDOs need to be in general conformity with the strategic policies of the Council's 'Local Plan': Core Strategy (2010) and Managing Development Document (MDD) (2013).
- 4.7 A NDP that has been 'made' in accordance with the relevant legislative provisions forms part of the Council's statutory 'Development Plan' (comprising the Local Plan and London Plan) and, as such, will be accorded full weight when determining planning applications in the neighbourhood area. NDPs will form a new spatial layer to the Council's planning policy and guidance.
- 4.8 NDP policies will be developed by a neighbourhood forum through consultation with stakeholders in their relevant neighbourhood area and through engagement with Council Officers. Proposed NDP policies must be supported by an up-to-date evidence base to ensure that they are reasonable, sound and justified. Before the NDP is 'made' it must be subject to pre-submission publicity and consultation, submitted to the LPA for a legal compliance check, publicised for consultation, submitted for independent examination, found by the independent examiner to meet the basic conditions proposed in the legislation, and passed at a referendum.

#### **Community Infrastructure Levy**

- 4.9 The Community Infrastructure Levy Regulations 2010, as amended by the Community Infrastructure Levy (Amendment) Regulations 2013 ("the CIL Regulations") were supplemented by the Community Infrastructure Levy Guidance Note, published by DCLG on 26 April 2013. The 2013 guidance was replaced by the Government's PPG on 6 March 2014.
- 4.10 The CIL Regulations, as explained by the PPG, make provision for how CIL receipts may be used in relation to neighbourhood planning in those areas which have Parish Councils and those which do not. Tower Hamlets currently does not have any Parish Councils and, as such, the Council retains the revenue generated by CIL.

4.11 The Community Infrastructure Levy PPG (Ref ID: 25) states (at paragraph 072) that:

*"... In England, communities that draw up a neighbourhood plan or neighbourhood development order (including a community right to build order), and secure the consent of local people in a referendum, will benefit from 25 per cent of the levy revenues arising from the development that takes place in their area. This amount will not be subject to an annual limit. ..."*

4.12 Therefore, where a NDP or NDO has been adopted, the Council is required to consult with the local community as to how this 25 per cent proportion of CIL receipts will be spent. Irrespective of this regulation, the Cabinet in December 2016, agreed to undertake this for all areas of the borough whether or not an NDP or NDO has been adopted.

### **Overview of Neighbourhood Planning at LBTH**

4.13 The determination of applications to designate neighbourhood areas and neighbourhood forums are decisions exercised by the Mayor of Tower Hamlets.

4.14 Such applications are required by the Council to be submitted using the Council's neighbourhood planning application.

4.15 The Council has published Guidance and a Service Offer to assist prospective neighbourhood forums to understand what is involved in becoming a forum and designating an area, the criteria the Council use to make decisions and the support the Council provides at each stage.

4.16 This Guidance advises prospective forums to liaise with officers prior to applications being submitted. This allows those proposing to engage in the neighbourhood planning process to meet relevant legislative requirements.

4.17 The Council is required to publicise applications for the designation or neighbourhood areas and forums for a period of six weeks. In addition to that basic legislative requirement, Officers are guided by best practice and also consult with the following:

- Government agencies
- Relevant Ward Councillors

## **5 NEIGHBOURHOOD PLANNING AREAS: RELEVANT LEGISLATION AND GUIDANCE**

5.1 This section outlines the relevant legislative framework and guidance as they relate to the designation of neighbourhood areas, in the following sequence: 1) making an application 2) consulting on an application and 3) designating an area.

- 5.2 The Council has a statutory duty to determine applications to establish neighbourhood areas in accordance with the relevant legislation: sections 61G(5) and 61H(3) of the TCPA 1990. The Council must also have regard to the guidance in the PPG on neighbourhood planning as it relates to the designation of neighbourhood areas.

### **Making an application**

- 5.3 In accordance with Regulation 5 of 2012 Regulations where a relevant body submits an area application to the local planning authority it must include:
- (a) A map which identifies the area to which the area application relates
  - (b) A statement explaining why this area is considered appropriate to be designated as a neighbourhood area; and
  - (c) A statement that the organisation or body making the area application is a relevant body for the purposes of section 61G of the TCPA 1990.
- 5.4 A local planning authority (LPA) may decline to consider an area application if the relevant body has already made an area application and a decision has not yet been made on that application.
- 5.5 Upon receipt of an application, it is validated in accordance with the above.

### **Consulting on an application**

- 5.6 In accordance with regulation 6 of the 2012 Regulations, the LPA must publish the following on its website and in such a manner as to bring the application to the attention of people who live, work or carry on business in the area to which the application relates:
- (a) a copy of the area application;
  - (b) details of how to make representations; and
  - (c) the date by which those representations must be received, being not less than 6 weeks from the date on which the application is first published.

### **Designating an area**

- 5.7 In accordance with section 61G of the TCPA 1990, a LPA must exercise its power *"so as to secure some or all of the proposed area forms part of one of more areas designated as neighbourhood area"*. In so doing, the LPA (in non-parished areas such as Tower Hamlets) must have regard to:
- (1) The desirability of maintaining the existing boundaries of areas already designated as neighbourhood areas (section 61G(4)(b));

- (2) Refusing the application because they consider that the proposed area is not an appropriate area to be designated as a neighbourhood area (section 61G(5)(c));
  - (3) Exercising their power of designation so as to secure that some or all of the proposed area forms part of one or more areas designated (or to be designated) as a neighbourhood area (section 61G(5)(c));
  - (4) Modification of designations already made (section 61G(6)); and
  - (5) Ensuring that neighbourhood areas do not overlap (section 61G(7)).
- 5.8 In accordance with section 61H of the TCPA 1990, whenever a local planning authority exercises their power under section 61G to designate an area as a neighbourhood area, they must consider whether they should designate the area concerned as a business area.
- 5.9 Section 61H(c) specifies the criteria for determining if an area should be designated as a business area. It states that:
- "The power of a local planning authority to designate a neighbourhood area as a business area is exercisable by the authority only if, having regard to such matters as may be prescribed, they consider that the area is wholly or predominately business in nature."*
- 5.10 The PPG states at paragraph 035 that *"the local planning authority should aim to designate the area applied for"*.
- 5.11 Section 61O of the TCPA 1990 requires a LPA to take account of the guidance in paragraph 033 of the PPG, which lists considerations that may be relevant to determining the boundaries of a neighbourhood area. Paragraph 033 of the PPG also provides guidance on considerations when deciding the boundaries of areas. It states that *"electoral ward boundaries can be a useful starting point for discussions on the appropriate size of a neighbourhood area"*.
- 5.12 Other considerations outlined in the PPG relate to:
- (a) village or settlement boundaries, which could reflect areas of planned expansion;
  - (b) the catchment area for walking to local services such as shops, primary schools, doctors' surgery, parks or other facilities;
  - (c) the area where formal or informal networks of community based groups operate;
  - (d) the physical appearance or characteristics of the neighbourhood, for example buildings may be of a consistent scale or style;
  - (e) whether the area forms all or part of a coherent estate either for businesses or residents;

- (f) whether the area is wholly or predominantly a business area;
- (g) whether infrastructure or physical features define a natural boundary, for example a major road or railway line or waterway;
- (h) the natural setting or features in an area; and
- (i) size of the population (living and working) in the area.

(Please note that LBTH have inserted the lettering above whereas the PPG uses bullet points)

5.13 The area application for the Poplar Neighbourhood Area is assessed against the above legislative and regulatory criteria. The assessment also takes into account the PPG guidance and public consultation responses where relevant to decision making. Relevance is determined in line with the legislative and regulatory criteria and PPG guidance. The following section of this report assesses the application against the above considerations.

## **6 NEIGHBOURHOOD PLANNING AREAS: POPLAR APPLICATION**

- 6.1 This section provides a background to the Poplar Neighbourhood Area application, public consultation and details of the assessment. The format of this section outlines how the Poplar Neighbourhood Area application was processed and assessed in relation to the criteria that an LPA must have regard to as it relates to: (1) making an application; (2) consulting on an application; and (3) designating an area.
- 6.2 The designation of an area is assessed against the criteria taken from sections 61G(1-5), 61H and paragraph 033 and 035 of the PPG.

### **Making an application**

#### Application submission and validation

- 6.3 An application was received from the Poplar regen alliance on the 3<sup>rd</sup> of November 2017. The application was to designate the Poplar Neighbourhood Planning Area. It contained:
- A map which identified the Area to which the area application relates;
  - A statement explaining why this Area is considered appropriate to be designated as a neighbourhood area in the application form; and
  - A statement that the organisation or body making the area application is a relevant body for the purposes of section 61G of the TCPA 1990 in the application form.
- 6.4 No other Area applications have been received by the Council for this area.
- 6.5 The application submission was validated in accordance with regulation 5 of the 2012 Regulations.

## **Consultation on application**

### Public consultation process

- 6.6 In accordance with regulation 6 of the 2012 Regulations, public consultation on the Area application was carried out for six weeks between 9<sup>th</sup> November 2017 and 21<sup>st</sup> December 2017.
- 6.7 The application consultation was advertised in the East London Advertiser and all application documents were made publically available on the Council's Website, in the Council Town Hall and in Idea Store, Chrisp Street.
- 6.8 The advertisement in the East London Advertiser, and other publicity material provided details of how to make representations; and the date by which those representations must be received, being not less than 6 weeks from the date on which the application was first published.

### Summary of Representations received:

- 6.9 All representations received during the consultation period have been taken into account in the determination of this application. The representations have been taken into account to the extent that the representations address considerations which are relevant to the Council's decision having particular regard to the statutory requirements for designation proposed in sections 61G and 61H of the TCPA 1990 and paragraph 033 of the Government's PPG.
- 6.10 14 individual representations were made regarding the proposed area. The nature and number of representations is as follows:
- No individually submitted objections
  - 6 individually submitted support statements
  - 5 individually submitted neutral statements
  - 3 individually submitted concerned statements
- 6.11 The 5 neutral statements are from statutory consultees who raise no objections to the proposed Area.
- 6.12 Matters raised as statements of concern regarding the proposed area stated that:

- The Area will leave some areas orphaned and outside of a neighbourhood planning area, such as Billingsgate Fish market.
  - The application references the Blackwall Reach regeneration project as a key consideration but the Area excludes Phase 4 entirely and part of Phase 1B, including the proposed areas for leisure and community space. As this is one of the key focuses of the group, it would be more appropriate for the boundary to be extended to include the whole of the scheme (this was raised by Swan Housing Association and the GLA Housing and Land Team).
- 6.13 A number of representations raised the importance of the forum being fully representative of the community, including extending the membership beyond SPLASH members and to include local businesses and landowners. This is not a matter which can influence the designation of the Neighbourhood Area, but it is officers' view that the prospective Forum should engage with residents and these groups before proceeding with their application to be designated as a Neighbourhood Forum and proceeding with developing a Neighbourhood Plan. This will be crucial to ensure successful neighbourhood planning in the Area.
- 6.14 Further detail on the public consultation representations can be read in Appendix 2: Public Consultation Summaries.
- 6.15 The consideration of these representations formed part of the assessment process by the LPA, and the representations were considered against the conditions for designation proposed in sections 61F and 61G of the TCPA 1990 (as amended) and the guidance within Section 4 (above), in particular paragraph 033 of the PPG.
- 6.16 Judgements as to the weight to be attached to any duly made representation must take account of the conditions for designation proposed in sections 61F and 61G of the TCPA 1990 and the purpose of the designation with the overall context of the statutory neighbourhood planning regime. Section 61O of the TCPA 1990 requires LPA's to take account of the guidance in paragraph 033, which lists considerations that may be relevant to determining the boundaries of a neighbourhood area, and is likely to influence the Council's judgement on weight.

#### **Determining an Application: Designating an Area**

- 6.17 The following section of this report provides:
- (1) a summary understanding of the submitted boundary and area;
  - (2) an assessment of the forum's application against relevant legislation (sections 61G and 61H of the TCPA 1990), the 2012 Regulations and guidance within the PPG;

**(1) Proposed Area – Summary of submitted boundaries and area**

- 6.18 The Area comprises part of the ward of Poplar, aligning with the ward boundaries along the west, south and north but excluding the part of Poplar ward east of Robin Hood Lane and the Blackwall Tunnel (northbound), which includes the East India Dock Office Complex (within which the Town Hall is located).
- 6.19 The proposed Area fits within the places of 'Blackwall' and 'Poplar' as defined in the Core Strategy, 2010.
- 6.20 The northern boundary is formed by East India Dock Road (A13), a key strategic route through the borough and part of the Transport for London Road Network. This is both a hard boundary and administrative boundary defining Poplar Ward. The northern boundary diverges from the administrative boundary at the junction with Cotton Street to exclude East India Dock Road and turn south down Robin Hood Lane.
- 6.21 The southern boundary is formed by West India Dock Road (A1261) and southern edge of the DLR tracks. West India Dock Road is another key strategic route through the borough and part of the Transport for London Road Network. This is both a hard boundary and administrative boundary defining Poplar Ward. The southern boundary diverges from the administrative boundary at the meeting point between the Canary Wharf, Cubitt Town and Poplar Wards, to continue to follow the DLR tracks and exclude the Aspen Way Roundabout.
- 6.22 The meeting of East India Dock Road and West India Dock Road forms the western boundary. This is both a hard boundary and administrative boundary defining Poplar Ward.
- 6.23 The eastern boundary is formed by Robin Hood Lane and the Blackwall Tunnel (northbound). This is not an administrative boundary. Robin Hood Lane is a hard boundary strengthened by running parallel to the A102, another key strategic route through the borough and part of the Transport for London Road Network. The Blackwall Tunnel (northbound) is not a hard boundary (as the tunnel is not a visible physical feature).

**(2) Assessment of the application – designating an area**

- 6.24 This section of the report considers the area application and public consultation responses against the relevant legislative criteria and guidance outlined above.

*In accordance with 61G(4)(b), is it desirable to maintain the existing boundaries of areas already designated as neighbourhood areas?*

- 6.25 The proposed Area maintains the existing boundary of Limehouse Neighbourhood Area, whose north-eastern boundary meets the proposed south-western boundary of the proposed area. As such it is not necessary to alter the boundaries of areas already designated.

*In accordance with 61G(5)(c) should the application be refused because it is considered that the proposed area is not an appropriate area to be designated as a neighbourhood area?*

6.26 The following paragraphs respond to the above question in addressing the appropriateness of the area to be designated by reference to the considerations listed within paragraph 033 of the PPG (as identified in paragraph 5.12 above) and other matters that have arisen during public consultation.

*(a) Village or settlement boundaries*

6.27 The proposed boundaries of the Area application do not align with the entirety of any single village, settlement or ward boundaries. In a dense urban context, the use of village or settlement boundaries is inappropriate. However, the Area boundaries do utilise some existing administrative boundaries: the western boundary, and majority of the northern and southern boundaries align with the Poplar Ward boundaries.

6.28 One consultation comment raised a concern that the Area boundary will leave some areas orphaned and outside of a neighbourhood planning area, such as Billingsgate Fish market.

6.29 While it is recognised that there are areas which would sit between the established Limehouse and Isle of Dogs Neighbourhood Area and the proposed Poplar Area, these are large enough and have enough of their own character to be able to come forward in their own right as a neighbourhood Area(s). It is not therefore considered necessary to change the boundaries to include these wider areas.

*(b) Catchment area*

6.30 The proposed Area is centred on Poplar Neighbourhood Centre which provides a local retail offer in the proposed area. Partly within the proposed Area but predominately to the north is the Chrisp Street District Centre which serves a wider catchment area, and as the application states: 'the roads form a natural severance separating us from Chrisp Street'.

6.31 The area is served by one main open space: Poplar Recreation Ground and a leisure centre: Poplar Baths. The location of both these facilities on the northern edge of the proposed Area, means they are likely to have a wider catchment area than the proposed Area. The Area is also home to New City College (formally known as Poplar College). The College is the only sixth form college in the borough and has a borough wide catchment area. The College's consultation response stated that 80% of its students come from a 5 mile radius.

6.32 In a dense urban context, where residents and visitors will use a range of services with overlapping and diverse catchment areas, it is inevitable that there will be alternative overlapping catchment areas which could be appropriate neighbourhood areas. The application's focus on a catchment

around Poplar Neighbourhood Centre is considered one such appropriate catchment area.

*(c) Community based groups*

- 6.33 Community groups that solely operate within the specific boundary of the proposed Area are not known to the LPA. There are a number of well-established community groups which operate within this Area. However, the majority of area-based community groups function within either smaller or larger areas.
- 6.34 SPLASH (South Poplar and Limehouse Action for Social Housing), which established the 'Poplar regen alliance' which has submitted this Area application, operates throughout the wider Area and into Limehouse (which is already covered by a separate Neighbourhood Area).
- 6.35 Area based groups that operate within the wider Area include a variety of Tenants and Residents Associations linked to the specific housing estates within the area.
- 6.36 As indicated in relation to criterion (a), the proposed boundaries for the Area would create a new boundary and as such it follows that there are no known existing community based groups that represent the Area, as applied for, other than the prospective forum.

*(d) Physical appearance or characteristics*

- 6.37 As stated above, the proposed Area aligns with two Place identified in the Core Strategy: 'Blackwall' and 'Poplar'. The Core Strategy describes the place of 'Blackwall' as defined by a mixed use area with a new town centre (through a strengthened and extended Poplar Neighbourhood Centre). The place of 'Poplar' emphasises the importance of the Poplar Baths redevelopment (since completed). The proposed Area's focus around Poplar Neighbourhood Centre and market is therefore sympathetic to one of the dominant characteristics identified in the Core Strategy.
- 6.38 The Area is primarily residential, and is served by the neighbourhood centre at Poplar High Street. Residential typologies are primarily post war housing estates, with some newer taller housing blocks at the eastern edge of the proposed Area.
- 6.39 There are two conservation areas: St Mathias Church, Poplar and All Saints Church, Poplar which contain a number of listed buildings. The prevailing character of the St Matthias Church Conservation Area is defined by its group of miscellaneous public buildings and a residential townscape, complementing the St Matthias Church and the Poplar Recreation Ground surrounding it. The churchyard is a large garden enclosed by railings and dominated by the landmark church in the centre. The square is enclosed on three sides by streets, largely residential in character, and by the major East India Dock Road to the north. The application notes that the 'area is rich in history' and highlights a number of notable buildings.

*(e) Coherent estate either for businesses or residents*

- 6.40 The Area applied for includes the entirety of the Poplar Neighbourhood Centre and provides a coherent estate for businesses.
- 6.41 The Area applied for only includes the small part of Chrisp Street District Centre on the south side of East India Dock Road. This part of the Town Centre includes mainly civic uses including Poplar Baths Leisure Centre, the Fire Station, All Saints DLR station and Newby Health and Wellbeing Centre. This is quite distinct from the primarily retail character of the majority of the District Centre, centred around Chrisp Street market square, located on the north side of East India Dock Road. As such, while this does create some incoherence for businesses, the benefits of retaining the hard boundary of East India Dock Road to provide distinct and clear boundaries, are considered to outweigh concerns about only including a small part of the District Centre within the Area.
- 6.42 The proposed Area includes a number of housing estates. All housing estates are included in the Area in their entirety and as such it provides a coherent area for residents.
- 6.43 The proposed Area includes one site allocation from the existing development plan: Blackwall Reach and one site allocation in the emerging Local Plan: Aspen Way.
- 6.44 The entire Aspen Way site is included in the proposed Area and so the boundary does not create incoherence for future residents or businesses.
- 6.45 The proposed boundary does cut through the Blackwall Reach site allocation. This site allocation has outline planning permission and the first three phases (1a, 1b and 2) have full planning permission and are being delivered. The proposed boundary excludes phase 4. Two consultation responses (from the GLA and Swan Housing association, who are both involved in funding and delivering the scheme) raise concerns about the Neighbourhood Area dividing the site allocation in two, when the Site Allocation and permitted scheme consider the area as a whole. It is their view that this boundary would create an incoherent estate for future residents and businesses. Given the above, and the guidance provided paragraph 033 in the PPG, the appropriateness of the proposed area is questioned on these grounds.

*(f) Wholly or predominantly a business area*

- 6.46 The proposed area is predominately residential in land use and character and as such the area is not considered wholly or predominately business in nature. Therefore it is not considered appropriate to designate the Area as a business area as it does not meet the requirements of section 61H of the Town and County Planning Act 1990.

*(g) Infrastructure or physical features as a natural boundary*

- 6.47 The Area as applied for uses infrastructure and physical features to determine the majority of the boundaries of the proposed Area. This includes the East India Dock Road (A13), West India Dock Road (A1261), DLR tracks and Robin Hood Lane.
- 6.48 The only boundary not determined by infrastructure or a physical feature is using the northbound Blackwall Tunnel (as the tunnel is not a visible physical feature) for the south eastern boundary. As such the appropriateness of the proposed area is questioned on these grounds.

*(h) the natural setting or features in an area*

- 6.49 The proposed Area is predominantly defined by transport infrastructure, as the application form states 'The area we have chosen is almost self-contained sitting between East India Dock Road on the North and Aspen Way on the South, bounded by Robin Hood Lane on the East and West India Dock Road on the West'. Poplar Recreation Ground and All Saints Poplar Churchyard are the key natural features of the area. Their inclusion within the proposed Area is therefore supported.

*(i) Size of the population (living and working) in the area*

- 6.50 The proposed Area does not align with ward boundaries and, as such, it is difficult to calculate the population living and working in the Area. The 2011 Census population for the wards related to the Area as applied for, are used, as an approximate measure:
- Poplar: 6,957
- 6.51 This figure is considered to be fairly representative as the area of Poplar ward excluded by the proposed Neighbourhood Boundary is primarily employment and industrial in use with only a few residential dwellings along Naval Row.
- 6.52 It is noted that the population size of neighbourhood areas designated to date ranges significantly. It is noted that paragraph 033 of the PPG states that electoral 'ward boundaries can be a useful starting point for discussions on the appropriate size of a neighbourhood area; these have an average population of about 5,500 residents'.
- 6.53 Given the above, the size of the living and working population in the proposed area can be said to be appropriate for a neighbourhood area.

**Conclusion**

- 6.54 In conclusion, having assessed the proposed neighbourhood area proposed in the application against the considerations listed in paragraph 035 of the PPG (as detailed above), it is considered on balance that the proposed area is not an appropriate neighbourhood area as by drawing the boundary through the Blackwell Reach Site Allocation it does not create a coherent estate for

residents and businesses. In addition, the use of the Blackwall Tunnel as a boundary does not create a clear enough physical boundary to define the proposed Area. This means it is considered that the proposed area is not an appropriate area to be designated as a neighbourhood area and, as such, it does not accord with section 61G(5) of the 1990 Act.

- 6.55 Given the above conclusion - that the proposed area does not accord with section 61G(5) of the TCPA 1990, the LPA considers that the application to designate the neighbourhood area proposed should be refused but that the merits of designating an alternative area should be considered as part of this determination of this application. This approach accords with section 61G(5) of the TCPA 1990 which requires the LPA to exercise its powers *"to secure some or all of the proposed area forms part of one of more areas designated as neighbourhood area"*.

**(3) Alternative area**

- 6.56 The Council has identified an alternative area, which aligns with the majority of the area proposed in the application, to be designated as a neighbourhood area in accordance with section 61G(4)(b).

- 6.57 Officers consider that the alternative area identified accords with relevant legislation and the guidance within paragraph 033 of the PPG. A map identifying the alternative area is attached as Appendix 1: Poplar Neighbourhood Area Map.

- 6.58 The appropriateness of designating the alternative area has been assessed by Officers by reference to the same the considerations applied to the area proposed in the application (at paragraphs 6.27 to 6.59 above). The results of that assessment are summarised in the following paragraphs.

*In accordance with 61G(4)(b), is it desirable to maintain the existing boundaries of areas already designated as neighbourhood areas?*

- 6.59 The alternative Area maintains the existing boundary of Limehouse Neighbourhood Area, whose north-eastern boundary meets the proposed south-western boundary of the proposed area. As such it is not necessary to alter the boundaries of areas already designated.

*In accordance with 61G(5)(c) should the application be refused because it is considered that the proposed area is not an appropriate area to be designated as a neighbourhood area?*

- 6.60 The following paragraphs answer the above question addressing the appropriateness of the area to be designated by reference to the considerations listed within paragraph 033 of the PPG (as identified in paragraph 5.12 above)

*(a) Village or settlement boundaries*

- 6.61 The alternative Area boundaries do not align with the entirety of any single village, settlement or ward boundaries. In a dense urban context, the use of

village or settlement boundaries is inappropriate. However, the Area boundaries do utilise some existing administrative boundaries: the western boundary, and majority of the northern and southern boundaries align with the Poplar Ward boundaries.

*(b) Catchment area*

- 6.62 The alternative Area is centred on Poplar Neighbourhood Centre which provides a local retail offer in the proposed area. Partly within the proposed Area but predominately to the north is the Chrisp Street District Centre which serves a wider catchment area, and as the application states: ‘the roads form a natural severance separating us from Chrisp Street’.
- 6.63 The area is served by one main open space: Poplar Recreation Ground and a leisure centre: Poplar Baths. The location of both these facilities on the northern edge of the proposed Area, means they are likely to have a wider catchment area than the proposed Area. The Area is also home to New City College (formally known as Poplar College). The College is the only sixth form college in the borough and has a borough wide catchment area.
- 6.64 In a dense urban context, where residents and visitors will use a range of services with overlapping and diverse catchment areas, it is inevitable that there will be alternative overlapping catchment areas which could be appropriate neighbourhood areas. The application’s focus on a catchment around Poplar Neighbourhood Centre is considered one such appropriate catchment area.

*(c) Community based groups*

- 6.65 Community groups that solely operate within the boundary of the alternative Area are not known to the LPA. There are a number of well-established community groups which operate within this Area. However, the majority of area-based community groups function within either smaller or larger areas.
- 6.66 SPLASH (South Poplar and Limehouse Action for Social Housing), which established the ‘Poplar regen alliance’ which has submitted this Area application, operates throughout the wider Area and into Limehouse (which is already covered by a Neighbourhood Area).
- 6.67 Area based groups that operate within the wider Area include a variety of Tenants and Residents Associations linked to the specific housing estates within the area.
- 6.68 As indicated in relation to criterion (a), the proposed boundaries for the Area would create a new boundary and as such it follows that there are no known existing community based groups that represent the Area, as applied for, other than the prospective forum.

*(d) Physical appearance or characteristics*

- 6.69 As stated above, the alternative Area aligns with two Place identified in the Core Strategy: ‘Blackwall’ and ‘Poplar’. The Core Strategy describes the place

of 'Blackwall' as defined by a mixed use area with a new town centre (through a strengthened and extended Poplar Neighbourhood Centre). The place of 'Poplar' emphasises the importance of the Poplar Baths redevelopment (since completed). The proposed Area's focus around Poplar Neighbourhood Centre and market is therefore sympathetic to one of the dominant characteristics identified in the Core Strategy.

- 6.70 The Area is primarily residential, and is served by the neighbourhood centre at Poplar High Street. Residential typologies are primarily post war housing estates, with some newer taller housing blocks at the eastern edge of the proposed Area.
- 6.71 There are three conservation areas: St Mathias Church, Poplar, All Saints Church, Poplar and Naval Row which contain a number of listed buildings. The prevailing character of the St Matthias Church Conservation Area is defined by its group of miscellaneous public buildings and a residential townscape, complementing the St Matthias Church and the Poplar Recreation Ground surrounding it. The churchyard is a large garden enclosed by railings and dominated by the landmark church in the centre. The square is enclosed on three sides by streets, largely residential in character, and by the major East India Dock Road to the north. The character of the Naval Row Conservation Area is defined by the surviving structures associated with the historic port and shipbuilding activities of the 19<sup>th</sup> century. While this third conservation area is different in nature to the two on Poplar High Street, they are all associated with the historical development of the docks and the community which developed around them and therefore share characteristics.

*(e) Coherent estate either for businesses or residents*

- 6.72 The alternative Area includes the entirety of the Poplar Neighbourhood Centre and provides a coherent estate for businesses.
- 6.73 The alternative Area only includes the small part of Chrisp Street District Centre on the south side of East India Dock Road. This part of the Town Centre includes mainly civic uses including Poplar Baths Leisure Centre, the Fire Station, All Saints DLR station and Newby Health and Wellbeing Centre. This is quite distinct from the primarily retail character of the majority of the District Centre, centred around Chrisp Street market square, located on the north side of East India Dock Road. As such, while this does create some incoherence for businesses, the benefits of retaining the hard boundary of East India Dock Road to provide distinct and clear boundaries, are considered to outweigh concerns about only including a small part of the District Centre within the Area.
- 6.74 The alternative Area includes a number of housing estates. All housing estates are included in the Area in their entirety and as such it provides a coherent area for residents.
- 6.75 The alternative Area includes one site allocation from the existing development plan: Blackwall Reach and one site allocation in the emerging Local Plan: Aspen Way. The entire Aspen Way site is included in the

proposed Area and so the boundary does not create incoherence for future residents or businesses. The alternative Area includes the whole of the Blackwall Reach site allocation and so the boundary does not create incoherence for future residents or businesses.

*(f) Wholly or predominantly a business area –*

- 6.76 The alternative Area is predominately residential in land use and character and as such the area is not considered wholly or predominately business in nature. Therefore it is not considered appropriate to designate the Area as a business area as it does not meet the requirements of section 61H of the Town and County Planning Act 1990.

*(g) Infrastructure or physical features as a natural boundary –*

- 6.77 The alternative Area uses infrastructure and physical features to determine the boundaries of the proposed Area. This includes the East India Dock Road (A13), West India Dock Road (A1261), DLR tracks, Robin Hood Lane and Naval Row.

*(h) the natural setting or features in an area*

- 6.78 The alternative Area is still predominantly defined by transport infrastructure. Poplar Recreation Ground and All Saints Poplar Churchyard are the key natural features of the area. Their inclusion within the proposed Area is therefore supported.

*(i) Size of the population (living and working) in the area –*

The residential population

- 6.79 The proposed Area does not align with ward boundaries and, as such, it is difficult to calculate the population living and working in the Area. The 2011 Census population for the wards related to the Area as applied for, are used, as an approximate measure:
- Poplar: 6,957
- 6.80 This figure is considered to be fairly representative as the area of Poplar ward excluded by the alternative Neighbourhood boundary is primarily employment and industrial in use.
- 6.81 It is noted that the population size of neighbourhood areas designated to date ranges significantly. It is noted that paragraph 033 of the PPG states that electoral 'ward boundaries can be a useful starting point for discussions on the appropriate size of a neighbourhood area; these have an average population of about 5,500 residents'.
- 6.82 Given the above, the size of the living and working population in the proposed area can be said to be appropriate for a neighbourhood area.

In accordance with section 61G(6), are the LPA proposing modifications of designations already made?

- 6.83 The LPA is not proposing modifications as the boundaries of the Limehouse Neighbourhood Area (the only adjacent Neighbourhood Area) are coherent and deemed appropriate.

In accordance with section 61G(7), have the LPA ensured that neighbourhood areas do not overlap?

- 6.84 The alternative area does not overlap with any other neighbourhood areas.

In accordance with section 61H, having regards to such matters as may be prescribed; do the LPA consider that the area is wholly or predominately business in nature?

- 6.85 The alternative area is predominately residential in land use and character and as such the area is not considered wholly or predominately business in nature.

#### **Conclusion on alternative area**

- 6.86 In designating the alternative area (identified in Appendix 1), the LPA are exercising their power of designation so as to secure that some of the proposed area forms part of one or more areas designated (or to be designated) as neighbourhood areas in accordance with Section 61(G)(5) of the TCPA 1990. The alternative area accords with sections 61(G)(4), (6), (7) and 61(H).

#### **Officers' Recommendation**

- 6.64 Designate the proposed Area (identified in Appendix 1) as the Poplar Neighbourhood Area in accordance with sections 61G(5) and 61H(3) of the TCPA 1990, the Neighbourhood Planning General Regulations 2012, the PPG and the Tower Hamlets Neighbourhood Planning Guidance Note.

### **7 COMMENTS OF THE CHIEF FINANCE OFFICER**

- 7.1 This report asks the Mayor in Cabinet to consider an application from the 'Poplar Regen Alliance' to designate an area within Poplar (as shown in the plan in Appendix 1) as a Neighbourhood Planning Area in accordance with the statutory requirements of the Localism Act 2011.
- 7.2 The Council has a duty to provide support and advice to Area Forums which will incur additional administration costs, and these must be contained within existing budgets. Funding was historically made available by the DCLG to assist with these costs, subject to an annual maximum sum dependent upon the number of determinations within the particular financial year. Since 1<sup>st</sup> April 2016 however, the funding arrangements were changed so that they are no longer year specific. A local planning authority is able to claim £5,000 for each of the first five area designations that it makes, with a further £5,000 for each of the first five forum designations. The Council has already designated

five neighbourhood planning areas and as a consequence it will therefore not receive any funding towards the costs associated with the Poplar Neighbourhood Planning Area.

- 7.3 An element of any Community Infrastructure Levy (CIL) that is generated within a Neighbourhood Planning Area can be allocated specifically to support development within that same area, depending on the status of the Neighbourhood Planning Forum. The appropriate conditions are set out in paragraphs 4.9 to 4.12 of this report. The level of these resources could be substantial and will need to be taken into consideration when determining the allocation of other funding streams across the borough.
- 7.4 In certain circumstances Neighbourhood Development Orders would exempt certain types of development, or development on a particular site, from requiring planning permission (paragraph 4.5). If this is the case, the Authority will not receive a planning fee, although it will also not incur the costs of processing and determining the application. It is anticipated that the exemption will only relate to a limited number of smaller developments, so any reduction in planning fee income should be relatively minor, however the impact must be closely monitored once the arrangements are in place.

## **8 LEGAL COMMENTS**

- 8.1 This report concerns an application, to designate a Neighbourhood Planning Area within Poplar (as shown in the plan at Appendix 1) and recommends the approval of an amended area.
- 8.2 This report sets out details of the statutory regime in respect of neighbourhood planning, as well as the relevant procedures and matters for consideration, both in terms of the statutory requirements and government guidance contained in the Planning Practice Guidance. Consultation in respect of the proposed neighbourhood planning area (as detailed at paragraphs 6.6-6.8 of this report) has been carried out in accordance with Regulation 6 of the 2012 Regulations.
- 8.3 In determining a neighbourhood area application, the Council needs to consider the factors set out in Section 61G and 61H of the TCPA 1990 and the 2012 Regulations, along with the guidance. The relevant factors are summarised at paragraphs 5.7-5.12 of this report and a thorough analysis against these factors has been carried out, starting at paragraph 6.18. Legal Services are satisfied that Officers have had proper regard to these factors in formulating their recommendation that the Poplar Neighbourhood Planning Area is designated.
- 8.4 The Council's decision on this area application must be publicised as soon as possible after the decisions have been taken (Regulation 7 of the 2012 Regulations).
- 8.5 In deciding whether to designate a neighbourhood area, 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. An Equality Analysis Quality Assurance Checklist has been

undertaken (see Appendix 3). It indicates that no negative equality impacts arise at this stage. A further assessment will be carried out if and when any proposed Neighbourhood Plan and/or Neighbourhood Development Order are brought forward by a forum for the relevant area.

## **9 ONE TOWER HAMLETS CONSIDERATIONS**

- 9.1 One Tower Hamlets principles have been considered so far as they impact upon the determination of the application to become a Neighbourhood Planning Area. The implications of determining these applications on the protected characteristics outlined in the Equalities Act 2010 have been considered using the Council's Equality Analysis Quality Assurance Checklist and it has been considered that no further action needs to be taken at this stage.
- 9.2 Due regard for the nine protected groups will be embedded in the preparation and production of any resultant Neighbourhood Development Plan (NDP) or Neighbourhood Development Order (NDO).
- 9.3 Furthermore, NDPs and NDOs are required to be in general conformity with the Council's Local Plan and as such will give due consideration to One Tower Hamlets considerations and the Community Plan.

## **10 BEST VALUE (BV) IMPLICATIONS**

- 10.1 Under Section 3 Local Government Act 1999 the Council 'must 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'.
- 10.2 During the determination of these applications the Council has worked with the relevant forum where appropriate, having regard to economy efficiency and effectiveness, and in conformity with statutory requirements as detailed in the TCPA (1990).
- 10.3 At the stage when Forums are developing Neighbourhood Development Plans (NDPs) and Neighbourhood Development Orders (NDOs), the plans and orders will add an additional layer of detail to the Council's Development Plan and look to steer the future development of land in the relevant area. This will better allow the existing and future community to contribute to economic, environmental and social improvements in their area and benefit from the resultant development.

## **11 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 11.1 Determining Neighbourhood Planning Areas applications does not have any discernable impacts on the environment.
- 11.2 At the stage where established Neighbourhood Planning Forums are developing NDPs or NDOs for the designated Neighbourhood Planning Areas consideration will be given to action of a greener environment.

- 11.3 Under Article 3(3) and 3(4) of the Strategic Environmental Assessment (SEA) Directive 2001/42/EC an SEA may be required of plans and programmes which “determine the use of small areas at a local level. In accordance with Regulation 9(1) of the Environmental Assessment of Plans and Programmes Regulations 2004 (“the ‘Regulations’”), the responsible authority will determine whether a Strategic Environmental Assessment (SEA) is necessary. The Council will act as necessary to provide advice to designated Forums in respect of the requirements to carry out an SEA.

## **12 RISK MANAGEMENT IMPLICATIONS**

- 12.1 The application recommendations have been reported through a number of internal groups that consider risk management issues and mitigation. These include:

- Development & Renewal Directorate Management Team
- Corporate Management Team

## **13 CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 13.1 Determining Neighbourhood Planning Forums and Areas applications does not have any discernible impacts on crime and disorder.
- 13.2 At the stage where established Neighbourhood Planning Forums are developing NDPs or NDOs for the designated Neighbourhood Planning Areas consideration may be given to crime and disorder where the Forum wish to pursue the implications of crime and disorder on the built environment.

## **14 SAFEGUARDING IMPLICATIONS**

- 14.1 There are no specific safeguarding implications associated with this report.

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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- NONE

#### **Appendices**

- Appendix 1: Poplar Neighbourhood Area
- Appendix 2: Consultation Summary Reports
- Appendix 3: Equality Analysis Quality Assurance Checklist

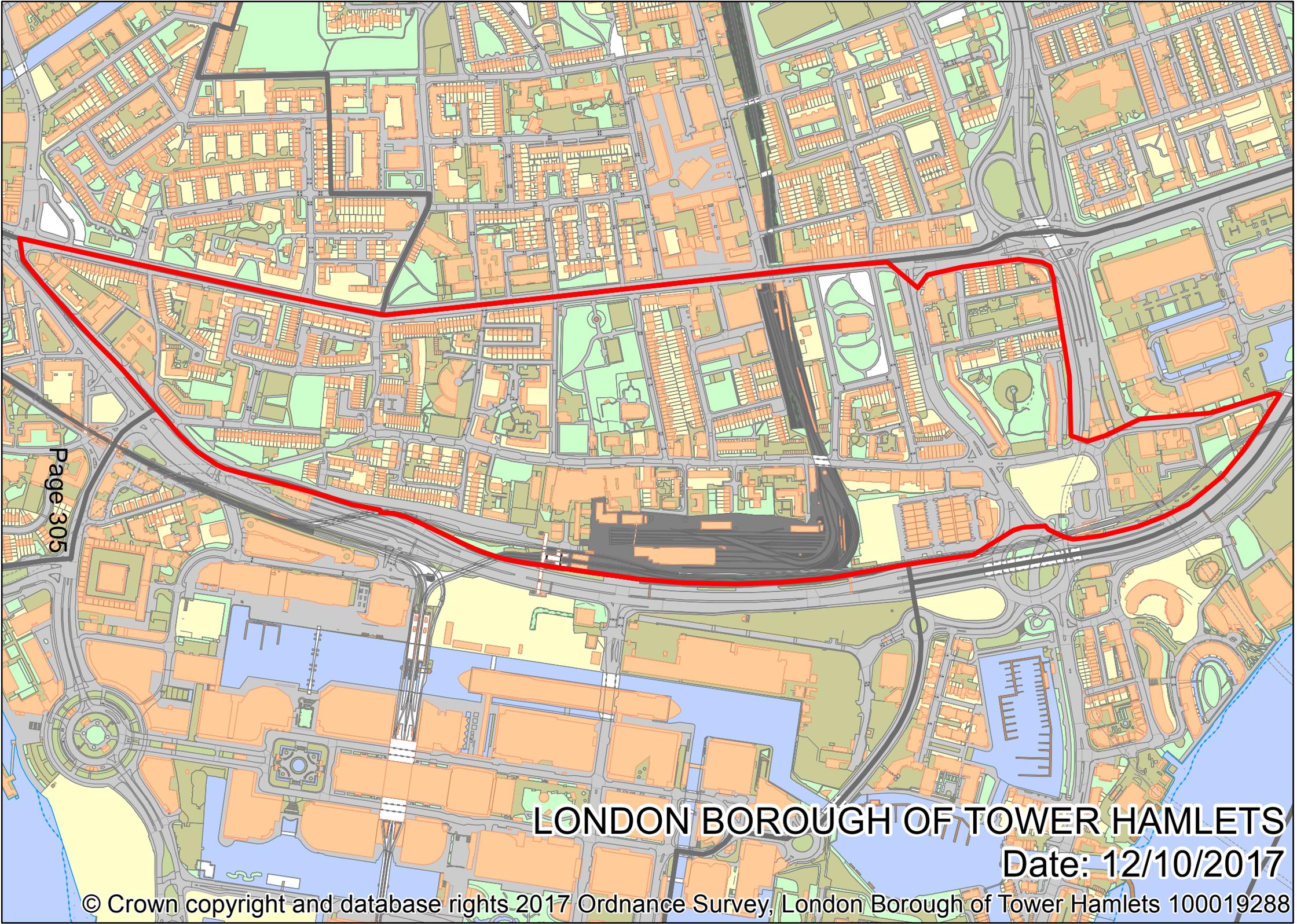
#### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE

#### **Officer contact details for documents:**

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# LONDON BOROUGH OF TOWER HAMLETS

Date: 12/10/2017

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## **APPENDIX 2**

### **Poplar Neighbourhood Planning Area Public Consultation Summary**

#### **1) Role of this document**

This document provides a summary on the level of representation, and the matters discussed within representations, during the formal public consultation period for the applications to establish a Neighbourhood Planning Area made by the 'Poplar regen alliance'.

The report takes account of relevant planning matters in representations submitted to the London Borough of Tower Hamlets.

This paper has been prepared by the London Borough of Tower Hamlets for public information and to inform the Council's decision making process. It is not intended to address any of the issues raised during the consultation period.

#### **2) Consultation activities undertaken by the Council**

The formal public consultation period ran between 9<sup>th</sup> November 2017 and 21<sup>st</sup> December 2017. Consultation activities undertaken by the Council were carried out in accordance with Neighbourhood Planning Regulations. Activities undertaken were as follows:

- Provision of consultation information and application material on the Council's website ([www.towerhamlets.gov.uk](http://www.towerhamlets.gov.uk)).
- Provision of consultation information and application material to the Idea Store Chrisp Street and the Town Hall, Mulberry Place for inspection by interested parties.
- Provision of information to elected Councillors in the relevant areas.
- Provision of Information to Statutory Consultees.
- Publication of a Public Notice in East London Advertiser.

These activities also followed the principles of the guidance for the production of policy documents as set out in the Council's Statement of Community Involvement (SCI).

#### **3) Approach to categorising representations made**

During the public consultation period, the public are able to make representations on the contents of the area application submitted to the Council. Typically, representations were made by local residents, interests groups and statutory consultees. Representations were not made by all parties directly consulted.

This document presents representations in no particular order. Representation figures calculate submitted responses and as such do not limit representations to one per person or per household or one per business. The following categories have been used to categorise representations:

<b>Support</b>	Have stated explicit support, or support has been inferred from the contents of the representation
<b>Object</b>	Have stated explicit objection, or objection has been inferred from the contents of the representation
<b>Concerned</b>	Do not state they object but highlight areas of concern
<b>Neutral</b>	Have offered comments but not determined if they object or support the application
<b>Petition</b>	A written objection signed by multiple signatories
<b>No comment</b>	Where no comment has been made and no position on the matter can be inferred

The following summaries have been derived from an analysis of the consultation responses. Please note, representations did not always specify support or objection to the area and Forum. The summary of responses paraphrases comments made by representors and, to avoid repetition, makes reference to the same matter once only.

When analysing the representations, regard is given to legislative requirements related to the Forum and Area proposals.

#### **4) Summary of responses related to the Area based application**

##### **Number of representations received**

<b>Support</b>	<b>Objection</b>	<b>Neutral</b>	<b>Concerned</b>	<b>No comment</b>	<b>Petition</b>	<b>Total</b>
6	0	5	3	0	0	14

##### **Comments made by statutory bodies**

- Sports England provided advice as to how any future Neighbourhood Plan could contribute towards encouraging physical activity.
- Natural England provided advice as to how any future Neighbourhood Plan could protect landscapes, protected species, local wildlife sites, and opportunities for enhancing the natural environment.
- National Grid noted that there are no implications for National Grid Gas Distribution's Intermediate / High Pressure apparatus.
- The Canal and Rivers Trust confirmed they own no land or waterspace in the area there may be opportunities to improve the links across the A1261, and we would therefore support further links from the Poplar Neighbourhood Plan Area to the dock system, which offers leisure and amenity opportunities.
- Historic England noted that the area covered by the proposed Neighbourhood Plan is defined along clear physical boundaries, and as such appears a solid basis for designation. As noted in the application the area encompasses a number of designated and local heritage assets including St Matthias Poplar Church and Conservation Area (with numerous listed tombs), Poplar Baths and Technical College. Development within the Plan Area may also affect the setting of the Lansbury and All Saints Conservation Areas alongside other individual designated heritage assets.

- Transport for London welcome the proposals and the proposed boundary, noting their roles as a strategic transport authority, service provider and landowner in the area.

Summary of matters raised in support:

- The forum is a vital way to address the needs, viable and constructive concerns of local residents and communities, and to build on the exceptional community relation established within Poplar.
- It will help increase community involvement.
- Support the proposed objectives of ensuring sufficient leisure and youth facilities for the community and providing bespoke training and employment for people of all ages living in Poplar.

Summary of matters raised as concerns:

- The Area will leave some areas orphaned and outside of a neighbourhood planning area, such as Billingsgate Fish market.
- The application references the Blackwall Reach regeneration project as a key consideration but the Area excludes Phase 4 entirely and part of Phase 1B, including the proposed areas for leisure and community space. As this is one of the key focuses of the group, it would be more appropriate for the boundary to be extended to include the whole of the scheme (this was raised by Swan Housing Association and the GLA Housing and Land Team).

Other issues raised:

- A number of representations raised the importance of the forum being fully representative of the community, including extending the membership beyond SPLASH members and to include local businesses and landowners.

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### Appendix 3: EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

<b>Name of 'proposal' and how has it been implemented</b> (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	<b>Determination of Poplar Neighbourhood Planning Area Application</b>
<b>Directorate / Service</b>	<b>Place</b>
<b>Lead Officer</b>	<b>Ellie Kuper Thomas</b>
<b>Signed Off By (inc date)</b>	<b>Marissa Ryan-Hernandez (05/ 12/2017)</b>
<b>Summary – to be completed at the end of completing the QA (using Appendix A)</b> (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="display: flex; align-items: center; margin-bottom: 10px;">  <p><b>Proceed with implementation</b></p> </div> <p>Based on the QA a Full EA will not be undertaken at this stage. As a result of performing the QA checklist the proposed decision making process for Neighbourhood Planning Forum applications does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p> <p>Due regard for the nine protected groups will be embedded in the preparation and production of any resultant Neighbourhood Development Plan (NDP) or Neighbourhood Development Order (NDO).</p>

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)
<b>1</b>	<b>Overview of Proposal</b>		
a	Are the outcomes of the proposals clear?	Y	
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Y	<p>At this stage, the impacts of the proposals will not be felt upon persons with protected characteristics.</p> <p>At the stage when a Neighbourhood Development Plan or Order is being prepared, officers will work with the Neighbourhood Planning Forum and Equalities team to make sure that actions will be undertaken to mitigate the likely adverse impacts on people who share Protected Characteristics. Officers can share information on the latest Council's Borough Profile to provide an overview of the equality groups to the Forum.</p> <p>Any Neighbourhood Development Plan or Order will need to be in general conformity with the Council's Development Plan.</p>
<b>2</b>	<b>Monitoring / Collecting Evidence / Data and Consultation</b>		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	n/a	<p>The degree to which there are impacts from approving the proposal for a Neighbourhood Planning Forum are not known. There is no reliable qualitative and quantitative data to support claims made about impacts, where there are known to be impacts.</p> <p>Neighbourhood Planning is a new planning policy tool. In future, there may be a need to capture information to be able to assess impact.</p>
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	n/a	Neighbourhood Planning is a new planning policy tool. In future, evidence may be developed nationally.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and	Yes	In accordance with Neighbourhood Planning Regulations, public consultation and the Council's reporting cycle allow for

	partners) have been involved in the analysis?		input into the recommendations for determining applications being taken forward.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	Formal public consultation was carried out for six weeks. This is the statutory period of public consultation.
<b>3</b>	<b>Assessing Impact and Analysis</b>		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	No	Neighbourhood Planning is a new planning policy tool. There is no evidence of impacts. At the stage when a Neighbourhood Development Plan or order is being prepared, links may be established.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	No	Neighbourhood Planning is a new planning policy tool. There is no evidence of impacts. At the stage when a Neighbourhood Development Plan or order is being prepared, an understanding will be development and assessed for unequal impacts.
<b>4</b>	<b>Mitigation and Improvement Action Plan</b>		
a	Is there an agreed action plan?	n/a	
b	Have alternative options been explored	n/a	It is our statutory duty to support forum and area applications where they are meet legislative requirements. We are required by the Localism Act (2011) to designate an appropriate area where an application is submitted.
<b>5</b>	<b>Quality Assurance and Monitoring</b>		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	At the stage when a Neighbourhood Development Plan or Order is being prepared, officers will work with the Neighbourhood Planning Forum and Equalities team to make sure that actions will be undertaken to mitigate the likely adverse impacts on people who share Protected Characteristics. At the stage of submitting the Neighbourhood Development Plan or Order, the Council will consider the impact on the plan or order on the protected characteristics.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	At the stage when a Neighbourhood Development Plan or Order is being prepared, officers will work with the Neighbourhood Planning Forum and Equalities team to make

			sure that actions will be undertaken to mitigate the likely adverse impacts on people who share Protected Characteristics. At the stage of submitting the Neighbourhood Development Plan or Order, the Council will consider the impact on the plan or order on the protected characteristics.
<b>6</b>	<b>Reporting Outcomes and Action Plan</b>		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	N/A	There is no executive summary

## Appendix A

### (Sample) Equality Assessment Criteria

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

<p><b>Cabinet</b></p> <p>30 January 2018</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Ann Sutcliffe, Acting Corporate Director, Place</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Confirmation of Article 4 Direction – Office (B1a) to Residential (C3)</b></p>	

<b>Lead Member</b>	<b>Councillor Rachel Blake, Cabinet Member for Strategic Development, Waste and Air Quality</b>
<b>Originating Officer(s)</b>	Marissa Ryan-Hernandez (Strategic Planning Manager), Tom Clarke (Planning Officer)
<b>Wards affected</b>	Bethnal Green; Blackwall & Cubitt Town; Bow West; Canary Wharf; Limehouse; Mile End; Poplar; Spitalfields and Banglatown; St Katharine's and Wapping; St Dunstan's; St Peter's; Weavers; Whitechapel
<b>Key Decision?</b>	Yes
<b>Community Plan Theme</b>	<b>A fair and prosperous community</b>

## Executive Summary

On 19<sup>th</sup> September 2017 the Mayor-in-Cabinet made an Article 4 direction to remove permitted development rights which allow change of use from offices (Use Class B1(a)) to residential (Use Class C3) without a full planning application in particular parts of the borough. The direction covers key concentrations of office and economic activity such as around the City Fringe and the north of the Isle of Dogs and seeks to maintain the function and viability of the areas covered. The direction is supported by a justification report (attached as Appendix 2) and has been informed by detailed and robust evidence base on offices and employment land which has supported production of the Council's new Local Plan.

In order for the Article 4 direction to take effect, it must be confirmed. It is required from 1<sup>st</sup> June 2019 to ensure continued protection of the locations cited above, as an existing exemption from the form of permitted development outlined will cease on 31<sup>st</sup> May 2019.

A period of public consultation on the Article 4 direction and the boundaries to which it applies has now been undertaken, having run between 2<sup>nd</sup> October and 12<sup>th</sup> November 2017. The Secretary of State has been informed of the direction. Therefore, all statutory requirements have been met.

As such, this report seeks approval to confirm the Article 4 direction and for it to take effect following the current exemption ceasing on 31<sup>st</sup> May 2019.

## **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Confirm the Article 4 direction made on 19<sup>th</sup> September 2017 which removes permitted development rights from offices (B1(a)) to residential (C3) within the areas shown on the map attached as Appendix 1;
2. Note that if confirmed, the Article 4 Direction will come into effect on 1<sup>st</sup> June 2019.

### **1. REASONS FOR THE DECISIONS**

- 1.1 Permitted development (“PD”) between offices (use class B1(a) and residential (use class C3) was introduced in May 2013. The Council objected to this form of permitted development, and in common with other inner-London boroughs was successful in gaining an exemption which covered the west of the borough (City Fringe) and the north of the Isle of Dogs. The areas of exemption covered most of the borough’s designated office/employment locations which include areas of global economic significance (Canary Wharf) and a significant quantum of office space (such as Aldgate). An unmanaged loss of office space in those locations could have a negative impact on the borough’s supply of office floorspace, jobs and the ability to meet future office and employment growth projections as set by the London Plan.
- 1.2 The current exemption will cease on June 1<sup>st</sup> 2019. The Council is able to remove permitted development rights where there is local justification for doing so, and therefore maintain the areas of exemption, by implementing what is termed an Article 4 direction.
- 1.3 There are two types of Article 4 direction – ‘immediate’ and ‘non-immediate’. An immediate Article 4 direction takes effect either immediately following it being made, or at any other time within one year of being made. A ‘non-immediate’ Article 4 direction takes effect after a period of not less than one year after being made, but not longer than two years. The main difference is that if the Article 4 takes effect less than one year from being made the Council is liable to compensate affected landowners. After one year, there is no compensation. In this case an immediate Article 4 direction is not necessary because the exemption is in place until 1<sup>st</sup> June 2019 which has allowed sufficient time to prepare the Article 4 direction before 1<sup>st</sup> June 2018.
- 1.4 This Article 4 direction is supported by a justification report, attached as Appendix 2. The attached report is itself underpinned by national and regional guidance and the Council’s evidence base on employment. The latter consists of the Employment Land Review (2016) (“ELR”) and Preferred Office Location Study (2017) which were prepared to support the Council’s new Local Plan for which a ‘Regulation 19’ pre-submission consultation closed on 13<sup>th</sup> November 2017.

- 1.5 The Mayor of London is supportive of London's existing areas of exemption being retained, articulated in particular through the Central Activities Zone Supplementary Planning Guidance (CAZ SPG) and City Fringe Opportunity Area Planning Framework (OAPF). The importance of offices to the existing exemption areas is also demonstrated through the fact they were exempted in the first place.
- 1.6 The Council used this opportunity to identify further areas of the borough not covered by the existing exemption in which permitted development rights from offices to residential should be removed. This resulted in the following areas being additionally included within the Article 4 direction, supported by recommendations within the ELR:
- The designated town centre (Neighbourhood Centre) at Mile End.
  - The remaining areas of Cambridge Heath and Whitechapel that fall outside of the existing exemption zone but within existing or proposed Local Plan designations (employment and town centres).
  - The designated Local Office Location (proposed Local Employment Location within the new Local Plan) at Blackwall.
- 1.7 A borough-wide Article 4 direction was not considered as appropriate due to the Council having insufficient evidence to justify it. The ELR advocates a "targeted" approach to focus on locations such as the Central Activities Zone/City Fringe, designated employment locations and town centres. A previous attempt in Islington to implement a borough-wide Article 4 was refused by the Secretary of State on the basis of it being applied "disproportionately" with insufficient evidence to justify the approach. A less comprehensive boundary was subsequently agreed. Officers therefore consider the proposed boundary of this Article 4 direction to be proportionate, protecting the borough's existing supply of office floorspace where it is most important and viable while according with the spirit of the permitted development to help meet housing targets elsewhere.
- 1.8 To make and confirm Article 4 directions there are statutory requirements that must be addressed to comply with legislation (outlined in paragraph 3.15), such as, completing a period of formal public consultation. This was carried out between 2<sup>nd</sup> October and 12<sup>th</sup> November 2017, and details of the consultation are set out in paragraphs 3.16 and 3.17. The Article 4 direction has been prepared in accordance with all statutory requirements.

## **2. ALTERNATIVE OPTIONS**

### **ALTERNATIVE OPTION A: NO ARTICLE 4 DIRECTION IS ISSUED**

- 2.1 The Council could decide to cancel this Article 4 direction. This option is not recommended, as without the ability to effectively assess proposals for change of use from offices through the planning system it is likely the borough's supply of office floorspace and the success and viability of key employment locations would be undermined. The importance of those areas

has been established by their inclusion within the existing areas of exemption. The loss of offices would compromise the borough's ability to meet employment projections and maximise jobs for local people. It would also mean that the Council would not be able to manage the location, size, tenure mix or quality of new housing being produced through this form of permitted development.

### **ALTERNATIVE OPTION B: ARTICLE 4 DIRECTION IS MODIFIED**

- 2.2 The Council could decide to propose significantly amended boundaries for the Article 4 direction, or seek to extend it to cover the whole borough. This option is not recommended. The existing exemption area which this Article 4 direction covers, contains the most viable and important areas of existing office floorspace which are generally located within the most accessible parts of the borough. This Article 4 has already slightly extended the existing exemption by including parts of the Cambridge Heath and Whitechapel designated town centres/proposed Local Employment Locations (LELs) outside of the existing exemption zone, the designated Local Office Location (LOL) at Blackwall (proposed to be re-designated as a Local Employment Location (LEL) within the emerging Local Plan), and the Mile End designated neighbourhood town centre as recommended by the Council's evidence base (Employment Land Review 2016). Our evidence does not justify an Article 4 direction elsewhere but it does recommend the "targeted" approach being proposed. A recent attempt by London Borough of Islington to introduce a borough-wide Article 4 direction was refused by the Secretary of State on the basis of it being unjustified. There is an urgent need to have the Article 4 direction in place by 1<sup>st</sup> June 2018. This key deadline could be compromised if the Council undertook the risky strategy of attempting a borough-wide Article 4, as this would require further and more extensive research which may not support the case, be more prone to challenge and could be more challenging to defend. A further statutory public consultation would also be required, creating additional delay.

### **3. DETAILS OF REPORT**

- 3.1 On 30<sup>th</sup> May 2013 the Town and Country Planning (General Permitted Development) Order 1995 was amended to enable permitted development – in other words a change of use without need for a full planning application – from offices (B1(a)) to residential (C3) via a process known as "Prior Approval".
- 3.2 This was initially introduced for a period of three years, but was subsequently made permanent. Offices need not be vacant in order for the permitted development to apply. The only stipulation was that they had been in office use (B1(a)) prior to 30<sup>th</sup> May 2013 and that there were no concerns for the local authority arising from:
- Transport and highways impacts of the development
  - Contamination risks on the site
  - Flooding risks on the site

- 3.3 Properties coming into use as offices from 30<sup>th</sup> May 2013 or later were not eligible for this form of permitted development.
- 3.4 The Government's intention to introduce this permitted development right was communicated to local authorities in January 2013. At that point they were given the opportunity to apply for exemptions, with the Council duly making such an application while also objecting to this permitted development right more generally.
- 3.5 The application for exemption was successful in part, with two exemption areas being agreed within the borough. These were:
- The area of the borough to the west which is covered by the GLA's City Fringe Opportunity Area Planning Framework and the Central Activities Zone designation.
  - The area of the borough to the east which is covered by the Isle of Dogs Community Infrastructure Levy (CIL) charging schedule.
- 3.6 Both of those areas contain a significant volume of existing and potential B1(a) floorspace including employment clusters of international significance and strategic importance to London. Land values for residential use are very high in those areas, making residential development lucrative in comparison to commercial uses. Without the exemption, it is likely that a significant quantum of B1(a) floorspace may have been lost. However, the exemption will cease on 31<sup>st</sup> May 2019.

#### **Mechanism to maintain exemption from PD**

- 3.7 In order to remove permitted development to respond to local circumstances, local authorities may make what are termed 'Article 4' directions. Article 4 directions may be brought forward as 'non-immediate' to take effect between one-two years from notice being issued or 'immediate' in which case for a one year period local authorities are liable to compensate landowners affected by the Article 4. To avoid compensation payments, non-immediate Article 4 directions can be made which take effect at least one year from the date of confirmation.
- 3.8 In most cases the local authority would need to make a decision on the urgency of the Article 4 direction; in other words assessing whether an immediate Article 4 direction is necessary due to the extent of loss (or potential loss) of employment space irrespective of compensation liabilities, or whether a non-immediate Article 4 direction to avoid compensation is more appropriate. Tower Hamlets benefits from knowledge that its existing exemptions from permitted development will cease on 31<sup>st</sup> May 2019. Therefore an immediate Article 4 direction need not be a consideration, unless the recommendations of this report are not followed.

## **The need for an Article 4 direction**

- 3.9 The importance and significance of employment land (within the 'B' uses of the Town and Country Planning (Use Classes) Order 1987 (as amended)) and floorspace for providing jobs and fuelling economic growth and regeneration in the borough is recognised by the Council. Alongside economic growth strategies and programmes of support for local enterprise, the Council actively seeks to protect and improve such business land and floorspace through the planning process by protecting existing viable employment land and floorspace, designating key employment clusters and areas of employment activity and supporting new employment space in the most viable locations. This not only supports existing businesses, helping them to thrive, but also to encourage new enterprise and growth to provide job opportunities for local people.
- 3.10 Prior to introduction of this PD, the provision of B1(a) floorspace in the borough could be fully managed through the planning system to ensure proper consideration of proposals which might result in the loss or reduction of B1(a) floorspace. Since its introduction, the ability of the Council to maintain sufficient floorspace to help meet future projected need has been undermined.
- 3.11 Much employment space in the borough is within the B1(a) office use class. Offices also make up the bulk of the borough's significant projected future employment growth as set out in the Greater London Authority's (GLA) London Plan and this is reflected by the recent 'Employment Land Review' (ELR) (2016) produced as evidence for the Council to support its own new Local Plan (anticipated to be adopted in 2018). The London Plan projection is for 125,000 new jobs by 2036.
- 3.12 The ELR identified a significant shortfall of 547,000sqm of office space to meet the London Plan projection. That means it is essential that there is no unmanaged loss of existing office floorspace; any loss through permitted development would further compound the existing deficit.
- 3.13 Furthermore, residential developments arising from permitted development from offices are not required by the legislation to provide the affordable housing, amenity space, child playspace or minimum space standards that might be expected of proposals subject to full planning applications. Given the height and scale of many existing office buildings within the exemption areas, it is quite plausible that residential conversions would severely constrain the Council's ability to provide sufficient affordable housing to meet identified need and to ensure appropriate living standards for the health and wellbeing of future residents.

## **Timetable**

- 3.14 Without the Council confirming the Article 4 direction to remove permitted development, there is a risk that the employment function of many of the borough's key employment areas would be undermined and the ability to meet projected future growth would be constrained. Therefore the Council

should take steps to maintain the current exemptions in place beyond the cessation date of 31<sup>st</sup> May 2019 by confirming the Article 4 direction by 1<sup>st</sup> June 2018 to avoid any payment of compensation. That deadline is critical, as due to the high land values in the borough the Council's financial liability should an immediate Article 4 direction become necessary could be considerable.

### Requirements to produce an Article 4 direction

- 3.15 In order to make an Article 4 in accordance with Regulation (10) of the Town and Country Planning (General Permitted Development) (England) Order 2015 direction a number of tasks must have been completed. Table 1 below sets these out and states how they have been addressed:

**Table 1:**

<b>Requirement</b>	<b>How the requirement has been met</b>
The change of use to be addressed by the Article 4 direction is clearly set out	The use classes to which the direction applies are clearly set out on the direction (B1(a) to C3).
Identification of the geographical boundaries to which the Article 4 will apply	The boundaries have been recorded on the Councils GIS system, and explanation is provided within the justification report (Appendix 2)
For boundary information to be mapped and recorded and made available	The boundaries have been electronically mapped and made available on the Council's website
Compilation of robust and up-to-date evidence to support the Article 4 direction and the boundaries/ properties to which it would apply	The Article 4 is supported by evidence base which has been produced to support the Council's new Local Plan, and has been made available for comment as part of statutory public consultation
For the evidence to inform a clear justification to be included with decision-making reports and be published alongside the Article 4 direction	A justification paper has been produced and is included as part of this report (Appendix 2)
Consideration of whether an immediate Article 4 direction is required, and if so for an assessment to be completed to identify the likely financial liability and risks to the Council from doing so	This was completed and included within the previous Cabinet report to support the making of the Article 4 direction, in this case an immediate Article 4 direction is not required
Undertaking public consultation for a period of at least three weeks, including publishing a Public Notice on the Council's website and in local press, displaying site notices at	Consultation was undertaken over a six week period between 2 <sup>nd</sup> October and 12 <sup>th</sup> November and all requirements were met, as outlined in paragraph 3.16

locations to be covered by the Article 4 direction, and for the Secretary of State to be informed in writing of the Confirmation of the Article 4 direction	
Publication of a notice of the confirmed Article 4 direction including maps and supporting information on the Council's website for at least one year before the Article 4 direction takes effect	This will be published on 1 <sup>st</sup> June 2018 should the Article 4 direction be confirmed following this Cabinet meeting, and the notice is attached as Appendix 5.
Publication of a notice on the Council's website when the Article 4 direction takes effect on 1 <sup>st</sup> June 2019	This will be published on 1 <sup>st</sup> June 2019 should the Article 4 direction be confirmed following this Cabinet meeting, and the notice is attached as Appendix 6.

### **Public consultation**

- 3.16 Public consultation on Article 4 directions is guided by Schedule 3 of the Town and Country Planning (General Permitted Development) (England) Order 2015. This requires that consultation must take place for a period of at least 21 days (three weeks); the Council undertook consultation over an extended period of six weeks between 2<sup>nd</sup> October and 12<sup>th</sup> November 2017. In support of the consultation, a public notice was published in local press (East London Advertiser) and on the Council's website, an e-mail was sent to persons registered on the Council's planning policy contact list and site notices were displayed in prominent locations throughout the areas covered by the direction. The Secretary of State was also informed in writing.
- 3.17 Following the period of statutory consultation a total of three representations were received. A summary of the main points raised by each representor are set out below:

Historic England – Support for the proposed direction, noting much of the proposed areas are covered by conservation area designations so therefore mixed use in those locations will likely benefit their continued sustainability and identity.

Port of London Authority – Confirmation the Authority has no comments.

Transport for London – No objection, and ensures office accommodation continues to be located in the borough's most accessible locations.

### **Resource implications**

- 3.18 Where an Article 4 direction is in place, planning applications for developments that would otherwise have benefited from permitted development (or Prior Approval) are free of charge. There are clear benefits from introducing this Article 4 direction in terms of protecting office floorspace, jobs and the viability of strategic employment areas and also ensuring the

quality of any residential development that may come forward. It should also be recognised though that some applications that do come forward may be of considerable scale, therefore requiring significant officer resource but without the significant fee income associated with such proposals.

## **Conclusion**

- 3.19 There is justification and evidence for maintaining the existing exemption areas in the borough from office to residential permitted development by making an Article 4 direction. Following statutory public consultation there has been no objection to the direction and two representations which support it. It is now recommended that the Article 4 direction is confirmed and that it will take effect from 1<sup>st</sup> June 2019.

## **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 Following the completion of the public consultation that was undertaken during October and November 2017, this report seeks the approval of the Mayor in Cabinet to confirm the Article 4 direction which will remove permitted development rights from certain areas of the borough. This will affect the landowners' rights to change the use of premises from offices to residential within these areas.
- 4.2 When the current regulations granting permitted change of use rights were introduced in May 2013, two areas within the borough were exempt - the 'Central Activities Zone' and 'Tech City'. The existing exemptions expire on 31<sup>st</sup> May 2019, and it is proposed to extend the exemption period within these areas and also to add the Mile End neighbourhood town centre area. In order to avoid the risk of any compensation payments to disadvantaged landowners (paragraph 1.3) the Notice of Article 4 direction must be published by 1<sup>st</sup> June 2018. Paragraphs 3.14 set out the key deadline dates that must be met.
- 4.3 The main costs associated with the process to extend the direction are staffing related and are financed from within existing resources. The proposed consultation (paragraphs 3.18 to 3.20) will lead to expenditure on items such as advertising and printing for which there is existing budgetary provision. It is not considered that the consultation process will require the need to hire venues or facilitate public meetings.
- 4.4 As set out in paragraph 3.21, any planning applications that are submitted for change of use within these areas and that would otherwise have benefitted from permitted development rights will continue to be free of charge. Although the potential value of the loss of these fees is not quantifiable, the policy has to be weighed up against the benefits to the local economy and the employment opportunities that retaining the office space offer.

## **5. LEGAL COMMENTS**

- 5.1 This report asks the Mayor in Cabinet to authorise the confirmation of an Article 4 Direction. Article 4 Directions are made under the Town and Country Planning (General Permitted Development) (England) Order 2015 (“the GDPO”) and remove the right to carry out the specified development without the need for planning permission. In this case the direction will prevent a change of use from an office use (use class B1(a) to a residential use (class C3) without planning permission, in the areas covered by the order.
- 5.2 The procedure for making an Article 4 direction that will not have immediate effect is set out in Schedule 3 of the GPDO. This provides that as soon as practicable after the direction is made, the LPA are required to give notice by local advertisement. Site notices must also be erected within the areas to which the direction relates and notice must be served on relevant owners and occupiers (unless an exception applies). A minimum period of 21 days must be given for any representations to be made. This report confirms that the statutory consultation requirements have been met. Subject to confirmation, the direction can come into force any time after 28 days have elapsed from the date of notice being given, but the direction must come into force within 2 years.
- 5.3 The Council sent a copy of the direction and the notice to the Secretary of State on the same day as the notice of the direction was first published by local advertisement. Officers have confirmed that the Secretary of State has asked for further information regarding this direction and has not yet confirmed its position. It should be noted that the Secretary of State has power to cancel or modify a direction made under article 4 by a local planning authority at any time before or after its confirmation.
- 5.4 National policy on the use of Article 4 Directions is set out in paragraph 200 of the National Planning Policy Framework. This provides that the use of Article 4 directions to remove national permitted development rights should be limited to situations where this is necessary to protect local amenity or the wellbeing of the area.
- 5.5 In deciding whether to confirm this direction, the local planning authority has taken into account the three representations received during the consultation period. Two of the representations were from Port of London Authority and Transport for London who confirmed they have no comments/objection and one representation was from Historic England who confirmed that they support the direction.
- 5.6 Section 108 of the Town and Country Planning Act makes provision for compensation to be payable where an application for planning permission (that would formally have been permitted development) is refused or is granted subject to conditions different from those in the GDPO. However, as the change from office to residential is ‘prescribed development’ within regulations, so long as 12 months’ notice is given before the Article 4 direction takes effect, no compensation will be payable.

- 5.7 Pursuant to section 9D of the Local Government Act 2000 all functions of an authority are executive functions unless they are specified as not in either the 2000 Act or the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended). Whilst some planning functions cannot be the responsibility of the Executive, the confirmation of an Article 4 direction is not a specified function and it is therefore an Executive decision.
- 5.8 When considering the recommendations in this report, regard must be given to the public sector equalities duty to eliminate unlawful conduct under the Equality Act 2010. The duty is set out at Section 149 of the 2010 Act. It requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. As noted in the One Tower Hamlets section below, an equalities analysis has been carried out and concludes that the project does not appear to have any adverse effects on people who share protected characteristics and that no further actions are recommended at this stage.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 An Equalities Assessment has been prepared and is included as Appendix 3. Officers will continue to work with the Council's Equalities team to ensure actions are undertaken to mitigate the likely impacts on the equality profile of those affected by the Article 4.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 The Article 4 direction will enable the Council to continue to ensure that employment land and jobs are protected where they are viable and meet a need, to the benefit of the wider community. The development of sites following the policies and guidance contained within the new Local Plan will generate Section 106 and Community Infrastructure Levy (CIL) contributions where relevant. This may include the delivery of new affordable housing, local enterprise and employment opportunities, public realm enhancements and infrastructure. This is not necessarily the case for homes delivered through Prior Approval from offices.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 The Article 4 direction would not directly have any environmental implications as it simply removes permitted development rights from buildings that are already in place. However, a result of the permitted development right is that conversion to residential use can take place without addressing policy requirements ordinarily required of new development which include promoting greater energy efficiency. As such, the removal of permitted development which will result in full planning applications having to be submitted rather than

Prior Approvals which should lead to higher quality residential developments where change of use is determined to be appropriate.

- 8.2 Fundamentally, the Article 4 direction would also result in more sustainable development as the permitted development right is considered detrimental to the balance of land uses in areas that are suitable for employment use and provide significant numbers of jobs.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 A Project Initiation Document (PID) was drafted in 2016 which considered and addressed the risks associated with the Article 4 direction. The primary risk associated with the Article 4 direction is that it is not confirmed and that from 1<sup>st</sup> June 2019 the borough's key offices and employment locations are undermined, or that significant amendments are required which result in a new Article 4 direction being made along with a further period of statutory public consultation.

- 9.2 If an alternative Article 4 direction is proposed due to substantially altered boundaries which cannot be made before 1<sup>st</sup> June 2018, the Council then has a further decision to make. Either the replacement Article 4 direction is to take effect with less than one year's notice in which case the Council would be liable to compensate any affected landowners should they submit an application for change of use in the period until the one year's notice is achieved. The financial liability to the Council could be considerable. Alternatively, the Council could allow the full one year notice period which risks opportunistic landowners bringing forward sites for conversion under Prior Approval before the Article 4 takes effect thus undermining the supply of employment land and the viability of key employment areas.

- 9.3 These risks can be mitigated by confirming the Article 4 direction which has already been made and consulted on.

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 The Article 4 direction would not directly have any implications on crime and disorder reduction, but the removal of permitted development rights would result in the need to submit full planning applications which should accord with the Council's Local Plan. This means that policies which seek to ensure the design of developments minimises opportunities for crime and creates a safer and more secure environment are addressed.

## **11. SAFEGUARDING IMPLICATIONS**

- 11.1 The Article 4 direction is not considered to give rise to any safeguarding implications.
-

## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

- Appendix 1 – Map of Article 4 boundaries
- Appendix 2 – Justification for Article 4 Direction
- Appendix 3 – Equality Analysis Quality Assurance Checklist
- Appendix 4 – Article 4 Direction
- Appendix 5 – Confirmation Notice (to be formally published 1<sup>st</sup> June 2018)
- Appendix 6 – Notice of the Article 4 taking effect (to be formally published 1<sup>st</sup> June 2019)

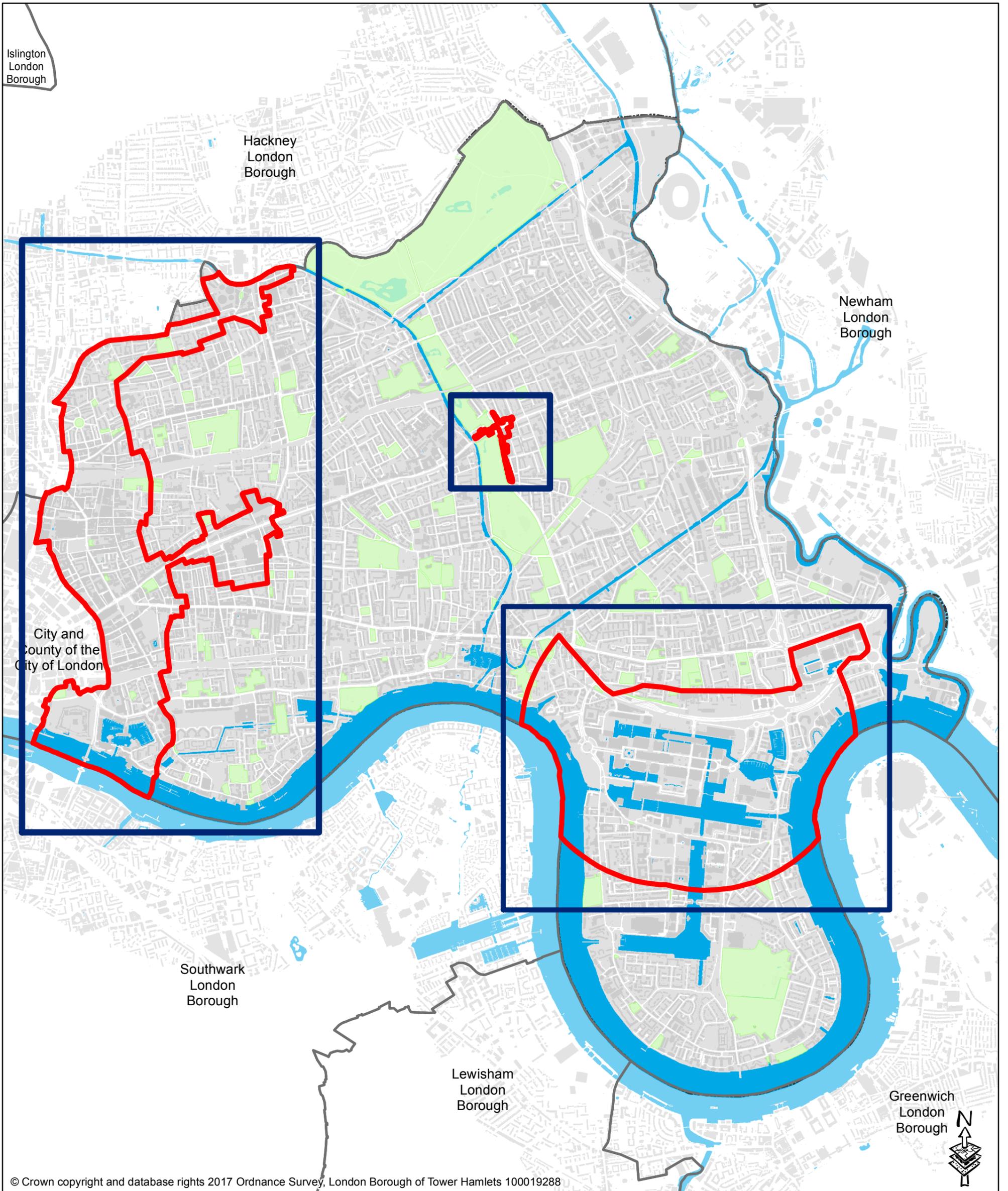
### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE.

### **Officer contact details for documents:**

N/A

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**Article 4 Direction – B1(a) (Offices) to C3 (Residential)**

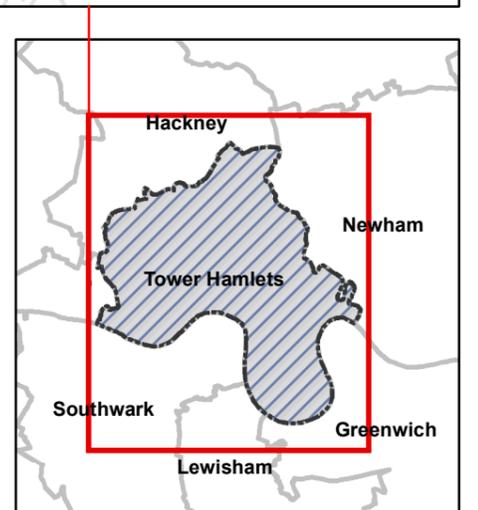
**Legend**

-  Area to which Article 4 Direction applies
-  London Boroughs
-  Borough Boundary

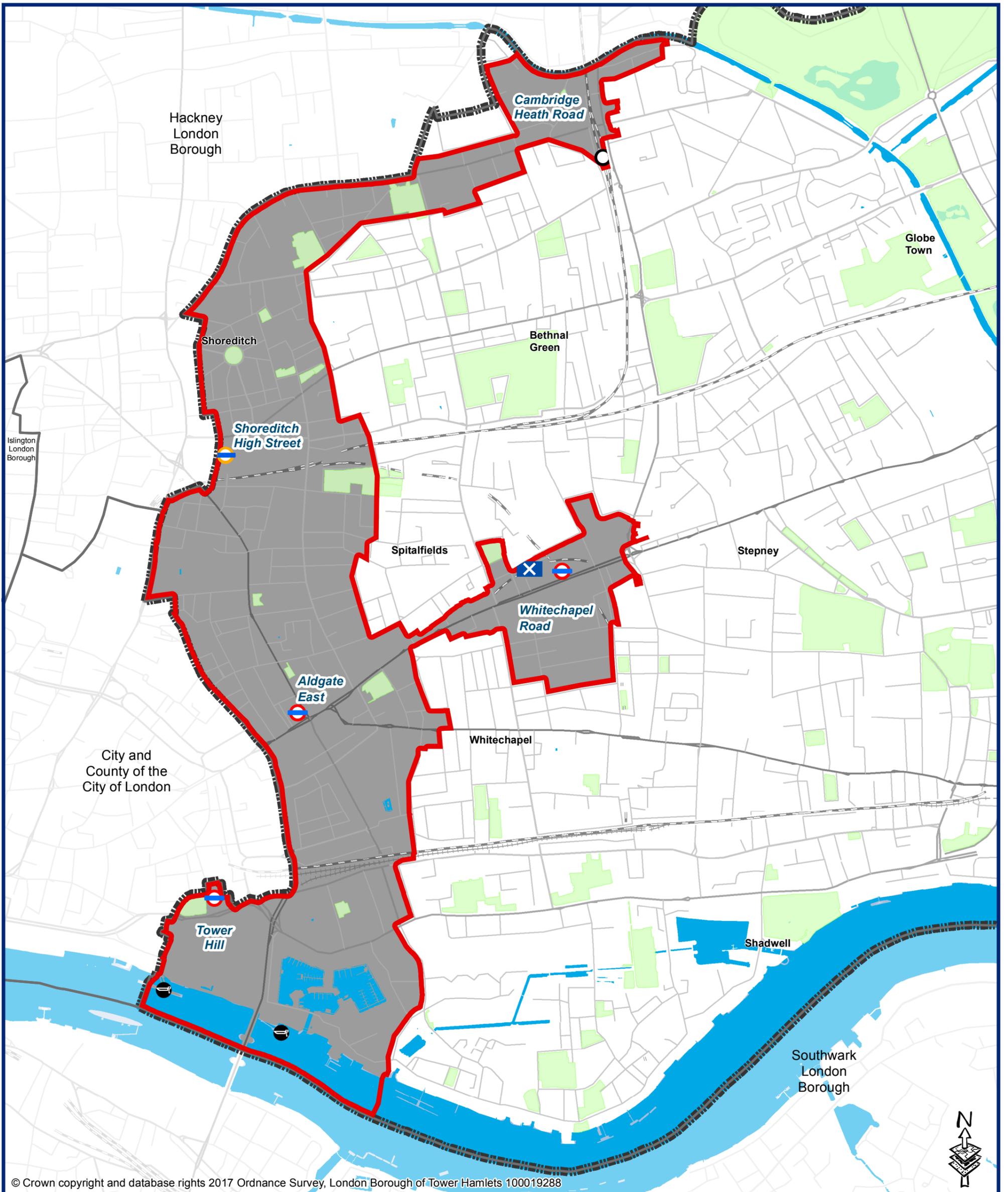
Scale @ A3: 23,759  
 0 0.15 0.3 0.6 0.9 1.2 Miles



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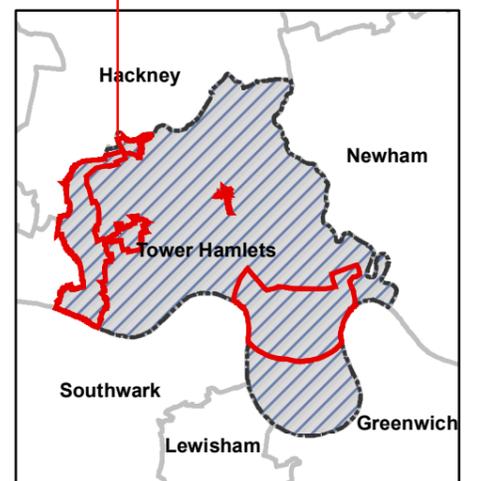


**Article 4 Direction – B1(a) (Offices) to C3 (Residential)**

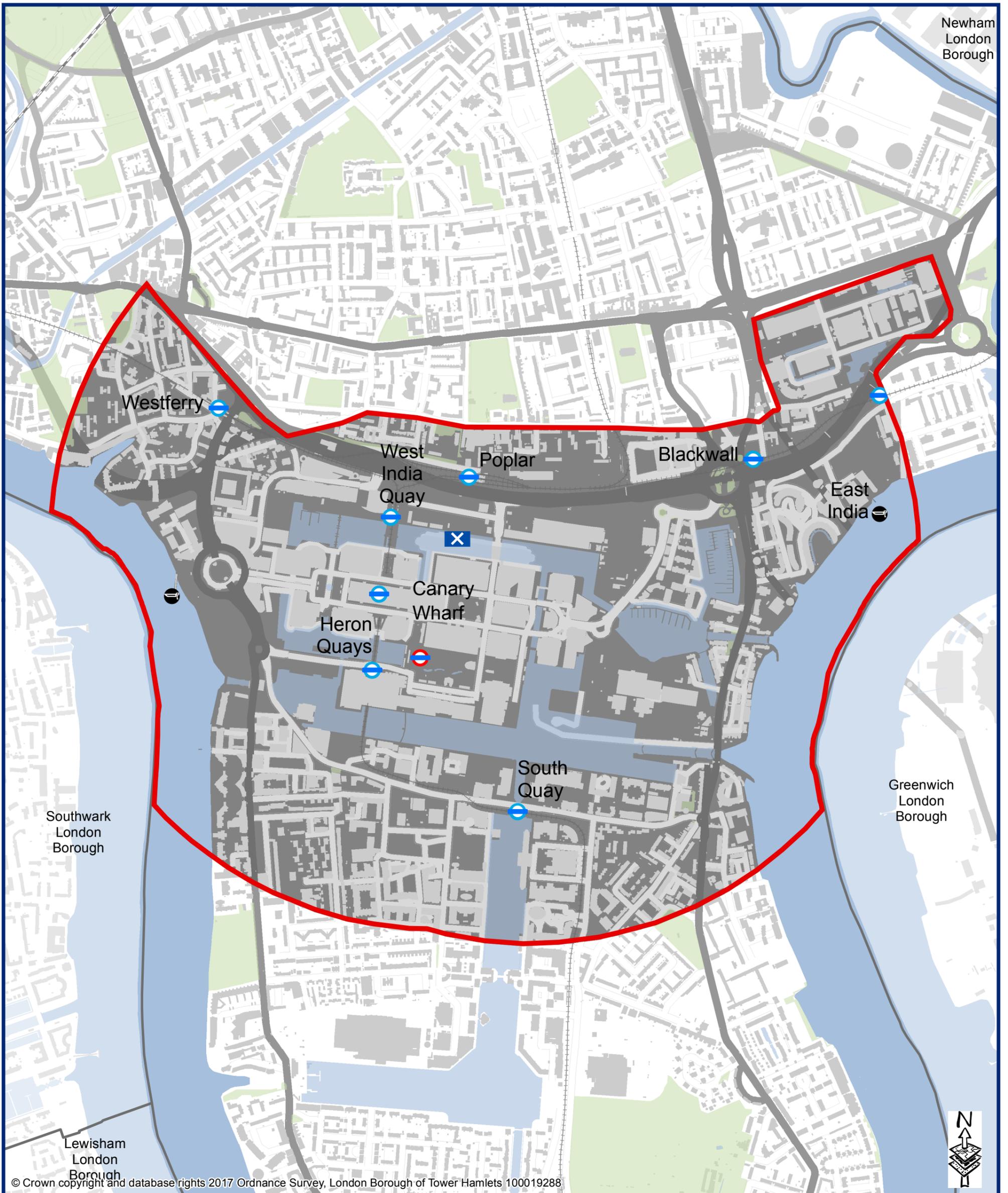
- Legend**
-  Area to which Article 4 Direction applies
  -  Borough Boundary



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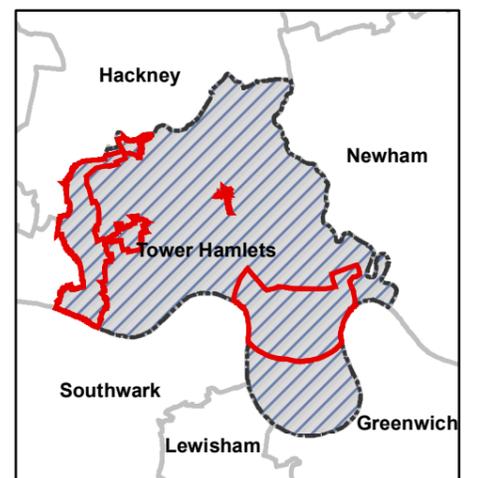
**Article 4 Direction – B1(a) (Offices) to C3 (Residential)**

**Legend**  
 Area to which Article 4 Direction applies

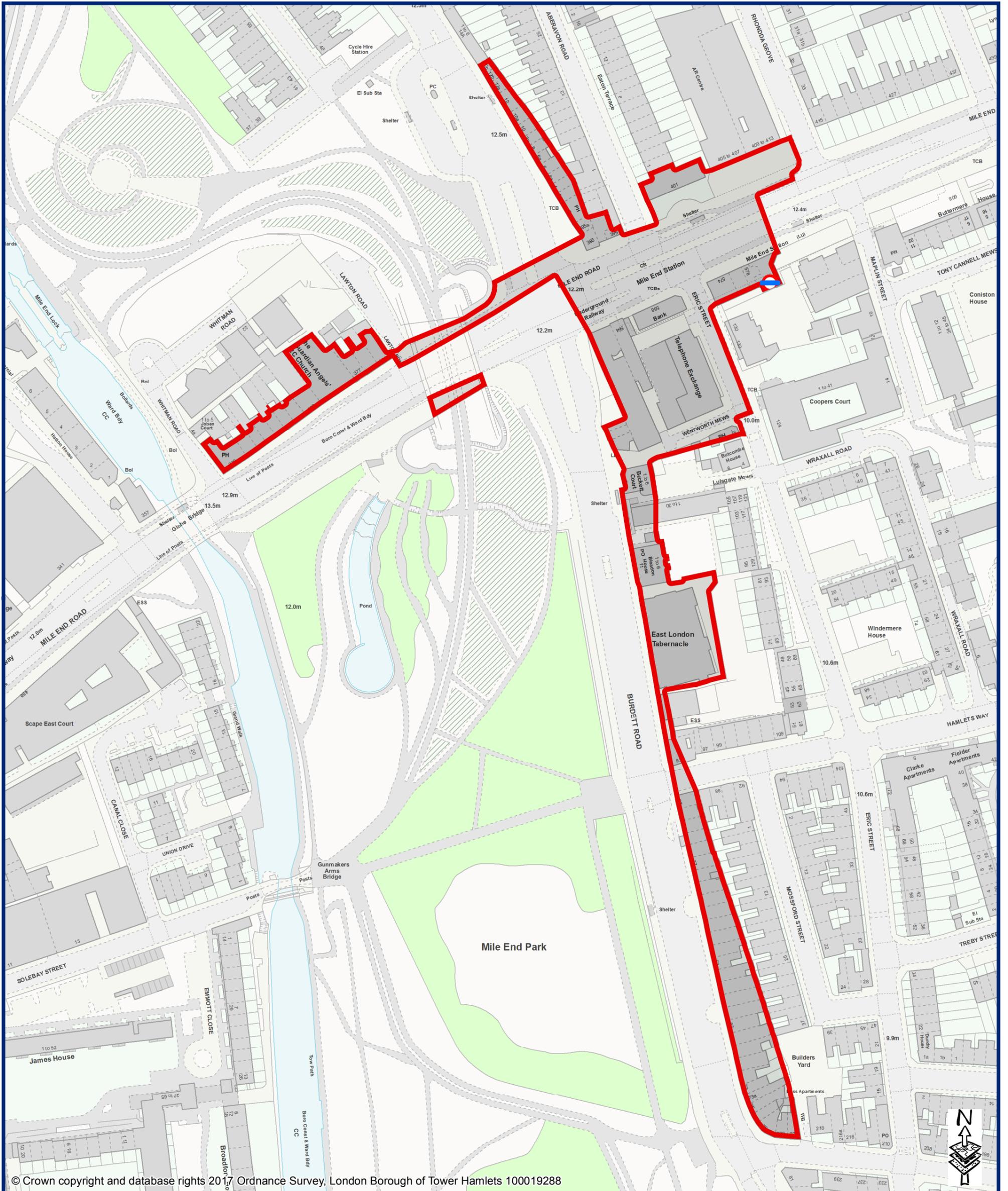
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 Miles



GIS for  
Place Directorate



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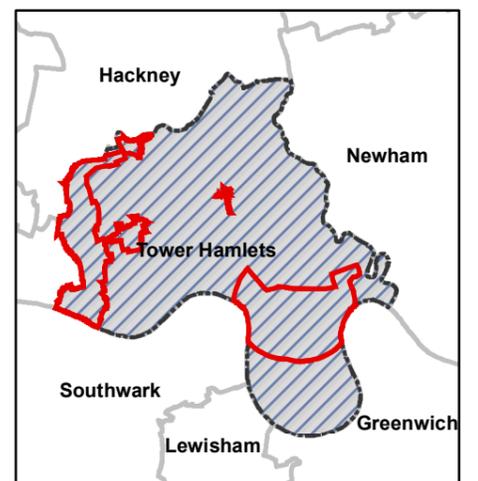
### Article 4 Direction – B1(a) (Offices) to C3 (Residential)

**Legend**  
 Area to which Article 4 Direction applies

Scale @ A3: 1,530  
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## **Appendix 2 - Justification for Article 4 Direction – Office to Residential**

### **Introduction & Background**

- 1.1 The importance and significance of employment land (within the ‘B’ uses of the Town and Country Planning (Use Classes) Order 1987 (as amended)) and floorspace for providing jobs and fuelling economic growth and regeneration in the borough is recognised by the Council. Alongside economic growth strategies and programmes of support for local enterprise, the Council actively seeks to protect and improve such business land and floorspace through the planning process by protecting existing viable employment land and floorspace, designating key employment clusters and areas of employment activity and supporting new employment space in the most viable locations. This not only supports existing businesses, helping them to thrive, but also to encourage new enterprise and growth to provide job opportunities for local people.
- 1.2 The majority of employment space in the borough is within the B1(a) use class, which predominantly consists of offices. Offices also make up the bulk of the borough’s significant projected future employment growth as set out in the Greater London Authority’s (GLA) London Plan and this is reflected by the recent ‘Employment Land Review’ (ELR) (2016) produced as evidence for the Council to support its own new Local Plan (anticipated to be adopted in 2018). The GLA projection forecasts 125,000 new jobs in the borough in the period to 2031 of which approximately 122,500 will be within offices. This equates to a need of approximately 1.4 million square metres (sqm) of additional B1(a) floorspace. A lower (minimum) projection produced by Experian forecasts almost 36,000 new jobs which requires around 436,000sqm of additional floorspace.
- 1.3 The ELR assessed that when existing permissions for gain or loss of B1(a) floorspace is taken into account there is a surplus of floorspace available which means the minimum Experian growth projection can be exceeded by 401,000sqm. However, compared to the higher GLA projection there is a shortfall of 547,000sqm.
- 1.4 On 30<sup>th</sup> May 2013 the Town and Country Planning (General Permitted Development) Order 1995 was amended to enable permitted development (PD) – in other words a change of use without need for a full planning application – from offices (B1(a)) to residential (C3) via a process known as “Prior Approval”. This was initially introduced for a period of three years, but was subsequently made permanent. Offices need not be vacant to be converted. The only stipulation was that they were (or had been, in the case of vacant properties) in office use (B1(a)) before 30<sup>th</sup> May 2013 and that there were no concerns for the local authority arising from:

- Transport and highways impacts of the development
  - Contamination risks on the site
  - Flooding risks on the site
- 1.5 Properties coming into use as offices from 30<sup>th</sup> May 2013 onwards were not eligible for this form of permitted development.
- 1.6 Prior to introduction of this PD, the provision of B1(a) floorspace in the borough could be managed through the planning system to ensure proper consideration of proposals which might result in the loss or reduction B1(a) floorspace. Since its introduction, the ability of the Council to maintain sufficient floorspace to help meet future projected need has been undermined.
- 1.7 The Government's intention to introduce this permitted development right was communicated to local authorities in January 2013. At that point they were given the opportunity to apply for exemptions, with the Council duly making such an application<sup>1</sup> while also objecting to this PD right more generally.
- 1.8 The application for exemption was successful in part, with two exemption areas being agreed within the borough<sup>2</sup>:
- The area of the borough to the west which is covered by the GLA's City Fringe Opportunity Area Planning Framework and the Central Activities Zone designation.
  - The area of the borough to the east which is covered by the Isle of Dogs Community Infrastructure Levy (CIL) charging schedule.
- 1.9 Both of those areas contain a significant volume of existing and potential B1(a) floorspace including employment clusters of international significance and strategic importance to London. Land values for residential use are very high in those areas, making residential development lucrative in comparison to commercial uses. Without the exemption, it is likely that a significant quantum of B1(a) floorspace may have been lost. However, the exemption will cease on 31<sup>st</sup> May 2019.
- 1.10 Furthermore, residential developments arising from permitted development from offices are not required by the legislation to provide the affordable housing, amenity space, child playspace or minimum space standards that might be expected of proposals subject to full planning applications. Given the height and scale of many existing office buildings within the exemption areas, it is quite plausible that residential conversions would severely constrain the Council's ability to provide sufficient affordable housing to meet identified need and to ensure appropriate living standards for the health and wellbeing of future residents.

<sup>1</sup>Map 2 - [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/197656/Maps\\_1.8-1.9\\_London\\_Borough\\_of\\_Tower\\_Hamlets.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/197656/Maps_1.8-1.9_London_Borough_of_Tower_Hamlets.pdf)  
<sup>2</sup>Map 1 - [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/197656/Maps\\_1.8-1.9\\_London\\_Borough\\_of\\_Tower\\_Hamlets.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/197656/Maps_1.8-1.9_London_Borough_of_Tower_Hamlets.pdf)

## **Mechanism to maintain exemption from PD**

- 2.1 In order to remove PD to respond to local circumstances, local authorities may make what are termed 'Article 4' directions. Article 4 directions may be made and implemented immediately (following a period of statutory consultation of no less than twenty-one days), in which case for a one year period local authorities are liable to compensate landowners affected by the Article 4. Compensation is the difference between the capital value of the property had permission been granted and the capital value of the property without planning permission. For example, if with planning permission a property is valued at £1,000,000 but without the value is £600,000, the Council would have to pay the landowner £400,000 if an application is submitted but refused. There is no reimbursement for fees associated with attempting to obtain planning permission. To avoid compensation payments, non-immediate Article 4 directions can be made which take effect at least one year from the date of issue.
- 2.2 Without the Council bringing forward an Article 4 direction to remove permitted development, as is advocated by the GLA, there is a substantial risk that the employment function of many of the borough's key employment areas would be undermined and the ability to meet projected future employment growth would be constrained. Therefore it is vital that the Council takes steps to maintain the current exemptions in place beyond the cessation date of 31<sup>st</sup> May 2019 by making and issuing an Article 4 direction in a timely manner; it must be adopted by 31<sup>st</sup> May 2018 to avoid any payment of compensation. That deadline is critical, as due to the high land values in the borough the Council's financial liability should an immediate Article 4 direction become necessary could be considerable.

## **Policy Context**

- 3.1 Further to qualitative and quantitative evidence within the ELR which justify seeking to maintain the existing exemption, there are also policy justifications at national, regional and local levels which support the introducing an Article 4 direction. These are set out below.

### National

- 3.2 At the national level, the National Planning Policy Framework (NPPF) centres on sustainable development consisting of an economic, social and environmental role. This includes providing the supply of housing to meet the needs of current and future generations, but also providing sufficient land in the right places to support economic growth. Paragraph 18 states the Government's commitment to securing economic growth in order to create jobs and prosperity, and paragraph 19 places significant weight on supporting economic growth through the planning system. Paragraph 21 includes provision to plan positively 'for the location, promotion and expansion of networks of knowledge driven, creative or high technology industries'. While

Paragraph 47 seeks to significantly boost the supply of housing and Paragraph 51 supports redevelopment of commercial buildings where there is need for housing in the area, it is made clear this should not occur where strong economic reasons would make such development inappropriate. As such the economic importance of the existing exemption areas would justify bringing forward an Article 4 direction which allows the Council to properly plan for economic growth in the most important locations. Moreover, the NPPF states that Article 4 directions should be used in “situations where (this is) necessary to protect local amenity or the well-being of the area”.

### Regional (London)

- 3.3 While the Mayor of London recognises the pressing need for more homes in London through London Plan Policy 3.3 (2015), so is the strategic significance of the borough’s office provision within the existing exemption areas also acknowledged. This is principally through the London Plan (2015) but specific supplementary guidance and demonstration of the need to maintain exemption areas through Article 4 is provided through the Central Activities Zone (CAZ) Supplementary Planning Guidance (SPG) (2016). The SPG also covers the north of the Isle of Dogs.
- 3.4 The SPG sets out that residential uses are not appropriate within the ‘commercial cores’ of the City of London and the north of the Isle of Dogs (Table 1.1 of page 16). Those cores are considered to align with the borough’s Preferred Office Locations (POLs)<sup>3</sup>, designated through the existing Local Plan (Core Strategy 2010 and Managing Development Document 2013) and proposed to be carried forward when the next Local Plan is adopted. This is to enhance and promote the unique role of the CAZ to ensure that office provision is not strategically constrained and that there is provision for a range of occupiers. Further to the commercial core, the CAZ SPG also calls for office and other strategic functions to be given greater weight relative to residential use in what they have referred to as a secondary ‘Zone B’ and equal weight within a ‘Zone C’. The areas of the borough categorised as Zones B and C have been identified through a study (Preferred Office Location Boundary Review, 2017) produced in support of the Council’s new Local Plan. Therefore an unmanaged adjustment to the nature and character of those areas would risk undermining their strategic significance and designated functions.
- 3.5 Outside of the CAZ, the remainder of the borough’s current western exemption area is covered by the GLA’s Fringe City Fringe Opportunity Area Planning Framework (OAPF), 2015<sup>4</sup>. This area includes ‘Tech City’ which is a cluster of digital and creative businesses, and ‘Med City’ which is a Mayor of London initiative to establish a world-leading centre for life sciences. Whitechapel is an important Med City location. OAPF objectives include ensuring there is the space for continued

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<sup>3</sup> <http://www.towerhamlets.gov.uk/Documents/Planning-and-building-control/Strategic-Planning/Neighbourhood-Planning/Adopted-Policies-Map.pdf>

<sup>4</sup> Map available in Figure 1.4, [https://www.london.gov.uk/sites/default/files/city\\_fringe\\_oapf\\_adopted\\_dec\\_2015.pdf](https://www.london.gov.uk/sites/default/files/city_fringe_oapf_adopted_dec_2015.pdf)

business growth in the City Fringe, striking the appropriate balance between residential and commercial development and supporting the mix of uses that make the City Fringe special. Significantly, Strategy 2 (Protecting a Quantum of Workspace Needed to Facilitate Growth) notes that removal of the current exemption could lead to significant harm to the growth potential of the City Fringe. As such, the OAPF proposes Article 4 directions be made by the relevant local authorities to ensure that London's nationally and internationally significant business locations are safeguarded. Paragraph 2.16 suggests potential evidence that would support such Article 4 directions.

- 3.6 A number of policies within the London Plan itself also promote office and employment uses and help to manage development that comes forward concerning office uses. For example, Policies 2.10 and 2.11 refer to the importance of office space within the CAZ to London's economy and Policy 2.13 cites the City Fringe as supporting London's critical mass of finance and business services alongside other activity such as the creative industries. Policy 2.15 requires town centres to accommodate economic activity, and Policy 4.2 addresses sustaining and developing London's dynamic clusters and specialist functions through its office stock.

Local (Tower Hamlets)

- 3.7 The Council's emerging Local Plan (Regulation 18 version consulted on between November 2016 and January 2017) supported by the most up-to-date evidence base contains designated employment areas, as is the case with the existing adopted Local Plan (Core Strategy (2010) and Managing Development Document (2013)). The relevant designations are the Preferred Office Locations (POLs) and Local Employment Locations (LELs); LELs are referred to as Local Office Locations (LOLs) within the current adopted Local Plan. All of the POLs and three of the four LOLs proposed to be taken forward within the new Local Plan are within the existing exemption areas. Those exemption areas also contain a number of designated town centres, also recognised as important in providing offices which meet the needs of more local markets.

- 3.8 The current Local Plan policies relevant to B1(a) floorspace are as follows:

Core Strategy (2010)

- Spatial Policy 06

Managing Development Document (2013)

- Policy DM15 (Local job creation and investment)
- Policy DM16 (Office locations)

The emerging new Local Plan policies as consulted on between November 2016 and January 2017 are as follows:

- Strategic Policy EMP1 (Investment and Job Creation)
- Strategic Policy EMP2 (Employment Locations)
- Strategic Policy EMP3 (Provision of New Employment Space)
- Policy EMP4 (Protecting Employment)
- Policy EMP5 (Redevelopment within the Borough's Employment Areas)
- Policy EMP6 (Providing Affordable Workspace)

3.9 Both the new and existing Local Plans seek to retain employment space including offices where it continues to meet a need, and supports and promotes the role of the designated areas. Existing policies have been effective in retaining office space where it remains viable and delivering new office space particularly within the designated employment areas. Proposed policy seeks to strengthen protection of existing floorspace and promote the delivery of new floorspace to meet the projections outlined in paragraph 1.2. As the PD right undermines the intent of these and the proposed policies, an Article 4 direction to maintain exemption from PD would be justified.

### **The Borough's Supply of Offices**

- 4.1 There are offices located throughout the borough. The most significant concentrations can be found within the City Fringe and around the north of the Isle of Dogs, within which all of the borough's non-industrial designated employment areas are located. These meet the needs of a variety of occupants, with the Council's ELR (2016) noting that demand is fragmented; it varies from multi-national institutions to secondary office space attracting companies seeking a cheaper alternative to the City of London and the West End to a local market meeting the needs of local people. There is also substantial provision of flexible workspace for start-ups, SMEs and creative industries.
- 4.2 The designated employment areas, which include POLs and LELs, contain a significant proportion of the borough's office floorspace. There is also substantial office provision elsewhere throughout the City Fringe of various typologies, such as large purpose-built offices, period conversions and small units provided as part of new developments. Around the Canary Wharf POL and Blackwall LEL within the current Isle of Dogs CIL charging area exemption zone are a number of more recent office developments, completed from the 1980s onwards, of varying scales. This area also has significant capacity for additional office space.

- 4.3 Elsewhere there are some purpose-built office buildings around the borough which tend to be of a smaller scale to those within the City Fringe and around the north of the Isle of Dogs. There are also a number of small units, for example on the ground floor of recent residential developments.

### **The Need for Offices**

- 5.1 GLA employment projections suggest that 125,000 additional jobs may be provided in Tower Hamlets across the new Local Plan period (2016-2031). The majority of those jobs are within offices. Of the 125,000 jobs, 110,000 will be within the area of the Isle of Dogs and South Poplar Opportunity Area Planning Framework (OAPF). This figure is based on past delivery and the capacity of Tower Hamlets to deliver significant new office space; the presence of concentrations of offices and a large future pipeline itself draws demand from other boroughs. A second lower projection provided by Experian suggests a growth in jobs of 35,716. That figure takes a view of overall growth across London and spreads it more equally between boroughs. Broadly, this equates to a need of between 404,000 and 1.4 million square metres of additional floorspace based on a figure of 11.3 square metres pre job<sup>5</sup>.
- 5.2 While the Council's 2016 Employment Land Review identifies sufficient capacity in the borough to exceed the lower projection, it is not clear whether the most ambitious GLA figure can be met. Nonetheless, uncontrolled loss of existing offices risks undermining the borough's supply of floorspace and its ability to meet projections. This is especially the case if losses were to occur at some of the borough's largest employment sites.

### **Office to Residential Permitted Development Conversions to date**

- 6.1 As of March 1<sup>st</sup> 2017, in total there have been 109 Prior Approvals submitted since the office-residential permitted development came into force. Of those, 66 were granted, 18 were refused and 18 were withdrawn. Decisions were outstanding on the remaining 6.
- 6.2 The Prior Approvals that have been granted will result in the creation of 988 homes. Of those, at least 83 are on sites providing less than 10 units and 905 are on sites providing more than 10 units.
- 6.3 Based on a policy compliant unit mix, that means that potentially there are 317 new market homes being provided that should be within affordable tenures. It is also likely, on the basis of Prior Approvals submitted to date where information on the dwelling mix has been included, that almost all homes being provided through office-residential conversion are studios, 1-beds and 2-beds. This means that the borough's need for family homes is not being addressed through these developments.

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<sup>5</sup> Figure from GLA's London Office Policy Review, 2014

- 6.4 Housing space standards as set out in Policy DM4.1 of the Managing Development Document (2013) state a minimum size of 50sqm for a one bedroom flat for two people. It is likely that the vast majority of new housing provided through conversion of offices will be one and two bedroom flats. Using the figure of 50sqm, the 988 homes which could be created through this form of PD would equate to the loss of 49,400sqm of B1(a) floorspace. Using the ELR figure of 11.3sqm per job, this equates to the potential loss of 4,371 jobs.

## **Conclusion**

### *Need for an Article 4 direction*

- 7.1 Fundamentally, an Article 4 direction is needed to maintain the Council's ability to manage development within key locations to ensure that the strategic role of the borough's employment locations are maintained, that the need for employment space can be met, and that Council, GLA and national economic objectives can be achieved. The significance of the areas of the borough to be protected through an Article 4 was recognised by Government when the areas of exemption were agreed in 2013. The announcement of 13<sup>th</sup> October 2015 that office to residential permitted development would become permanent gave until 2019 for the current exemption to cease to allow local authorities sufficient time to bring forward Article 4 directions. Paragraph 1.2.2 of the GLA's CAZ SPG states the Mayor of London's strategic support for an Article 4 that would protect the CAZ, Tech City and the north of the Isle of Dogs.
- 7.2 Within Canary Wharf, the thirteen largest office buildings provide around 1.1 million square metres of office space. Therefore, the conversion of just two of those buildings would start to put severe pressure on the borough's ability to meet office floorspace needs. When it is considered that Canary Wharf constitutes just one of five POLs, and that elsewhere within the City Fringe and north of the Isle of Dogs area there is also a significant quantum of office floorspace outside of designated areas, without the intervention of an Article 4 direction it would take just a small proportion of conversions to leave the borough with a shortage.
- 7.3 It should be noted that bringing forward an Article 4 direction would not indicate that all change of use from B1(a) to residential would be inappropriate and would not be supported. It just ensures that any such proposals are properly assessed and considered to make sure that only floorspace that is genuinely unviable is permitted for conversion.

### Implications of not making an Article 4 direction

- 7.3 Failure to make an Article 4 direction to remove permitted development from office to residential would likely have a major impact not just on the Council's ability to provide sufficient employment space to meet projections but also on its ability to ensure appropriate housing is provided to meet identified need.
- 7.4 Should new housing come forward at a significant scale through permitted development in the current exemption areas it is highly likely to compromise the supply of affordable and family housing to meet need. The reasons for this are twofold. Firstly, with no management on unit and tenure mix schemes brought forward through permitted development, schemes are likely to focus on providing smaller one and two-bed market units. Secondly, a significant quantum of homes coming forward through permitted development is likely to act as a barrier to other sites subject to full applications. This is because developers would be unwilling to flood the local market with new homes which would lead to downward pressure on prices and thus impact viability. Without such sites coming forward the affordable and family housing and supporting infrastructure expected of such developments would not materialise. Furthermore, the lack of minimum size and amenity requirements for such conversions could lead to negative impacts on the health and wellbeing of residents.
- 7.5 The other major implication is that the role and function of the borough's employment areas could be undermined, as described previously.
- 7.6 There are potentially negative impacts on businesses arising of the supply of office space being lost. Fundamentally, viable businesses may be displaced as there is no requirement that offices are vacant when Prior Approvals are submitted. Secondly, an increase in rents partly through the supply of employment space becoming restricted and partly because of competing land values could negatively impact existing businesses and act as a disincentive to new businesses moving in.

### Recommendation

- 7.7 In light of the information and evidence provided above, **it is recommended that a non-immediate Article 4 direction to remove permitted development from B1(a) to C3 is made and issued by 31<sup>st</sup> May 2018 to take effect from midnight on 1<sup>st</sup> June 2019.** The Article 4 should cover the entirety of the current areas of exemption, along with some additional areas that contain office space that it would be beneficial to maintain. The areas of coverage are set out in Annex 1 and should be reflected on the maps published to accompany the Article 4 direction.

## Process required to bring forward an Article 4 Direction in line with the recommendation

### Requirements and Process

- 8.1 The preparation of an Article 4 direction must include the following:
- Confirmation of the change of use to be addressed by the Article 4 direction
  - Identification of the geographical boundaries to which the Article 4 will apply, and for that information to be mapped and recorded
  - Compilation of robust and up-to-date evidence to justify the Article 4 direction and the boundaries/properties to which it would apply.
  - Consideration of whether an immediate Article 4 direction is required, and if so for an assessment to be completed to identify the likely financial liability and risks to the Council from doing so
  - Undertaking public consultation for a period of at least twenty-one days, including publishing a Public Notice on the Council's website and in local press, displaying site notices at locations to be covered, and informing the Secretary of State in writing
  - Confirmation of the Article 4 by Cabinet
  - Publication of the confirmed Article 4 direction

### Proposed Timescales

- 8.2 Where up-to-date evidence is available the resource required (both human and financial) to take forward an Article 4 direction is relatively limited. The majority of work required is related to the reporting requirements for permission to consult (Cabinet) and confirmation of the Article 4 direction.
- 8.3 As noted in paragraph 1.2, the Council is in receipt of its own up-to-date evidence base on employment uses. Furthermore, there is additional justification and support for such an Article 4 from the GLA through the London Plan (in particular the Central Activities Zone Supplementary Planning Guidance). Therefore, the recommended Article 4 is ready to be taken forward.
- 8.3 An indicative timetable for making the recommended Article 4 is outlined below:

<b>Task</b>		<b>Date</b>
Completion of justification and supporting documents		09/06/17
Permission to make Article 4 direction and consult	DMT	19/06/17
	CLT	19/07/17
	MAB	08/08/17
	Cabinet	19/09/17
Public consultation		02/10/17 – 12/11/17

Consideration of consultation responses, completion of final documents for confirmation		13/11/17 – 17/11/17
Permission to confirm Article 4 direction	DMT	27/11/17
	CMT	20/12/17
	MAB	16/01/18
	Cabinet	27/02/18
Publication of non-immediate Article 4 direction		01/06/18
Article 4 direction takes effect		01/06/19

- 8.4 In the event that re-consultation is necessary (this will generally be as a result of direction by the Secretary of State), an alternative indicative timetable is set out below:

<b>Task</b>		<b>Date</b>
Completion of justification and supporting documents		09/06/17
Permission to consult	DMT	12/06/17
	CMT	05/07/17
	MAB	18/08/17
	Cabinet	19/09/17
Public consultation		02/10/17 – 12/11/17
Consideration of consultation responses, preparation for re-consultation		13/11/17 – 24/11/17
Re-consultation period		27/11/17-07/01/18
Consideration of consultation responses, completion of final documents for confirmation		08/01/18 – 12/01/18
Permission to confirm Article 4 direction	DMT	22/01/18
	CMT	14/02/18
	MAB	06/03/18
	Cabinet	27/03/18
Publication of non-immediate Article 4 direction		01/06/18
Article 4 direction takes effect		01/06/19

## **Annex 1: Areas to be covered**

It is proposed that the primary areas of focus for the Article 4 direction are the existing exemption areas which are:

1. The area in the west of the borough currently covered by an exemption which consists of the Central Activities Zone and the City Fringe OAPF area.

The following designations can be found within this existing boundary:

- Aldgate Preferred Office Location
- Around Tower Gateway East Preferred Office Location
- Around Tower Gateway South Preferred Office Location
- Around Tower Gateway West Preferred Office Location
- Bishopsgate Road Corridor Preferred Office Location
- Brick Lane District town centre
- Cambridge Heath Local Employment Location
- Cambridge Heath Neighbourhood town centre
- City Fringe Activity Area (partial)
- Columbia Road Neighbourhood town centre (partial)
- Redchurch Street Neighbourhood town centre
- Thomas More Neighbourhood town centre
- Whitechapel District town centre
- Whitechapel Local Employment Location

2. The area in the east of the borough currently covered by an exemption which consists of the Isle of Dogs CIL Charging area

The following designations can be found within this existing boundary:

- Barkantine Estate Neighbourhood town centre (partial)
- Canary Wharf Major town centre
- Canary Wharf Preferred Office Location
- Isle of Dogs Activity Area (excluding land south of 45 Millharbour and north of 1 Greenwich View Place)
- Poplar High Street Neighbourhood town centre (partial)
- South Quay Neighbourhood town centre

In addition to the existing exemption area, it is also proposed that the following locations are also included within the Article 4 direction:

- Blackwall Local Employment Location
- Cambridge Heath Local Employment Location (area not currently exempted)
- Cambridge Heath Neighbourhood town centre (area not currently exempted)
- Mile End Neighbourhood town centre
- Whitechapel Local Employment Location (area not currently exempted)

## **Annex 2: Justification for inclusion of additional areas**

### **1. Cambridge Heath Local Employment Location & Cambridge Heath Neighbourhood town centre**

This extension consists of just a few properties – the remainder of 2 Hare Row/513 Cambridge Heath Road; 222-278 Cambridge Heath Road; 281-289 Cambridge Heath Road; and the remainder of 67 Vyner Street. This would ensure consistency across the two Local Plan policy designations in Cambridge Heath (Local Employment Location and Neighbourhood Town Centre).

### **2. Mile End Neighbourhood town centre**

This extension consists of the entirety of the Mile End Neighbourhood town centre. This is recommended by the Council's recent Employment Land Review due to its potential to absorb the future displacement of local and CAZ related businesses, along with having excellent connectivity.

### **3. Whitechapel Local Employment Location**

This extension consists of the properties around Vine Court; land between Walden Street and Stepney Way; and land between Varden Street and Stepney Way. As well as ensuring consistency across the Local Plan designations (Local Employment Location and District Town Centre), this was also recommended by the Council's ELR.

### **Annex 3: Evidence Base & Supporting Information**

- National Planning Policy Framework, DCLG, 2012
- City Fringe Opportunity Area Planning Framework, Greater London Authority, 2015
- The London Plan, The Spatial Development Strategy for London Consolidated With Alterations Since 2011, Greater London Authority, 2016
- Central Activities Zone Supplementary Planning Guidance, Greater London Authority, 2016
- Core Strategy, London Borough of Tower Hamlets, 2010
- Managing Development Document, London Borough of Tower Hamlets, 2013
- Tower Hamlets Employment Land Review, Peter Brett Associates, 2016
- Tower Hamlets Draft Local Plan 2031, London Borough of Tower Hamlets, 2016
- Preferred Office Location Boundary Review, Peter Brett Associates, 2017

## EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

<b>Name of 'proposal' and how has it been implemented</b> (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	<b>Article 4 Direction – Office (B1a) to Residential (C3)</b>
<b>Directorate / Service</b>	<b>Strategic Planning - Plan Making Directorate of Place</b>
<b>Lead Officer</b>	<b>Tom Clarke</b>
<b>Signed Off By (inc date)</b>	<b>Marissa Ryan-Hernandez (04/07/2017)</b>
<b>Summary – to be completed at the end of completing the QA (using Appendix A)</b>	<div style="display: flex; align-items: flex-start;"> <div style="width: 20px; height: 20px; background-color: green; margin-right: 10px;"></div> <div> <p><b>Proceed with implementation</b></p> <p>As a result of performing the QA checklist, the project 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)
<b>1</b>	<b>Overview of Proposal</b>		
a	Are the outcomes of the proposals clear?	Yes	The Article 4 direction will prevent the unmanaged loss of office space in the borough's most important areas for employment, thus helping to maintain jobs and opportunities available to local people of all needs and backgrounds. The Article 4 direction will also help prevent housing coming forward that may not meet standards normally required

			<p>through the Local Plan such as provision of amenity space. In particular, the permitted development from offices to residential does not oblige developers to provide affordable housing. Therefore the Article 4 direction can help make sure that where residential development is proposed it provides sufficient affordable housing to help meet identified needs including from the BME community and people with disabilities.</p> <p>In terms of statutory public consultation, this is guided by legislation. While Article 4 directions are not referenced within the Council's Statement of Community Involvement (SCI) (2012) the consultation will be carried out in the spirit of the SCI. This will include extending the consultation period from the minimum of four weeks to six weeks which maximise the opportunity for people of all needs and backgrounds to submit representations. It will also mean contacting a wide range of consultees including community groups and representative groups to ensure a diverse group of people are given the opportunity to comment.</p>
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	The SCI sets out how, when and where the council will consult with local and statutory stakeholders in the process of planning for the local authority area, both in producing development plan documents and in carrying out the development control function. The document take account of the wide ranging community involvement in planning to make sure all our communities can have a say in the Council's planning decision making processes, including language diversity issues, knowledge of planning issues, age, the business community, residential who are likely to be most affected by what is proposed through the planning system, consultation period and on and off-line services.
<b>2</b>	<b>Monitoring / Collecting Evidence / Data and Consultation</b>		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	There are adequate demographic data and other data sets that can be used to support claims about impacts arising from

			the Article 4 direction.
b	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	The Article 4 direction is underpinned by evidence base including the Employment Land Review (ELR) (2016) prepared for the Council and is supported by the Mayor of London as articulated through the London Plan, City Fringe Opportunity Area Planning Framework and their supporting documents. Those documents were themselves subject to public consultation.
c	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	The Article 4 direction has been prepared utilising officers from across the Council, and has been prepared in accordance with relevant legislation.
d	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	The purpose of the statutory consultation is to obtain representations from persons with an interest in the Article 4 direction. The SCI encourages public participation in planning decisions. By according with the SCI it can be ensured that any groups impacted by or with an interest in the Article 4 direction may have a say.
<b>3</b>	<b>Assessing Impact and Analysis</b>		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	N/A	The nature of Article 4 direction means that it seeks to protect strategically important employment land and prevent housing coming forward that may not contribute to the borough's need for affordable and family housing and may not provide elements beneficial to the wellbeing of future inhabitants such as minimum space standards and amenity space. As such It is considered the Article 4 direction would prevent negative impacts amongst the nine protected characteristics.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	N/A	As stated above.
<b>4</b>	<b>Mitigation and Improvement Action Plan</b>		
a	Is there an agreed action plan?	N/A	The SCI, with which the statutory consultation for the Article 4 direction is according, sets out how, when and where the Council will consult with local and statutory stakeholders.
b	Have alternative options been explored	Yes	The alternative option is not to introduce an Article 4 direction. This would have negative impacts on the

			borough's supply of offices and jobs and on housing standards and as such would have a detrimental impact on protected characteristics.
<b>5</b>	<b>Quality Assurance and Monitoring</b>		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	In terms of proposals for change of use, the number of planning applications submitted that would otherwise have been permitted development can be monitored.  For the statutory public consultation, an Equality Monitoring Form will be available during the consultation stage and the feedback received will be analysed by officers. This will inform the final quality assurance checklist.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	N/A	When the Article 4 direction is issued and takes effect, proposals for change of use to residential must be made using a full planning application and accord with the policy requirements within the Local Plan. This includes policies to ensure the quality and suitability of residential accommodation provided for future occupants. The Local Plan and the content within is subject to a full Equalities Impact Assessment. The full impact of the Article 4 direction will not be known as it is likely that several potential conversions from office to residential will simply not come forward upon introduction of the Article 4 direction. However, where applications do come forward an estimate can be made as to the likely quantum of affordable housing that will be provided that otherwise wouldn't have come forward, or indeed where proposals are refused the quantum of office floorspace that would otherwise have been lost.
<b>6</b>	<b>Reporting Outcomes and Action Plan</b>		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	While the Executive Summary does not explicitly refer to protected characteristics, it highlights the implications on housing standards and impact on office floorspace and jobs from this type of permitted development which themselves have an impact on protected characteristics.

## Appendix A

### (Sample) Equality Assessment Criteria

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

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**DIRECTION MADE UNDER ARTICLE 4(1)  
London Borough of Tower Hamlets**

**TOWN AND COUNTRY PLANNING (GENERAL PERMITTED  
DEVELOPMENT) (ENGLAND) ORDER 2015**

**DIRECTION WITHOUT IMMEDIATE EFFECT MADE UNDER  
ARTICLE 4(1)**

WHEREAS the Council of **The London Borough of Tower Hamlets** ("the Council") being the appropriate local planning authority within the meaning of article 4(5) of the Town and Country Planning (General Permitted Development) (England) Order 2015 ("the Order"), are satisfied that it is expedient that development of the description(s) set out in the Schedule below should not be carried out on the land shown edged in red on the attached plans, unless planning permission is granted on an application made under Part III of the Town and Country Planning Act 1990 (as amended).

NOW THEREFORE the said Council in pursuance of the power conferred on them by Article 4(1) of the Order, hereby direct that the permission granted by Class O of Part 3 Schedule 2 of the Order shall not apply to development on the said land of the description(s) set out in the Schedule below:

This DIRECTION is made under article 4(1) of the Order and, in accordance with paragraph 1 of Schedule 3 of the Order shall come into force on 1<sup>st</sup> June 2019.

**SCHEDULE**

Development consisting of a change of use of a building and any land within its curtilage from a use falling within Class B1 (a) (offices) of the Schedule to the Town and Country Planning (Use Classes) Order 1987 (as amended), to a use falling within Class C3 (dwellinghouses) of that Schedule being development comprised within Class O of Part 3 of Schedule 2 to the Order and not being development comprised within any other Class.

This Direction was made this 28<sup>th</sup> day of September 2017.

THE COMMON SEAL of THE MAYOR AND  
BURGESSES OF THE LONDON BOROUGH  
OF TOWER HAMLETS was hereunto affixed  
by Order:-

)  
)  
)  
)



*[Handwritten signature]*

**DULY AUTHORISED SIGNATORY**

~~*[Handwritten signature]*~~  
*[Handwritten signature]*  
LEGAL TEAM LEADER  
27/12/2015

This Direction was confirmed this      day of

THE COMMON SEAL of THE MAYOR AND      )  
BURGESSES OF THE LONDON BOROUGH      )  
OF TOWER HAMLETS was hereunto affixed      )  
by Order:-      )

---

DULY AUTHORISED SIGNATORY

**THIS DIRECTION COMES INTO FORCE ON 1<sup>st</sup> JUNE 2019 IF  
CONFIRMED**

Islington  
London  
Borough

Hackney  
London  
Borough

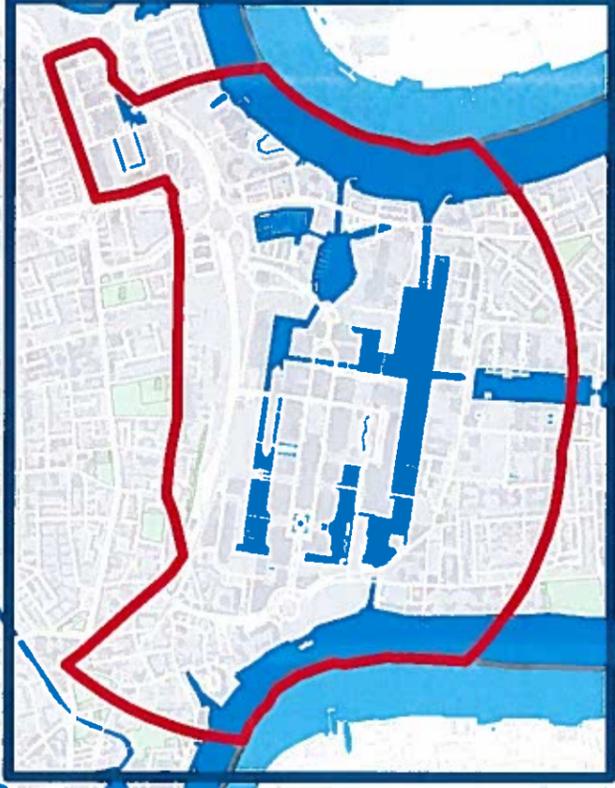
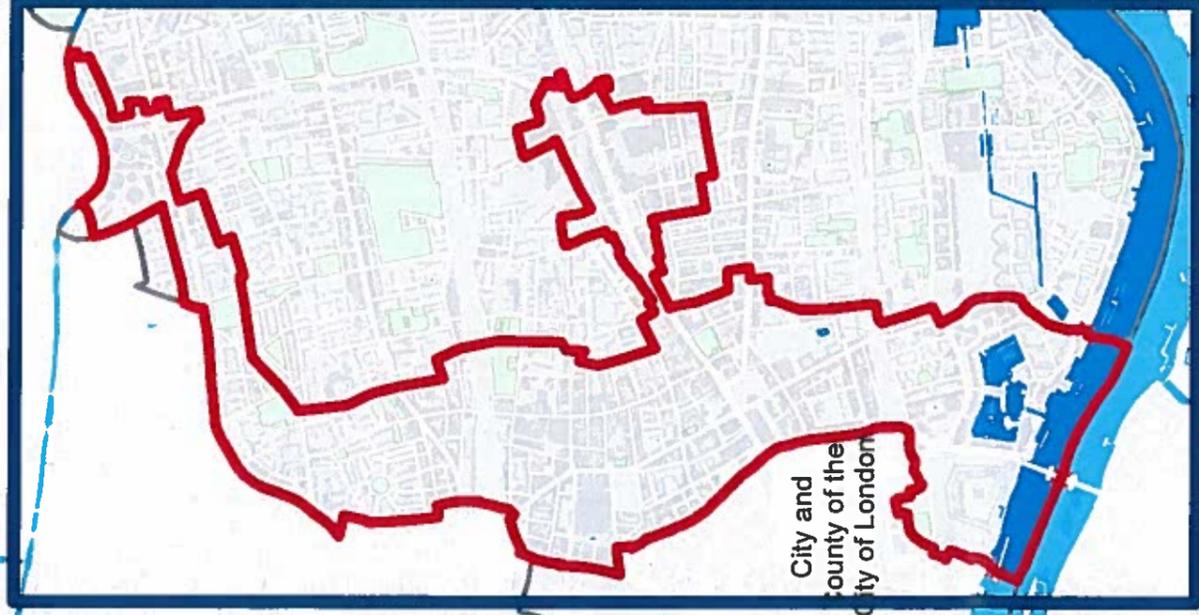
Newham  
London  
Borough

City and  
County of the  
City of London

Southwark  
London  
Borough

Lewisham  
London  
Borough

Greenwich  
London  
Borough



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### Article 4 Direction – B1(a) (Offices) to C3 (Residential)

Legend



Area to which Article 4 Direction applies



London Boroughs



Borough Boundary

Scale @ A3: 23,759

0 0.15 0.3 0.6 0.9 1.2 Miles

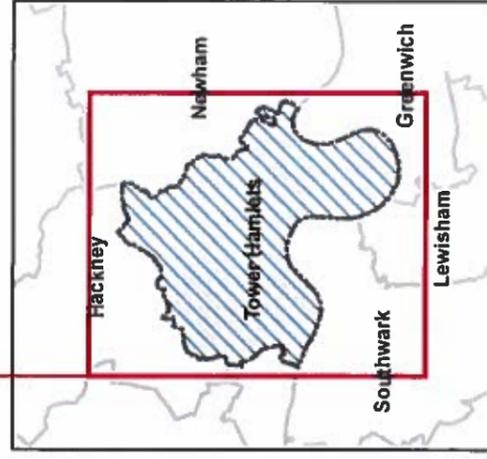


*SKW*  
Authorised Signatory  
*Business Manager*  
(Legal team leader)  
17/12/18



GIS for  
Place Directorate

LONDON BOROUGH OF TOWER HAMLETS  
Date: 18/08/2017



Hackney  
London  
Borough

Globe  
Town

Shoreditch

Bethnal  
Green

Spitalfields

Stepney

Whitechapel  
Road

Whitechapel

City and  
County of the  
City of London

Aldgate  
East

Tower  
Hill

Shadwell

Southwark  
London  
Borough



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### Article 4 Direction – B1(a) (Offices) to C3 (Residential)

Legend



Area to which Article 4 Direction applies

Borough Boundary

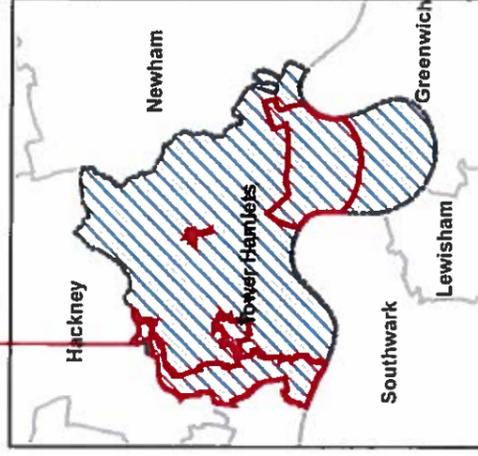
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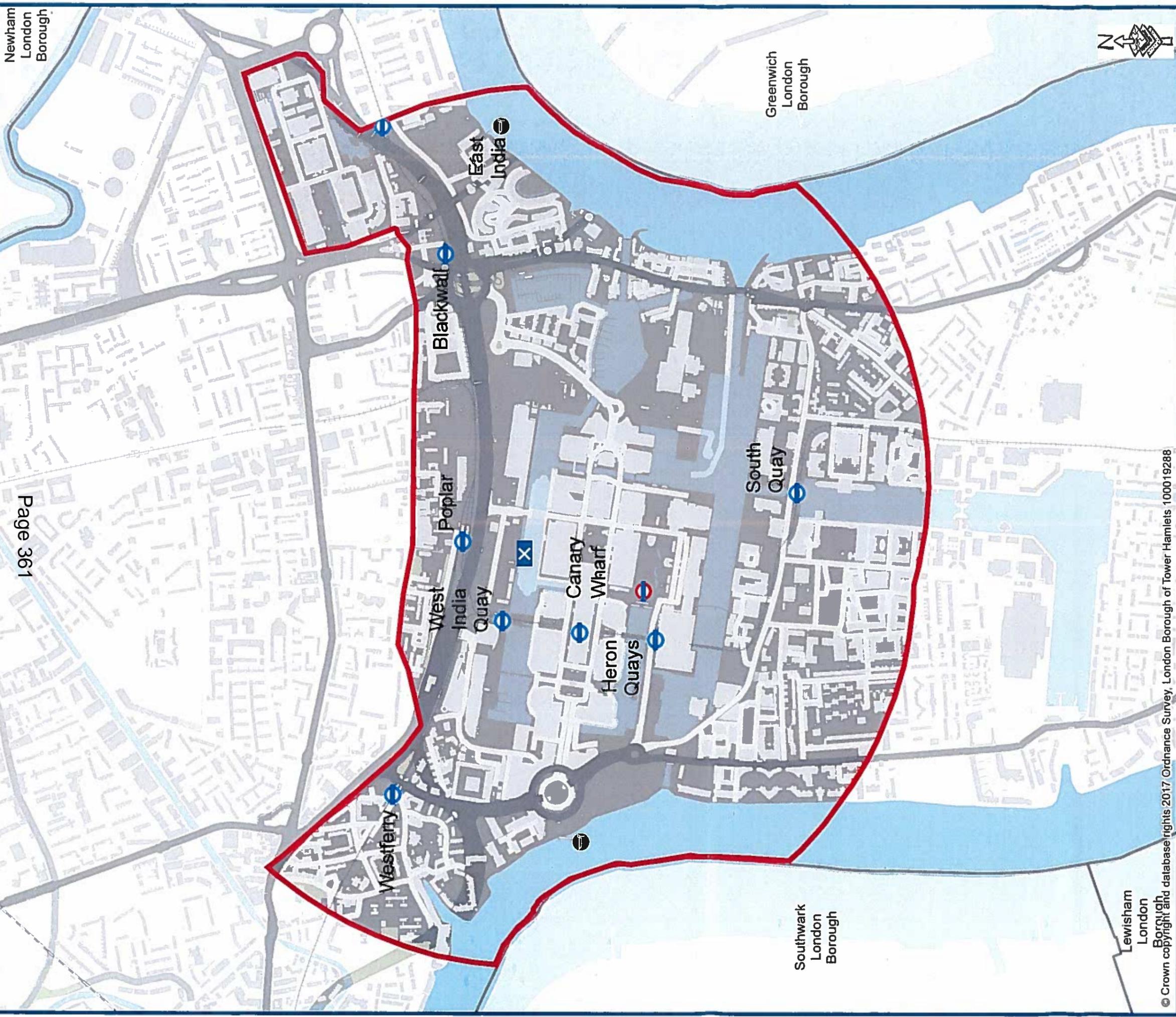


*SKW*  
Authorised Signatory  
*[Signature]*  
(Legal Team Lead)  
T.H.A.M.S.



LONDON BOROUGH OF TOWER HAMLETS  
Date: 18/08/2017





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**Article 4 Direction – B1(a) (Offices) to C3 (Residential)**

**Legend**



Area to which Article 4 Direction applies

Scale @ A3: 9,081

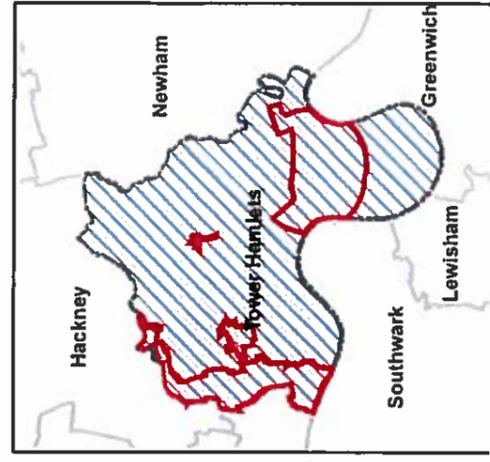


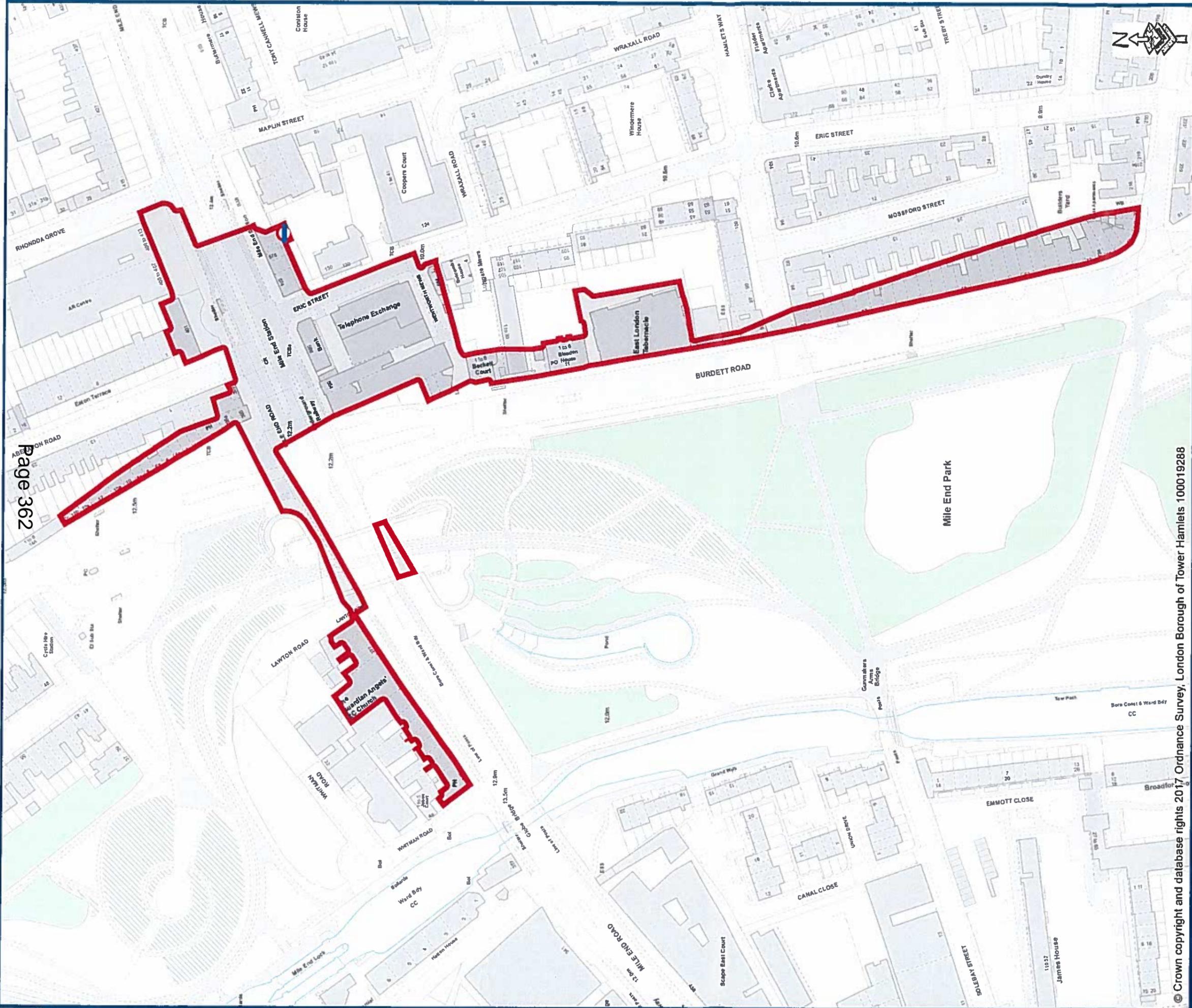
*Shw*  
 Authorised Signatory  
 Business Manager  
 (Legal Teams Leader)  
 #1/12/17



TOWER HAMLETS  
 LONDON BOROUGH OF TOWER HAMLETS  
 Date: 18/08/2017

GIS for  
 Place Directorate





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**Article 4 Direction – B1(a) (Offices) to C3 (Residential)**

**Legend**



Area to which Article 4 Direction applies

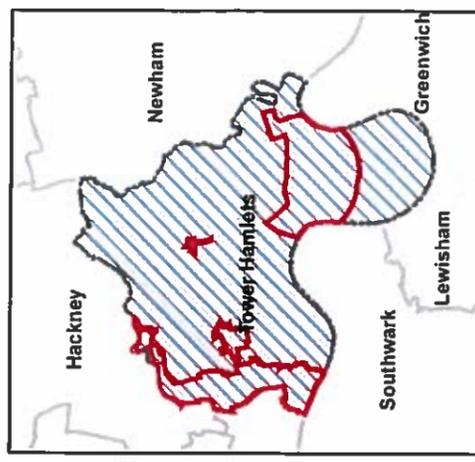
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*Authorised Signatory*  
*Business Manager*  
 (Legal Team Leader)  
 17/1/18



GIS for  
**TOWER HAMLETS** Place Directorate  
 LONDON BOROUGH OF TOWER HAMLETS  
 Date: 18/08/2017



## **ARTICLE 4 DIRECTION**

### **LONDON BOROUGH OF TOWER HAMLETS (“THE COUNCIL”)**

### **TOWN AND COUNTRY PLANNING (GENERAL PERMITTED DEVELOPMENT) (ENGLAND) ORDER 2015 (“THE ORDER”)**

### **NOTICE PURSUANT TO ARTICLE 4 AND PARAGRAPH 1(11)(a) OF SCHEDULE 3 OF THE ORDER FOR THE CONFIRMATION OF AN ARTICLE 4 DIRECTION**

The Council made an Article 4(1) Direction (“the Direction”) on 19<sup>th</sup> September 2017, under Article 4(1) of the Town and Country Planning (General Permitted Development) (England) Order 2015 (“the Order”). This document gives notice that the Direction was confirmed by the Council on [            ]. The Direction will come into force on **1<sup>st</sup> June 2019**.

The Direction applies to land shown shaded in red on the map attached to the Direction and to development described in the Schedule below.

The Direction removes for buildings the permitted development rights for the development described in the below Schedule within:

The Central Activities Zone; the area covered by the City Fringe Opportunity Area Planning Framework; the area covered by the Isle of Dogs Community Infrastructure Levy charging area; the areas of the designated Cambridge Heath Local Employment Location, Cambridge Heath Neighbourhood Town Centre and Whitechapel Local Employment Location outside of the aforementioned designations; the designated Mile End Neighbourhood Town Centre; and the designated Blackwall Local Office Location.

Such development shall not be carried out within these areas unless planning permission is granted by the Council on an application made to the Council under Part III of the Town and Country Planning Act 1990 (as amended).

#### **SCHEDULE**

Development consisting of a change of use of a building and any land within its curtilage -

From a use falling within Class B1 (a) (offices) of the Schedule of the Town and Country Planning (Use Classes) Order 1987 (as amended) to a use falling within Class C3 (dwellinghouses) of that Schedule being development comprised within Class O of Part 3 of Schedule 2 to the Order and not being development comprised within any other Class.

A copy of the confirmed Direction, including a map showing the areas shaded in red, is available for inspection at Town Hall, Mulberry Place, London, E14 2BG and on the Council’s website: <http://www.towerhamlets.gov.uk>

For enquiries, email: [planmaking@towerhamlets.gov.uk](mailto:planmaking@towerhamlets.gov.uk) or telephone the Plan Making Team on 020 7364 5009.

Dated: **9<sup>th</sup> February 2018**

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## **ARTICLE 4 DIRECTION**

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For enquiries, email: [planmaking@towerhamlets.gov.uk](mailto:planmaking@towerhamlets.gov.uk) or telephone the Plan Making Team on 020 7364 5009.

Dated: **1<sup>st</sup> June 2019**

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<p><b>Cabinet</b></p> <p>30 January 2018</p>	 <b>TOWER HAMLETS</b>
<p><b>Report of:</b> Ann Sutcliffe, Acting Corporate Directorate, Place</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>The Infrastructure Delivery Framework: Report to Cabinet recommending the approval of the Annual Infrastructure Statement 2017/18 &amp; 2018/19</b></p>	

<b>Lead Member(s)</b>	<b>Councillor Rachel Blake, Cabinet Member for Strategic Development</b>
<b>Originating Officer(s)</b>	Owen Whalley, Divisional Director, Planning and Building Control, Place Directorate
<b>Wards affected</b>	All Wards
<b>Key Decision?</b>	Yes
<b>Community Plan Theme</b>	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 Cabinet Report seeks approval from the Infrastructure Delivery Board for the adoption of the Annual Infrastructure Statement 2017/18 & 2018/19 attached at Appendix A.
- 1.2 The Annual Infrastructure Statement (AIS) will set out the Mayor's approach to investing Community Infrastructure Levy (CIL) monies up until 31<sup>st</sup> March 2019 into infrastructure to support the development and growth of Tower Hamlets. Table 1 below sets out the proposed approach to the allocation of CIL up until 31<sup>st</sup> March 2019. Further information is provided in this report.
- 1.3 The AIS is intended to provide an informed course of direction for the allocation of CIL by theme only and it should be noted that all projects seeking CIL funding will need to be individually assessed and approved through the Infrastructure Delivery Framework reporting process. This commitment was set out in a paper titled '*The Infrastructure Delivery Framework: Governance Proposals*' that was approved by the Mayor in Cabinet on 4<sup>th</sup> October 2016.
- 1.4 In considering this report, it should also be noted that at Cabinet on 6<sup>th</sup> December 2016, it was agreed that the approach to be taken forward in Tower Hamlets is that 25% of CIL receipts should be allocated as the CIL

Neighbourhood Portion across the whole borough, irrespective of whether there is a Neighbourhood Plan in place or not. The Local Infrastructure Fund (LIF) is the term the Council is using for Neighbourhood Portion (as reported to Cabinet on 6<sup>th</sup> December 2016).

## **2. RECOMMENDATIONS**

The Mayor in Cabinet is recommended to:

1. Adopt the proposed Annual Infrastructure Statement attached to this report at Appendix A.

## **3. REASONS FOR THE DECISIONS**

3.1 Approval is sought to adopt the AIS 2017/18 and 2018/19 attached at Appendix A for the following reasons:

1. The AIS sets out the Mayor's approach to allocating CIL to themes which 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. The AIS responds to the infrastructure needs identified in the Infrastructure Delivery Framework: Evidence Base presented at Infrastructure Delivery Board / Members Advisory Board on 7<sup>th</sup> November 2017.

3.2 Please refer to the following associated documents/appendices for more information about the projects:

- Appendix A: Proposed Annual Infrastructure Statement 2017/18 and 2018/19

## **4. ALTERNATIVE OPTIONS**

4.1 The only identified alternative would be that the AIS is not approved or taken forward. This would lead to an absence of a clear, strategic and planned direction for the allocation of CIL and a high degree of uncertainty in the decision making process.

4.2 Not approving an AIS may also result in a 'first come – first served' approach rather than funding being allocated to different infrastructure themes that encompass the Borough's infrastructure needs. To address these cross-borough needs, the AIS has taken full account of service area infrastructure requirements and is informed by the Infrastructure Delivery Plan that is evidence for the draft Local Plan (to be adopted in 2018).

- 4.3 Whilst in the future not all individual CIL funding approvals will be for capital cost items (funding may include revenue expenditure subject to approval), the majority of CIL related expenditure will likely relate to the capital delivery of infrastructure. It is recognised that the Council is committed to reporting a capital programme that encapsulates the wider capital needs of the Borough. The AIS makes indicative allocations to infrastructure themes only, meaning it can work in accordance with the Capital Programme.
- 4.4 Notwithstanding the above, it is imperative that CIL is spent in accordance within the terms of the Community Infrastructure Levy Regulation 123 list (April 2015) and relevant CIL regulations pertaining to its allocation. Only in accordance with guidance issued by national government, through consultation, and as a result of engagement with the Council's service areas on infrastructure can an evidenced and balanced approach be taken in order to meet specific infrastructure needs across the Borough.
- 4.5 With the absence of an AIS, there is a very real risk that individual projects would be presented for approval through the Infrastructure Delivery Framework (IDF) reporting process without the necessary support in place to guide infrastructure related decision making. In that context, an even more serious risk is that some areas of infrastructure need could be seriously under-represented, leading to under-investment in specific areas with associated impacts on places and people in the Borough as a whole.

## 5. **BACKGROUND**

### Community Infrastructure Levy

- 5.1 The AIS will set out the Mayor's approach to investing Community Infrastructure Levy (CIL) monies up until 31st March 2019 into infrastructure to support the development and growth of Tower Hamlets. Table 1 below sets out the proposed approach to allocating CIL up until 31<sup>st</sup> March 2019. Further information is provided below.

**Table 1: Proposed Allocation of CIL**

<b>Funding Allocation</b>		<b>Percentage</b>	<b>Amount*</b>
Local Infrastructure Fund		25%	£12m
Critical Enabling Projects		27%	£13m
Key Infrastructure Themes	Local Transport, Connectivity and Places	16%	£8m
	Sustainability, Leisure, & Healthy Living	16%	£8m
	Community, Education & Employment	16%	£8m
<b>TOTAL</b>		<b>100%</b>	<b>£49m</b>

*\*Note these figures are projections of CIL income up until 31 March 2019 and may differ from actual income received.*

### Local Infrastructure Fund

- 5.2 Under CIL Regulation 59A, local authorities are required to allocate between 15% and 25% of CIL collected to the Neighbourhood Portion (also known as the Local Infrastructure Fund (LIF)). It was agreed by Cabinet on the 6th December 2016 to allocate 25% of CIL funds received in Tower Hamlets to LIF.
- 5.3 Public consultation was carried out from the 27th June to 8th August 2017 allowing residents an opportunity to identify their infrastructure priorities and nominate projects they would like to see delivered using LIF monies.
- 5.4 Feedback from the consultation has informed the allocation of LIF funding to indicative infrastructure themes.

### Critical Enabling Projects

- 5.5 It is proposed to allocate 27% to Critical Enabling Infrastructure projects. Critical Enabling Infrastructure is defined as infrastructure which is deemed necessary to unlock and enable sites to be developed.
- 5.6 The latest version of the Infrastructure Delivery Framework: Evidence Base, which was presented to IDB on 7th November, introduces a new system for assessing projects, including a consideration of which are critical in enabling development sites to come forward.

### Key Infrastructure Themes

- 5.7 It is proposed to allocate 48% to three Key Infrastructure Themes. Allocating funding to themes rather than specific projects will allow the Council some flexibility when allocating funding to projects. It will also allow the freedom to work alongside the emerging Capital Programme. Within each of the themes, funding will be allocated with consideration to the following:
  - Deliverability of the project;
  - Match funding available;
  - Whether it's identified within the IDF evidence base;
  - Opportunity cost.

## **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 In accordance with the Council's Infrastructure Delivery Framework, this report seeks approval for the adoption of the Annual Infrastructure Statement for 2017/18 and 2018/19. The statement reviews infrastructure delivery in previous years and sets out the Mayor's approach to investing Community Infrastructure Levy (CIL) resources up to 31<sup>st</sup> March 2019.

- 6.2 The payment of both CIL and Section 106 contributions is linked to the development build process and wider economic considerations which are outside the control of the Council and future amounts receivable are difficult to estimate, however significant levels of Section 106 and CIL resources are received by the Council. Approximately £39 million of CIL income has been generated from the introduction of the Borough's CIL charging process in April 2015 to 31<sup>st</sup> October 2017, and for the purposes of the statement total CIL resources of £49 million have been estimated up to 31<sup>st</sup> March 2019.
- 6.3 The conditions associated with certain Section 106 resources mean they can only be used for specific purposes, however CIL funding is a more general resource to be used to help deliver infrastructure to support development within the borough. The Mayor in Cabinet on 6<sup>th</sup> December 2016 approved the top-slicing of 25% of borough-wide CIL resources to establish a Local Infrastructure Fund, and Table 1 of this report sets out a proposed allocation of the remaining CIL funding to key infrastructure themes.
- 6.4 Ultimately the approval of scheme funding should be undertaken in accordance with the needs and priorities outlined within the Council's Capital Strategy which in turn informs the Council's Medium Term Financial planning process. Although indicative funding allocations (by percentage of CIL collected) to key infrastructure themes are proposed, it is important that flexibility is retained to enable allocations to appropriate prioritised schemes as necessary. Funding allocation decisions will take place in accordance with the Council's Infrastructure Delivery Framework.

## **7. LEGAL COMMENTS**

- 6.1 This report seeks approval from the Mayor in Cabinet to adopt the AIS for 2017/18 and 2018/19; appended to this report at Appendix A.
- 6.2 The AIS sets out the approach to be taken by the Council for the expenditure of CIL for 2017/18 and 2018/19. Pursuant to it, funding will be allocated to the Local Infrastructure Fund and Critical Enabling Projects; with the remainder allocated under the themes: Local Transport, Connectivity and Places, Sustainability, Leisure, & Healthy Living and Community, Education & Employment.
- 6.3 CIL is a planning charge, introduced by the Planning Act 2008 ('the 2008 Act') as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. It came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010 ('the 2010 Regulations').
- 6.4 CIL is a pounds per square metre charge on most new development and must be used to help deliver infrastructure to support the development of the area. Infrastructure is defined by s216 of the Planning Act 2008 to

include: roads and other transport facilities, flood defences, schools and other educational facilities, medical facilities, sporting and recreational facilities and open spaces. A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.

- 6.5 The Council are required (pursuant to Regulation 59F) to apply a portion of CIL receipts as 'the neighbourhood portion'. This Council has decided that in respect of all areas in the borough that a 25% portion will be applied and has chosen 4 neighbourhood portion areas (also known as the Local Infrastructure Funding ('LIF') Boundaries) as shown in Appendix 1. Government guidance provides that the Council are expected to engage with the communities where development has taken place and agree with them how best to spend the neighbourhood portion. Following consultation in 2017 the AIS details the key priorities for infrastructure that were identified for each of the neighbourhood areas through the consultation. Beyond the engagement required in respect of the LIF, as the AIS is not a statutory document, there is no statutory requirement for the Council to carry out consultation. Further, there is no common law duty to consult.
- 6.6 When making decisions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty. Because this AIS is a high level document, there are no identified equality issues arising directly out of this report however, it is recognised that the provision of infrastructure can have equality implications. As such regard will need to be had to the public sector equality duty when individual decisions are taken to allocate CIL receipts to projects.

## **8. ONE TOWER HAMLETS CONSIDERATIONS**

- 8.1 In preparing the AIS, consideration has been given to the objectives of One Tower Hamlets and those in the Community Plan. The strategic proposals in the AIS encompass the whole Borough and all residents. Without an AIS, officers have identified a possible risk of spatial disenfranchisement based on there being no clear guidance on infrastructure expenditure relating to the Community Infrastructure Levy.
- 8.2 It is intended that the ongoing delivery of infrastructure projects will contribute to the reduction of inequality and will foster cohesion in the borough.

## **9. BEST VALUE (BV) IMPLICATIONS**

9.1 In the allocation of CIL funding, consideration will be given to best value implications and the Council's Best Value Strategy and Action Plan (2015).

## **10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

10.1 This report proposes to allocate CIL funding to a number of themes including a 'Sustainability, Leisure and Healthy Living' theme. Projects allocated CIL funding within this theme will contribute towards achieving a greener environment.

## **11. RISK MANAGEMENT IMPLICATIONS**

11.1 The AIS is a high level document and provides indicative allocations of CIL funding to themes. Ahead of any projects receiving funding, further consideration will be given to any risk management implications.

## **12. CRIME AND DISORDER REDUCTION IMPLICATIONS**

12.1 The AIS sets out the proposed allocation of CIL funding. It is hoped that a number of infrastructure projects which receive CIL funding will improve places in the borough including buildings and streetscape, making them less susceptible to crime or disorder and increasing natural surveillance.

## **13. SAFEGUARDING IMPLICATIONS**

13.1 The report seeks to allocate CIL funding to deliver infrastructure across the borough. The rights of all end users will be safe guarded and further consideration on safeguarding implications will be given ahead of individual projects being approved.

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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- None

#### **Appendices**

- Proposed Annual Infrastructure Statement 2017/18 & 2018/19 – Appendix A.

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

- None

#### **Officer contact details for documents:**

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# Annual Infrastructure Statement

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## 1. Introduction

- 1.1 Tower Hamlets is one of the fastest growing boroughs in the country. It is anticipated that from 2016 to 2031 the population of the borough will increase by 94,300 people alongside the delivery of 54,500 new residential units. To support this growth, a large amount of social infrastructure will be required.
- 1.2 The Annual Infrastructure Statement sets out the Mayor's overall approach to investing Community Infrastructure Levy (CIL) funding up until 31<sup>st</sup> March 2019 into infrastructure to support the development and growth of Tower Hamlets.
- 1.3 This document is to be considered alongside the Council's Capital Programme and the latest Infrastructure Delivery Plan which was published with the consultation version of the Council's draft Local Plan in October 2017.
- 1.4 More specifically, this document contains the following:
  - Governance Context: This section provides an overview of the decision-making structure the Council has implemented to ensure decisions concerning the delivery of infrastructure are well-informed and made in a transparent manner;
  - Borough Context: This section provides summary information on levels of projected development and population growth;
  - Financial Context: This section provides summary information on the Council's position with regard to funding infrastructure delivery;
  - Infrastructure Delivery Review: This section provides an overview of infrastructure delivery over the 2016/17 financial year;
  - Approach to Investment: This section provides an overview of the Mayor's approach to investing in infrastructure up until 31<sup>st</sup> March 2019.

## 2. Governance Context

- 2.1 The Infrastructure Delivery Framework (IDF) is the Council's decision making structure for the delivery of infrastructure using CIL and Section 106 Financial Contributions (S106). The IDF ensures layers of political oversight to infrastructure investment decisions and seeks to speed up the delivery of infrastructure. All major decisions relating to the delivery of infrastructure using CIL or S106 funding will be made in public by the Mayor in Cabinet. Information on decisions made through the IDF process can also be found on the Council's website.

- 2.2 The decision-making structure (shown in Figure 1) involves an officer level group which recommends the progression of projects to the Corporate Director of Place who has a level of delegated authority to approve the funding of smaller projects, subject to a Mayoral review of the decisions made.
- 2.3 The officer level group feeds into a board level group where infrastructure funding decisions are subject to discussion between politicians and officers of the Council. Decisions involving significant investment are then referred to the Council's Cabinet.

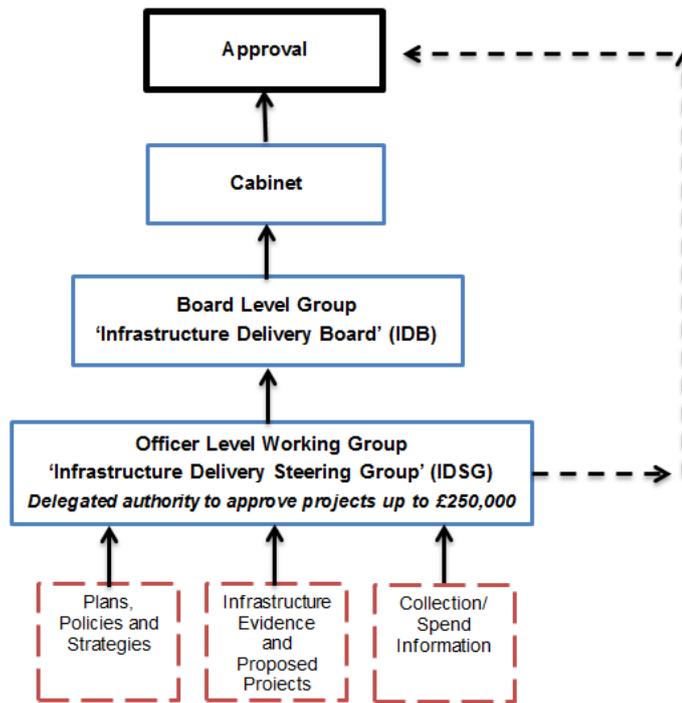
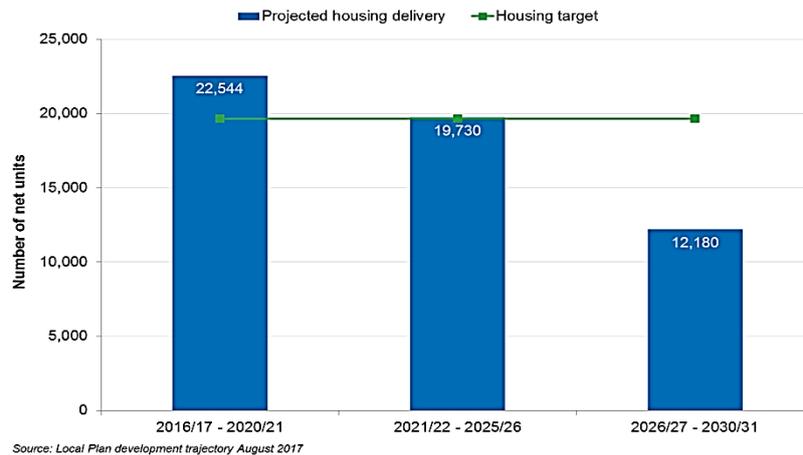


Figure 1 Infrastructure Delivery Framework (IDF)

### 3. Borough Context

- 3.1 Population, demographic and residential development information for the borough is set up to the year 2030/31. This presents an indication of where development and population growth is likely to be most significant over the next 15 years and provides a valuable context for effective allocation of resources. The council uses a housing trajectory to project residential development in the borough; the trajectory is formed and maintained by the Council's Strategic Planning Team.



**Figure 2 Projected Housing Delivery by Five Year Period**

- 3.2 The borough is expecting significant residential development growth in the period up to 2030/31 with an estimated additional 54,455 units being delivered (shown in figure 2). The highest number of units, 22,544 in total is expected to be delivered over the next 15 years, between the years 2016/17 – 2020/21. The majority of proposed residential developments reside in Canary Wharf with approximately 14,124 units to be delivered, and Blackwall and Cubitt Town with an estimated 12,488 units. This is particularly high in comparison to Lansbury, Poplar and Whitechapel St Katharines and Wapping which includes the delivery of approximately 4,000 units per ward.
- 3.3 It is estimated that by 2030/31 the borough’s population will reach a total of 395,300 people as a result of expected development. At the end of 2016/17 the borough’s population was estimated at 301,000 and is projected to grow by 94,300 people (34%) between 2016/17 – 2030/31. Canary Wharf, Blackwall and Cubitt Town, Lansbury and Whitechapel wards are where the highest population growth is expected up to 2030/31. As a result, in order to keep up with this demand, more than 54,000 units in total are expected to be brought to these areas.
- 3.4 The age structure of the borough is also projected to change. The 30-39 year age group is projected to have the highest population by 2030/31, increasing to a total of 88,600 people. Whilst an increase is expected in all ages, the older adults in their 40s, 50s, 60s and 70s is projected to increase at twice the rate of the borough average.
- 3.5 Tower Hamlets is home to one of the most diverse populations in the country. More than two thirds (69%) of the borough’s population belong to minority ethnic groups, whilst just under a third (31%) are White British. The borough’s Bangladeshi population make up almost one third of residents (32%). The projection going forward to the new Local Plan period (2031) indicates that the proportion of Black and Minority Ethnic (BME) and white residents will change very little.

## 4. Financial Context

- 4.1 Funding for the delivery of infrastructure will be sought by the Council from multiple sources over a number of years. It is generally expected that CIL and S106 will only make a contribution to funding infrastructure, supporting between 15% and 30% of costs. Alongside this funding there are mainstream sources of funding available to support delivery, such as DFE education grants, TfL business plan funding and other sources for health and utilities infrastructure.
- 4.2 It is always likely that after consideration of CIL, S106 and mainstream funding there will remain a gap in funding infrastructure. The Council will actively seek further investment from national and regional Government and other sources over the next 15-25 years to deliver infrastructure within the borough.

### **Section 106 Planning Obligations Funding**

- 4.3 Section 106 Planning Obligations are set out in legal agreements between Local Authorities and developers and are linked to planning permissions. Financial contributions must be spent in accordance with restrictions set out in a legal agreement.
- 4.4 Historically, S106 Agreements will have incorporated provisions obliging developers to make financial contributions to help pay for infrastructure. Many of the financial contributions are now sought under CIL, but the non-financial provisions remain. The governments purpose in introducing CIL was to enable local authorities to accumulate contributions towards infrastructure (intended to support the wider development of particular areas), whilst S106 agreements would retain its purpose of being used to mitigate the specific impacts of a development. In accordance with this, the CIL Regulations 2010 (as amended) has introduced statutory restrictions under Regulation 123 whereby this limits the purpose of what a planning obligation (S106 agreement) can be used for. It should be noted that the Council will still receive S106 income for delivering infrastructure for a number of years as a result of S106 Agreements entered into prior to the implementation of the Council's CIL.
- 4.5 S106 Financial Contributions are often collected for specific purposes and must be spent in accordance with the requirements set out within the associated Section 106 Agreement. As such, this document does not address the allocation of S106 Financial Contributions and instead focuses on the allocation of CIL.

### **CIL Funding**

- 4.6 CIL is a pound per square metre charge on most new development. Funding is collected in accordance with a Charging Schedule adopted following an Examination in Public. The Council approved the adoption of its own CIL from the 1st April 2015 in Full Council in February 2015.
- 4.7 CIL must be spent on the provision, improvement, replacement, operation or maintenance of 'relevant infrastructure' which is defined on the Council's

Regulation 123 List. The Regulation 123 List can be found on the Council's website: [https://www.towerhamlets.gov.uk/Documents/Planning-and-building-control/Development-control/Planning-obligations/Regulation\\_123\\_List.pdf](https://www.towerhamlets.gov.uk/Documents/Planning-and-building-control/Development-control/Planning-obligations/Regulation_123_List.pdf)

- 4.8 As at 31st March 2017, the Council had collected £25.1 million. This figure is projected to increase to approximately £51 million by 31st March 2019. In accordance with CIL Regulations, 5% of CIL collected will be allocated towards the administration of CIL and will be used to fund the resource required to calculate, charge, collect and allocate CIL. This report seeks to allocate the other 95% of CIL, which is estimated to be in the region of **£49m**.
- 4.9 The projected CIL income has been calculated based on developments that are expected to make a sizeable contribution, although, there will also be a range of small developments that may come forward and make small individual payments of a few thousand pounds. It must also be noted that it is difficult to forecast exactly when funding will be received as it relies on the commencement of private development. Payments are due once developers start construction on site.

#### Using CIL to deliver infrastructure on development sites

- 4.10 The CIL Regulations 2010 (as amended) include a provision that enables infrastructure to be provided by developers on development sites in lieu of a CIL monetary payment, should it be acceptable to the Council.
- 4.11 If the Council requires a developer to provide physical infrastructure (e.g. a primary school to 'shell and core' condition) on a development site then an independent cost consultant is appointed to establish the reasonable costs to the developer of doing so. This amount is also reduced from the CIL liability.
- 4.12 The Council is provided with a defined time period within the programme of the scheme to make a final decision to accept the provision of an item of infrastructure on a development site. The Council can instead decide to accept the CIL financial contribution.

#### CIL Income, Allocation & Expenditure

- 4.13 On 1st April 2015, Tower Hamlets Council adopted a Community Infrastructure Levy (CIL) Charging Schedule. This replaced the financial contributions required under Section 106. CIL receipts will be used by the Council to deliver strategic infrastructure in line with its adopted Regulation 123 List.
- 4.14 The Council received a total of £6.8M in the 2015/16 financial year and £18.3M in 2016/17. . This document sets out a clear direction for the future allocation of this funding.

#### **Capital Strategy**

4.15 The Council is currently reviewing its Capital Strategy, an essential component of the Council's three year capital programme. The Capital Strategy will ensure the effectiveness of capital resource is optimised by allocating funding to those programmes and projects that will contribute most to the achievement of the Council's strategic objectives.

4.16 This Annual Infrastructure Statement should be read alongside the Council's Capital Strategy.

## 5. Review of Infrastructure Delivery in 2016/17 and 2017/18 Q1 & 2

5.1 This section provides an overview on the delivery of infrastructure in the 2016/17 year, including Q1 and Q2 of 2017/18.

### Infrastructure Delivery through Section 106 Financial Contributions

#### **Healthcare Facilities**

5.2 In 2016/17 and Q1 and Q2 of 2017/18, the Council committed £10,669,410 of S106 financial contributions to fund new and improved healthcare facilities across the borough.



Figure 2 William Cotton Place, a new primary care health facility funded through S106 which opened in March 2017

5.3 For example, S106 financial contributions have been used to fund a new purpose-built health facility in William Cotton Place.

5.4 The practice – which is rated 'outstanding' by the Care Quality Commission – moved into its new first-floor premises in January. In addition to nine consultation rooms and three treatment rooms, the modern facilities, developed in close liaison with patients, include:

- A surgery 'pod' where patients can log-in and check their own blood pressure;
- spacious interactive patient waiting area with TV screens and iPads for browsing;
- Baby changing and feeding areas for patients with young children; and
- A group room designed for holding training courses and health promotion sessions.

#### **Training and Employment**

5.5 In 2016/17 and Q1 and Q2 of 2017/18, the Council committed £3,052,225 of S106 financial contributions to initiatives seeking to enhance training and employment opportunities within the borough.

- 5.6 For example, Tower Hamlets negotiated a financial contribution of £500,000 from the developers, Exemplar, when granting planning permission for the redevelopment of the former London Fruit & Wool Exchange. This funding was specifically secured to provide local training and improved employment and enterprise opportunities in the area.
- 5.7 The 500 sqm of commercial space, to be ready in July 2018, will feature a bespoke training centre and will be rented to the Council for 10 years on a rent and service charge free basis, at an estimated saving cost of £1,000,000. Mayor John Biggs, Mayor of Tower Hamlets said:

*“This is a fantastic opportunity for us to deliver specialised training, help and expertise in employment directly to local people. Every year, we will be working with over 1000 residents, expecting around 150 residents to be helped directly into jobs.*

Figure 3: the Council has committed S106 funding to providing a new employment, training and skills facility in Spitalfields, located in the former London Fruit & Wool Exchange.



### **Transport, Connectivity and Public Realm**

- 5.8 In 2016/17 and Q1 and Q2 of 2017/18, the Council committed £2,751,935 of S106 financial contributions to improving connectivity, road safety and the associated public realm.
- 5.9 This includes a number of cycle and pedestrian improvements, carriageway and public realm enhancements and public transport projects including improvements to Crossharbour DLR Station and Hackney Wick Station.

### **Leisure Facilities, Place Shaping and Open Space**

- 5.10 In 2016/17 and Q1 and Q2 of 2017/18, the Council committed £3,898,840 of S106 financial contributions to initiatives seeking to enhance local places, parks and open spaces. This funding includes the implementation of the King Edward Memorial Park Masterplan and the Whitechapel Vision Masterplan SPD. The Council has also committed some S106 funding to a new BMX Track in Langdon Park and a number of other open space improvements across the borough.



Figure 4: The Green Spine is a key project within the Whitechapel Vision Masterplan SPD and will be partially funded through S106.

**Sustainability**

5.11 In 2016/17 and Q1 and Q2 of 2017/18, the Council committed £366,250 of S106 financial contributions to initiatives seeking to improve sustainability and air quality in Tower Hamlets. This includes funding a Residential Carbon Emission Reduction Programme and a Water Efficiency Programme.

**6. CIL Allocation**

6.1 Table 1 below sets out the approach for allocating CIL funding up until 31<sup>st</sup> March 2019. The subsequent sections within this report provide further information on these allocation categories.

6.2 The figures shown in Table 1 identify the allocation of the projected CIL income up until 31<sup>st</sup> March 2019. Given that the actual CIL incomes in the 2017/18 and 2018/19 financial years is not yet known, these figures should be used as a guide and the proportion of CIL income should be calculated on a monthly basis as CIL income is received.

6.3 Any CIL income which has not been ‘ring-fenced’ for projects at the end of the 2018/19 financial year will be reallocated in the Annual Infrastructure Statement 2019/20. However, given the costly and timely nature of delivering Critical Enabling Infrastructure, any funding from this category which remains unallocated at the end of the financial year should be protected for the future delivery of Critical Enabling infrastructure.

6.4 Please note that these allocations are an indicative guide only and the final decision on CIL expenditure will be made through the Infrastructure Delivery Framework process set out in Section 3. It may be the case that allocations are adjusted through the IDF process to reflect changes in circumstances and ensure that opportunities to secure external funding are maximised.

Table 1 CIL Allocation

Funding Allocation		Percentage	Amount*
Local Infrastructure Fund		25%	£12m
Critical Enabling Projects		27%	£13m
Key	Local Transport, Connectivity and	16%	£8m

Infrastructure Themes	Places		
	Sustainability, Leisure, & Healthy Living	16%	£8m
	Community, Education & Employment	16%	£8m
<b>TOTAL</b>		<b>100%</b>	<b>£49m</b>

*\*Note these figures are projections of CIL income up until 31 March 2019 and may differ from actual income received.*

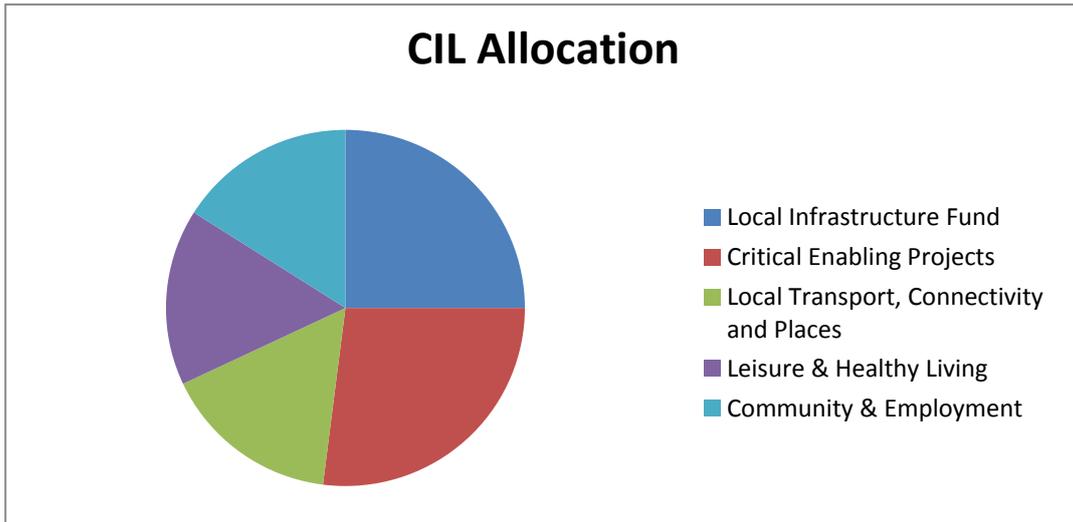


Figure 5 Proposed Allocation of CIL

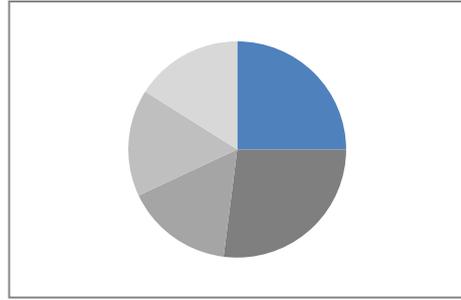
### Principles for CIL Allocation

6.5 Allocating funding to themes rather than projects will allow the Council some flexibility when allocating funding to projects. Within each of the themes, funding will be allocated based on the following principles:

- Funding will only be allocated to projects that are realistically deliverable. If the challenges to delivering a project mean it is unlikely to be delivered within a reasonable timeframe then funding will not be allocated. Such challenges might include where the cost of the project is so high that the Council is unlikely to be in a position to deliver the project within realistic timescales, or where significant land assembly is required<sup>1</sup>.
- Projects will be prioritised for funding where match funding opportunities are available. This will encourage the exploration of other funding sources and help the Council maximise available funding.
- Projects will be prioritised for funding where those projects have been identified within the Infrastructure Delivery Framework: Evidence Base.

<sup>1</sup> Whilst the Council are the delivery body for the majority of infrastructure projects that will receive CIL or S106 funding within the borough, on occasions other bodies will deliver the infrastructure, such as TfL or the NHS. Additionally, small amounts of CIL or S106 may be used as grants for delivery by local organisations.

## 7. Local Infrastructure Fund



- 7.1 Under CIL Regulation 59, local authorities are required to allocate between 15% and 25% of CIL collected to the Neighbourhood Portion. It was agreed by Cabinet on the 6<sup>th</sup> of December 2016 to allocate 25% of received CIL funds in all circumstances to the Neighbourhood Portion. Furthermore this portion of CIL monies collected will be referred to as the Local Infrastructure Fund (LIF).
- 7.2 25% of CIL collected equates to around £12 million, which will be spent in the areas in which the money was collected. The borough has four LIF areas and these are shown in Appendix A.
- 7.3 Under Regulation 59F, a share of levy receipts must be spent on:
- a) the provision, improvement, replacement, operation or maintenance of infrastructure; or b) anything else that is concerned with addressing the demands that development places on an area.*
- 7.4 The Council consulted on LIF between 27<sup>th</sup> June and 8<sup>th</sup> August 2017 and have considered the responses on prioritisation of funding and project nomination. Further analysis of those projects nominated by local people needs to be undertaken to assess whether they are appropriate and deliverable. Recommendations on the expenditure of the LIF will be reported through Cabinet in winter 2017/18. This section outlines the proposals for allocations of LIF based on consultation responses on prioritisation and council evidence supporting the infrastructure need.

### LIF Allocation

- 7.5 The allocations of LIF are made using indicative infrastructure themes similar to the key infrastructure themes for allocating the main pot of CIL. Funding is allocated to themes rather than projects to allow some flexibility when allocating funding to projects. The approach taken for LIF is to break down the 25% LIF portion of CIL to reflect the amount of LIF collected in each LIF Area.
- 7.6 LIF allocations are up until the 31<sup>st</sup> March 2019, the table below shows how much is available for expenditure in each area. These figures are projections using income received in 2015/16 as a baseline and should only be used as a guide. Actual LIF income will be calculated on a monthly basis as CIL income is received.

Table 2 – LIF Allocations

LIF Area	Funding Allocation	Percentage
LIF AREA 1	Open Spaces, Public Realm and Local Connections	100%
LIF AREA 2	Open Spaces, Public Realm and Local Connections	100%
LIF AREA 3	Open Spaces, Public Realm, Local Connections and Public Safety	50%
	Education and Training	50%
LIF AREA 4	Open Spaces, Public Realm, Local Connections and Public Safety	50%
	Education and Training	50%

### LIF Themes

7.7 The key themes have been developed giving consideration to the top funding priorities for each area.

#### LIF Area 1

7.8 The LIF consultation shows that the top three funding priorities for infrastructure are:

- Parks and green spaces (13%)
- Cycling and walking routes (13%)
- Town centre improvements e.g. shops, communal spaces (9%)

7.9 It is proposed that the LIF amount up to March 2019 is all allocated to the theme **Open Spaces, Public Realm and Local Connections** which consists of the three priorities for this area.

#### LIF Area 2

7.10 The LIF consultation shows that the top three funding priorities for infrastructure are:

- Parks and green spaces (13%)
- Cycling and walking routes (13%)
- Town centre improvements e.g. shops, communal spaces (9%)

7.11 It is proposed that the LIF amount up to March 2019 is all allocated to the theme **Open Spaces, Public Realm and Local Connections** which consists of the

three priorities for this area.

### LIF Area 3

7.12 The top funding priorities for this area are informed by the residents' survey undertaken by consultants in areas of significant funding, areas 3 and 4 with over 1,000 residents per area asked the same questions used in the LIF Consultation regarding priorities for LIF spend. The top five funding priorities for this area are:

- Public safety measures (40%)
- Health care facilities (36%)
- Schools/school places (19%)
- Parks and green space (18%)
- Public transport (18%)

7.13 It is proposed that the LIF amount up to March 2019 is allocated to the following themes: **Open Space, Public Realm, Local Connections and Public Safety** (Consideration has also been given to LIF consultation which shows more local responses in this area on open spaces, public realm and cycling and walking routes); and **Education**.

7.14 Although health care facilities were identified by the community as a high priority, the Council's work programme for new and improved health care facilities has secured sufficient funding up until 2023/24 through s106 financial contributions and strategic CIL (under the theme 'Sustainability, Leisure and Healthy Living'). There is therefore no need for additional funding from LIF at the current time.

### LIF Area 4

7.15 The top funding priorities for this area are informed by the residents' survey undertaken by consultants in areas of significant funding, areas 3 and 4 with over 1,000 residents per area asked the same questions used in the LIF Consultation regarding priorities for LIF spend. The top five funding priorities for this area are:

- Health care facilities (38%)
- Public safety measures (35%)
- Schools/school places (24%)
- Training/Employment facilities (20%)
- Parks and green space (19%)

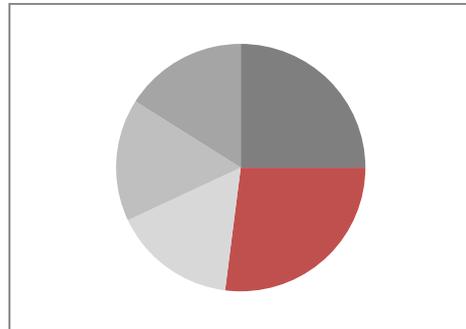
7.16 It is proposed that the LIF amount up to March 2019 is allocated to the following themes: **Open Space, Public Realm, Local Connections and Public Safety** (Consideration has also been given to LIF consultation which shows more local responses in this area on open spaces, public realm and cycling and walking routes); and **Education and Training**.

- 7.17 LIF funding may be utilised to support local people and construction through non-capital means, as per feedback through the consultation process. This requires further analysis to understand what interventions may be effective.
- 7.18 Although health care facilities were identified by the community as a high priority, the Council's work programme for new and improved health care facilities has secured sufficient funding up until 2023/24 through s106 financial contributions and strategic CIL (under the theme 'Sustainability, Leisure and Healthy Living'). There is therefore no need for additional funding from LIF at the current time.

## 8. Critical Enabling Infrastructure

8.1 It is proposed to allocate approximately 27% (circa £13 million) to Critical Enabling Infrastructure projects.

8.2 This is the only category where specific projects are provided in the statement as it is necessitated by their scale and their high priority.



- 8.3 Critical Enabling Infrastructure is infrastructure which is deemed necessary to unlock and enable sites to be developed.
- 8.4 Tower Hamlets is experiencing significant growth and this fund has been allocated to deliver strategic infrastructure, such as transport and major public realm improvements in the future.
- 8.5 In addition to the CIL funding allocated to Critical Enabling Infrastructure, the Council is actively seeking investment from the Government and other sources to deliver strategic infrastructure. This includes the Greater London Authority (GLA) Good Growth Fund, the GLA Liveable Neighbourhood Fund and the Government's Housing Infrastructure Fund.
- 8.6 Given the costly and timely nature of large strategic projects, if this allocation of funding is not ring-fenced to a project(s) by the 31<sup>st</sup> March 2019, this funding should be retained for Critical Enabling Infrastructure in the AIS 2019/20.
- 8.7 Examples of 'Critical Enabling' infrastructure are identified below. However, please note that the inclusion of projects in the list below does not signify a commitment from the Council to wholly or partly fund these projects through CIL. Any project seeking CIL funding will be subject to the IDF process set out in Section 3.

### South Dock Bridge

- 8.8 The GLA's Opportunity Area Planning Framework for the Isle of Dogs and South Poplar anticipates significant residential and job growth on the Isle of Dogs. Public transport on the Isle of Dogs is congested and the OAPF suggests that a model shift to walking and cycling is necessary for the delivery of housing to be acceptable.
- 8.9 The Evidence Base identifies the need for a new pedestrian and cycling bridge across South Dock linking Canary Wharf to South Quay. It is estimated that the delivery of South Dock Bridge would cost in the region of £10 million.

### A13 and Canning Town Connections

- 8.10 The Evidence Base identifies the need to improve links to Canning Town Station to support the delivery of new homes in the area. The existing walking and cycling links approach the A13 road bridges from the western side but do not provide clear, easy access.
- 8.11 One proposal is for a beam bridge to link Lanrick Road on the northern bank (and potentially riverside Leaway access in the long term) to the existing blue bridge on the southern bank. It is anticipated that this proposal would cost in the region of £27 million.

### Leven Road – Leaside Bridges and Connections

- 8.12 As part of the regeneration of the Poplar Riverside Housing Zone, a significant development scheme is proposed for the Leven Road Gasworks site (8.2 ha), including the delivery of 3,500 homes, a new school, employment space and open space.
- 8.13 However, the above site is currently disconnected with the River Lea, A12 and A13 acting as significant barriers to pedestrian and cyclist access. The Evidence Base therefore identifies the need for a bridge between the Leven Road development site on the western bank and the Leaway (Cody Dock) on the eastern bank. A secondary bridge is proposed just north of the A13 from the Leven Road site on the western bank and the EMR site on the eastern (Newham) bank. It is anticipated that the proposal (including both bridges) would cost in the region of £16 million.

### Lochnager Street – Pedestrian and Cycling Bridge

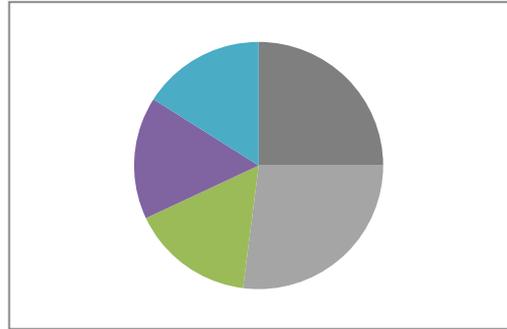
- 8.14 The delivery of a pedestrian and cycling bridge would significantly improve access to local transport including buses and Star Lane DLR Station, ensure the potential for greater housing growth.
- 8.15 The proposed bridge alignment extends from Lochnager Street on the western bank and the Leaway on the eastern bank. It is anticipated that the proposal would cost in the region of £8 million.

## 9. Key Infrastructure Themes

9.1 It is proposed to allocate approximately 48% (circa £24 million) to three Key Infrastructure Themes.

9.2 The Key Infrastructure Themes have been developed with consideration to the following:

- The types of projects which have previously been approved through the IDF process
- The types of projects within the IDF Evidence Base
- The types of projects within the Isle of Dogs and South Poplar Opportunity Area Development Implementation Funding Study
- Objectives within the Council’s Community Plan and Local Plan



9.3 The themes are shown in Table 3 and include Local Transport, Connectivity and Places; Sustainability, Leisure and Healthy Living; and Community Education and Employment.

Table 3 Key Infrastructure Themes

Key Infrastructure Themes	Community Plan Objectives
<b>Local Transport, Connectivity and Places</b>	A great place to live A safe and cohesive community A healthy and supportive community
<b>Sustainability, Leisure and Healthy Living</b>	A great place to live A healthy and supportive community
<b>Community, Education and Employment</b>	A fair and prosperous community A healthy and supportive community

### Local Transport, Connectivity and Places

9.4 It is proposed to allocate approximately 16% of CIL collected (circa £8 million) towards projects which provide for Local Transport, Connectivity and Places within the borough.

9.5 This theme seeks to improve connectivity and enhance travel destinations and places within the borough.

9.6 Types of infrastructure listed under the Regulation 123 List which are supported by this theme include Roads and Other Transport Facilities; Open Space, Parks & Tree Planting; and Infrastructure dedicated to Public Safety (for example, CCTV).

- 9.7 In addition to CIL, the Council will continue to actively seek other sources of funding to deliver infrastructure which will support local Transport, Connectivity and Places within the borough.

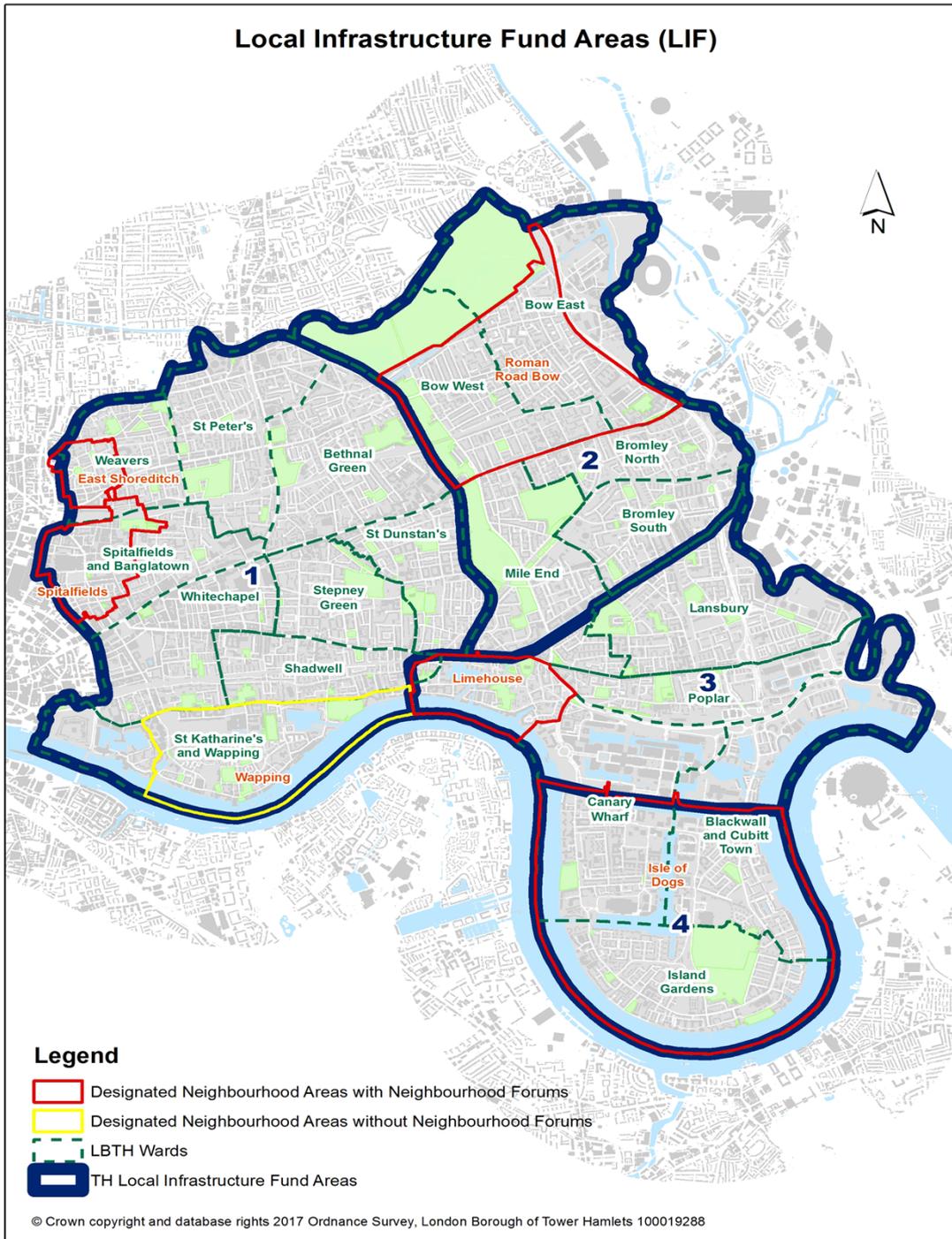
### **Sustainability, Leisure and Healthy Living**

- 9.8 It is proposed to allocate approximately 16% of CIL collected (circa £8 million) towards projects which provide for Sustainability, Leisure and Healthy Living within the borough.
- 9.9 Funding within this theme will be allocated towards projects which enhance the provision of sustainability, leisure and healthy living opportunities within the borough.
- 9.10 Types of infrastructure listed in the Regulation 123 List include Energy & Sustainability (including waste) infrastructure; Flood Defences; Health & Social Care Facilities; Infrastructure dedicated to Public Safety (for example, CCTV); Leisure Facilities such as Sports Facilities; and Open Space, Parks and Tree Planting.
- 9.11 The Council has a number of strategies which identify potential projects which would be appropriate for this theme including, but not limited to, the Green Grid Strategy, Water Strategy and Leisure Strategy.
- 9.12 In addition to CIL, the Council will continue to actively seek other sources of funding to deliver infrastructure which supports Sustainability, Leisure and Healthy Living in the borough.

### **Community, Education and Employment**

- 9.13 It is proposed to allocate approximately 16% of CIL collected (circa £8 million) towards projects which provide for Community, Education and Employment within the borough.
- 9.14 Funding within the theme will be allocated towards projects which enhance the provision of community, education and employment opportunities across the borough.
- 9.15 Types of infrastructure listed in the Regulation 123 List include Community Facilities; Electricity supplies to all Council managed markets; Employment and Training Facilities; Health & Social Care Facilities; Leisure Facilities such as Libraries and Idea Stores; Public Art Provision Open Space, Parks and Tree Planting.
- 9.16 In addition to CIL, the Council will continue to actively seek other sources of funding to deliver infrastructure to enhance and support Community, Education and Employment opportunities in the borough.

Appendix 1: Local Infrastructure Fund, Neighbourhood Forum and Ward Boundaries Map



<p><b>Cabinet</b></p> <p>30 January 2018</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Will Tuckley, Chief Executive</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Quarter 2 Mid-year Strategic Performance Monitoring report</b></p>	

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

**Executive Summary**

This paper provides details of the Council’s progress in delivering the 2017/18 Strategic Plan and the Council’s performance against strategic measures during the same period.

**Recommendations:**

The Mayor is recommended to:

1. Review the performance of the strategic measures at mid-year, including those measures where the minimum expectation has been missed (appendix 1); and
2. Review progress in delivering the Strategic Plan at the mid-year point, including those activities that are flagged as delayed and overdue (appendix 2).

**1. REASONS FOR THE DECISIONS**

- 1.1 The Council’s Performance Management and Accountability Framework sets out the process for monitoring the Strategic Plan and performance measures which are reported regularly to the Corporate Leadership Team and Cabinet.
- 1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets’ residents to track progress of activities that matter most to

them and their communities.

## **2. ALTERNATIVE OPTIONS**

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

## **3. INTRODUCTION**

- 3.1 This report summarises the Council's performance during quarter two of 2017/18 (July-September 2017) in delivering year two of its three year strategic plan. The year two plan, which was agreed by Cabinet in April 2017, builds on the Council's achievements in year one of the plan (2016/17) and sets out ambitious plans to achieve the outcomes detailed in the Strategic Plan.
- 3.2 This report notes the significant progress made during Quarter 2 2017/18 in delivering year three of the Strategic Plan and achieving the associated stretch targets set in the strategic measures. Appendix 1 sets out in detail how the Council has performed during Quarter 2 against the basket of 41 strategic measures that can be reported on this quarter. Appendix 2 provides progress to date information on the activities and key deliverables in our Strategic Plan.

**THE STRATEGIC PLAN**

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

<b>Priority 1: Creating opportunity by supporting aspiration and tackling poverty</b>				
<b>Measures</b>	<b>Green</b> 5	<b>Amber</b> 4	<b>Red</b> 13	<b>N/A</b> 3
<b>Actions</b>	<b>Completed</b> 0	<b>On Target</b> 25	<b>Delayed</b> 0	<b>Overdue</b> 0

<b>Priority 2: Creating and maintaining a vibrant, successful place</b>				
<b>Measures</b>	<b>Green</b> 6	<b>Amber</b> 1	<b>Red</b> 4	<b>N/A</b> 2
<b>Actions</b>	<b>Completed</b> 0	<b>On Target</b> 18	<b>Delayed</b> 1	<b>Overdue</b> 0

<b>Priority 3: Working smarter together as one team with our partners and community</b>				
<b>Measures</b>	<b>Green</b> 2	<b>Amber</b> 1	<b>Red</b> 2	<b>N/A</b> 0
<b>Actions</b>	<b>Completed</b> 1	<b>On Target</b> 4	<b>Delayed</b> 1	<b>Overdue</b> 0

Table 1: Performance by priority outcome area

3.4 Performance Measures are ranked as “Green” where the stretch target has been achieved, “Amber” where the minimum expectation target has been achieved, but the stretch target has not, and “Red”, where the minimum expectation target has not been achieved. As can be seen from Table 1, 19 Strategic Measures are rated as Green or Amber against target, whilst 19 are rated as Red. A further three measures are not suitable for RAG rating. The Council has made a decision not to set targets for “Key Stage 4 Attainment 8 for Looked After Children”, “Households Living in Temporary Accommodation” and “Total Notifiable Offences”, and so a RAG assessment cannot be made.

- 3.5 Strategic Activities are ranked as “Completed” (Green) where the activity planned for 2017/18 is complete, “On Target” (Yellow) where an activity is on target to be delivered by the deadline set, “Delayed” (Amber) where an activity is substantially complete, or where a milestone is overdue but the commentary indicates that the milestone will be completed by the end of financial year, and “Overdue” (Red) where an activity will not be completed in the 2017/18 financial year, or at the time of reporting.
- 3.6 There are eleven strategic measures where the minimum expectation has not been met and there has been deterioration in performance compared to the same period last year. In addition there are two strategic activities where there has been delay ie. the expected completion date has been missed. Analysis on performance issues is provided in section four of this report.
- 3.7 Seven of the thirteen under-performing strategic measures will be subject to performance improvement activity through the Children’s Services Improvement Board. The remaining four under-performing measures and two delayed activities, will be referred to the Performance Improvement Board.

Strategic Measures off target and deteriorating

- Key Stage 2 achievement – percentage of children achieving the national standard – looked after children (para 4.8.1)
- Key Stage 4 (GCSE) Attainment 8 (para 4.8.2)
- Key Stage 2 Achievement & Key Stage 4 Attainment 8 – gap for White British Children (paras 4.8.4-4.8.6)
- Number of adoptions and special guardianship orders granted for looked after children (para 4.8.12)
- Percentage of looked after children in the same placement for two years or more (para 4.8.13)
  
- Overall employment rate – gap between the borough and London average (para 4.8.7)
- Reducing the gap between the borough employment rate and the employment rate for women and for BME residents (paras 4.8.8-4.8.9)
- Level of street and environmental cleanliness: litter, graffiti and fly-posting)
- Number of working days / shifts lost to sickness absence per employee (para 4.12.13)
- Proportion of households who considered themselves as homeless, who approached the local authority’s housing advice service(s), and for whom

housing advice casework intervention resolved their situation (para 14.12.6)

#### Delayed Strategic Activities

- Engage and communicate effectively with local people (strategic activity 2.4.1) (para 4.13.3)
- Deliver the One HR Plan (strategic activity 3.4) (para 4.14.2)

3.6 Section four of this report highlights areas of achievement and provides analysis and explanation for all “Red” rated Strategic Measures, and Strategic Actions which are overdue.

## **4. ANALYSIS BY PRIORITY AREA**

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

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

Priority 1: Creating opportunity by supporting aspiration and tackling poverty

Priority 2: Creating and maintaining a vibrant, successful place

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

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

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

### **Priority 1 Creating opportunity by supporting aspiration and tackling poverty**

#### **4.5 Achievements:**

4.5.1 The *number of businesses supported through Council activities is 335* exceeding our mid-year target of 250. This outcome has been supported by

the Council's work to *"implement a programme of business support for Tower Hamlets businesses and entrepreneurs"* (strategic activity 1.1.2). In addition, we support businesses to access local markets through supply chain work and where appropriate supports them to locate suitable property to start or move to the borough. There is now a new package of 'Business Ready' projects in New Start up, Retail marketing, Supply Chain and Growth which will assist more businesses to develop and grow, thus creating further local opportunities. The New Entrepreneurship programme has also been launched which will accelerate output comparative to the previous financial year. In addition to supporting 335 businesses, we have also assisted 4 Enterprises in finding suitable accommodation. 110 business pre-starts supported culminating in 30 enterprises being created. In addition, 82 businesses were supported through training courses to improve their retail and marketing performance. £214,193.15 of new sales was generated in Q2 through the 'Supply Tower Hamlets' project. This project helps businesses build capacity in order to improve opportunities to successfully bid for contracts.

- 4.5.2 The *Council's WorkPath Partnership* has supported 416 Tower Hamlets residents into employment. Although below the Council's stretch target of 550, this can be partly explained by partners aligning their recording and reporting to the WorkPath delivery model and definition of sustainability (16hrs per week, for at least 4 weeks). It is anticipated that employment outputs will pick up in the second half of the financial year.
- 4.5.3 This work is supported by the Council's work to support *"residents into good-quality, well paid jobs"* (Strategic Activities 1.2.1 and 1.2.2). Key Council services and external partners, including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores are working well together, to identify those residents who would benefit most from support, such as economically inactive and long-term unemployed groups of residents, women and BAME.
- 4.5.4 A Training Provider has recently appointed to deliver construction training and has already delivered training to 93 residents which will further equip them in gaining employment in the industry. Pre-employment training funding has been approved to continue previous sector specific and generic training for example, Teaching Assistant, Mid Meal supervisor training, SIA (security industry). This Section 106 funded pre-employment training is for a total of £530,244 over two years to train 1,112 residents, equating to an average cost per resident trained of around £477. Funding of £555,000 over three years, has

been secured to increase the capacity of ESOL training delivered by the IDEA Stores and also a sector specific ESOL tutor has been recruited.

- 4.5.5 The *proportion of people with mental health problems in employment* has increased to 6.3%. Our target of 5.9% has been exceeded and our performance compared to this time last year has increased. There have been 920 adults aged 18-64 who have received Care Pathway Approach mental health services in the period. 58 of them were in employment. This achievement is supported by Council activity to *“tackle health-related employment issues” (strategic activity 1.4.5)*. A programme of activities to support people into the workplace, people with a range of needs including disability, on JSA/ESA benefit, the long term unemployed of more than 2 years, care leavers, and ex-offenders. The Council is on track to achieve the London Healthy Workplace Charter ‘achievement’ status. The number of employees in Tower Hamlets who have been trained as Mental Health First Aiders has increased to 300 so far.
- 4.5.6 There have been continued successes in educational attainment. 68% of reception aged children in Tower Hamlets achieved a *“good level of development on the Early Years Foundation Profile”*. Whilst the stretch target of 69% was not achieved, the outturn represents an improvement of almost two percentage points compared to last year’s performance, and there is just a one percentage point gap between our performance and the national average.
- 4.5.7 Provisional results from the Department for Education indicate that attainment is strong at Key Stage two, GCSEs and at Key Stage 5. *The percentage of children who achieved the national standard at Key Stage 2 was 67% (provisional)*. The stretch target (63%) has been exceeded, and represents an impressive improvement on last year’s performance. Performance in *Progress 8* exceeded expectation. There has been an increase in the Progress 8 measure from 0.15 to 0.26, bringing the provisional measure for LBTH above the London average. And the average grade at Key Stage 5 (A Level) for academic qualifications has improved to C, from a C- last year.
- 4.5.8 These achievements have been supported by the Council’s activities to *“improve educational aspiration and attainment” (strategic activity 2.1.3)*. Almost all (95%) of schools are now members of the Tower Hamlets Education Partnership; targeted challenge, support and intervention is being provided to primary schools where needed. A newly created team of improvement consultants are starting support at secondary level.

4.5.9 There has been strong progress in the Council's ambition to *support all young people to access enrichment and social activities*. The youth service is undergoing redesign which will shape the offer to provide a more responsive service. Outcomes are expected to include: more young people will be better able to access holistic and supportive opportunities across the borough; young people will feel more optimistic about their futures; and more young people will have increased their critical thinking skills.

4.5.10 The Council is making good progress on delivering its objective of enabling *more residents to live healthy and independently for longer*. Activities undertaken to increase the independence and resilience of our communities (strategic activity 1.4.4) has supported a reduction in the *"Proportion of people over 65 receiving long term support, per 10,000 population"* to 1,183.6 (or 1,799 people). Our target has been exceeded and performance is better than last year. This achievement is supported by the implementation of three Council strategies (Practice Framework for Adult Social Care, the Ageing Well Strategy, and the Adults Learning Disability Strategy). Activities involve working in partnership with other agencies and better assessment and provision of equipment which enable people to live in their own home with support.

4.5.11 The *Average time between a child entering care and moving in with adoptive family* has reduced to 612 days; the stretch target has been missed by just 2 days (Strategic Measure). This measure is calculated as a three year rolling average. There have been 26 adoptions between April 2015 and September 2017, and two from April-September 2017. It has taken 612 days on average to complete adoption for the three year rolling period. There has been a small but pleasing improvement (21 day) since the last quarter period. This achievement has been supported by our activities to "ensure better outcomes for looked after children and young people" (strategic activity 1.3.4). The PAST (Permanency & Adoption Support Team) managers are looking to place children with adopters as quickly as possible from the date of the placement order. We are also working with adopters to consider the fostering to adopt option now available.

#### 4.6 **Areas for Improvement**

4.7 From the 23 Strategic Measures in the Strategic Plan, 9 measures (39%) are below the minimum expectation and have deteriorated since the corresponding quarter for the previous year. Of the 25 Activities in the Strategic Plan, 1 activity (4 %) has been flagged as being delayed.

- 4.8 Paragraph 4.8.1 – 4.8.10 provides analysis of these seven measures.
- 4.8.1 **Key Stage 2 Achievement – percentage of Looked After Children achieving the national standard.** Eleven percent of Looked After Children achieved the KS2 national standard in reading, writing and maths. However there are only nine children are in this cohort in Tower Hamlets. Repeating last year’s performance was especially challenging this year, as six in the cohort had SEN needs and were not expected to reach national standard based on prior attainment, and another child left the country during the school year and did not sit the relevant exams.
- 4.8.2 **Key Stage 4 (GCSE) Attainment 8.** Provisional results indicate that the average point score against the basket of 8 GCSE subjects was 47.00, the minimum expectation has been missed and the score is lower than last year. Changes to the grading system for English and mathematics (from A\* - U to a 1 - 9 numeric system) are acknowledged to have affected the 2016/17 result. These provisional results do show that the impact of the changes has not been as great in Tower Hamlets as nationally, locally the headline Attainment 8 result declined by 3.2 points compared with a 4.0 point decline nationally. This has meant that the LA continues to be above the national average as are 11 of the 17 in the borough.
- 4.8.3 Attainment 8 measures the average achievement of pupils in up to 8 qualifications including English, maths, three qualifications that count in the English Baccalaureate and three further GCSE qualifications or non-GCSE qualifications approved by the DfE.
- 4.8.4 **Key Stage 2 Achievement – attainment gap for White British Children.** 56% of white British children achieved the Key Stage 2 attainment standard; this is 11 points lower than attainment for the whole cohort. The cohort of white British children is relatively small at 310 children.
- 4.8.5 **Key Stage 4 (GCSE) Attainment 8 – attainment gap for White British Children.** The Attainment 8 score for Tower Hamlets as a whole was 47.9 points, the Attainment 8 score for white British children was 36.5 points – there is a gap of 11.46 points.
- 4.8.6 A range of intervention strategies were carried out in conjunction with schools to address educational under-attainment in white British working class pupils. Drawing on research about what makes a difference, the focus was on improving engagement with school, attendance and participation of pupils and

on engendering more positive relationships with parents. There were some benefits to the projects, but this did not show any impact on attainment data. The Council has commissioned a project from the Tower Hamlets Education Business Alliance which is currently under development and THEP will also be considering how best to address this national issue. Ethnic Minority Achievement data (2016) shows the size of the WB cohort: Of the 33,850 pupils at LBTH schools, 3,200 are from a WB background (9.5%) of all pupils.

**4.8.7 Overall employment rate - gap between the Borough and London average rate (working age) (percentage points).** The overall employment rate has decreased 4.1ppts since last quarter's reporting, whilst the London average has remained the same. The gap between TH and London has widened by 6ppts to 8.5ppts compared to last quarter. The TH employment rate is 64.13% whilst the London average rate is 73.7%. The total numbers in employment for TH is 145,700, which is a net decrease of 1,700 since last quarters reporting. The working age population for TH has increased 1.12% since last quarters reporting whilst the London average rate has seen a 0.1% decrease.

**4.8.8 Employment gap for women – gap between the borough employment rate and the employment rate for women**  
There has been a deterioration of 1.7ppts since last quarter's reporting, whilst the London average has decreased by 0.4ppts. The gap between TH and London has widened by 1.3ppts to 14.4ppts compared to last quarter. The TH employment rate is 52.6% whilst the London average rate is 67.0%. The total numbers of female residents in employment for TH is 56,700, which is a net decrease of 1,500 since last quarters reporting. The working age population female for TH has increased 1.0% since last quarters reporting whilst the London average rate has only seen a 0.026% increase.

**4.8.9 Employment gap for BME – gap between the borough employment rate and the employment rate for BME residents (Strategic Measure)**  
The employment rate for BME has decreased 0.9ppts since last quarter's reporting, whilst the London average has also decreased but only by 0.2ppts. The Gap between TH and London has widened by 0.8ppts to 14.0ppts compared to last quarter. The TH BME employment rate is 51.8% whilst the London average rate is 65.8%. The total numbers in employment for TH is 60,200, which is a net decrease of 3,600 since last quarters reporting. The working age population BME for TH has decreased by 4800 (3.9%) since last quarters reporting whilst the London average rate has seen a 0.2% decrease also 4800.

4.8.10 The data for the employment rate is taken from the Annual Population Survey. This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 10.4% compared to 1.9% for London which means that the actual rate for Tower Hamlets could in fact be much higher.

4.8.11 There is a raft of activity undertaken by the Council and its partners to support residents into work. This quarter 217 residents have been supported into work. Achievements include:

- 70 more jobs recorded in Q2 2017/18, 61 more reported Job Starts for BME residents, 28 more reported for female residents, 28 more for BME female and 7 more Lone Parents compared to the same period in 2016/17
- 57 of the 241 (23.6%) jobs recorded by the WorkPath service that satisfied this measure's definition were 12 months + unemployed/economically inactive at the point of registering with the service compared to 32 out of 171 (18.7%) in Q2 2016/17
- 30 reported Jobs (12.4%) were of residents who had been underemployed (working part-time i.e. less than 16 hours a week) at the point of registration and supported in gaining new or additional employment, 11 of the 30 had been working less than 8 hours a week are now averaging 34 hours per week
- An increase in recorded Jobs achieving a salary between £16,001 and £28,000 from 68 reported Q2 2016/7 to 136 this quarter

4.8.12 **Number of adoptions and special guardianship orders granted for looked after children.** Thirteen looked after children have been adopted or are under a special guardianship order, missing the minimum expectation of 16. Our stretching target failed to take into consideration the composition of our care cohort, specifically the under 5 population who are more likely to be adopted. However the target will be achievable provided we can successfully negotiated the court process including timetabling. The situation in relation to adoption is further complicated by recent case law which directly impacts upon national understanding of good practice. This outcome has been supported by the Council's work to ensure better outcomes for looked after children and young people (Strategic Activity 1.3d). The sufficiency strategy will bring a revised emphasis to the use of special guardianship orders for children already in the care system. Other work supporting looked after children is the recently commissioned advocacy service which will ensure views and wishes are heard. In addition CAMHS support is being provided to 81 looked after children, and so far this year, a quarter of those have showed an improvement.

**4.8.13 Percentage of looked after children in the same placement for two years or more.**

65.5% of looked after children are in the same placement for two years or more. Our target of 71.6% has been missed; however performance is above both the national average and the average for our statistical neighbours. This outcome is supported by our activities to “ensure better outcomes for looked after children” (strategic activity 1.3.4). We have had some successes in improving stability whilst at the same time appropriately moving children from care and back into the community – an action which (perversely) adversely affects the stability data. In addition, stability is also supported through the work undertaken with looked after children and their foster carers through the individual bespoke packages and CAMHS interventions, an intervention which has resulted in 24 children in the cohort showing an improvement in their mental health.

4.8.14 There are no Strategic Activities relating to Priority one where the overall activity is flagged as delayed, however, there are several activities with deliverables which are delayed. Further analysis on those is provided below.

**4.8.15 Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding (strategic activity 1.3.1).**

Progress is delayed in three of the five deliverables in this activity. Sharing birth notifications with children’s centres has been identified as a key way in which the Council can improve participation and attendance at children’s centres, especially amongst hard to reach parents and their families. There have been some data protection barriers to sharing this information however it is anticipated that this issue will be resolved by the end of the year.

**4.8.16 Support more women and black and minority ethnic and disabled residents into employment (strategic activity 1.5.2).**

The extension to the Woman in Health Working Start Programme has been delayed due to staff turn-over; however it is now on track. Cohort 4 of the Working Start women in health programme is now due to start in January and recruitment day for cohort 5 will be delivered in January. 13 out of 20 pre-apprenticeship placements have now begun for people with disabilities with another cohort of 10 starting in December.

## Priority 2 Creating and maintaining a vibrant, successful place

### 4.9 Achievements:

- 4.9.1 The Council has exceeded its recycling target with 29.1% of *household waste sent for reuse, recycling and composting*. Performance has improved since last quarter by 1.5ppts. This success has been supported by the activity to “improve waste management and recycling performance” (strategic activity 2.1.2). 10 public bring bank sites have been refurbished and frames put in place with signage that tells residents what they can and cannot recycle. The sites are being widely used and there is positive feedback from residents and management organisations. The sites have made it easier for residents to identify recycling points across the borough. Furthermore, we have scheduled all collections in the borough which are now live through the Council’s dedicated site. Residents can now look up their collection days online rather than call or email. This will in time also reduce the number of service requests and complaints as residents are now better informed.
- 4.9.2 The Council has successfully exceeded its targets for *street and environmental cleanliness in the level of detritus* on the borough’s streets (tranche 1). Just 1% of land surveyed was judged to be below acceptable levels; the target of 1.2% was exceeded. Nevertheless, the tranche survey results for detritus have been passed to Veolia to ensure that cleanliness issues do not arise in the same areas in the next survey. Council activity to “ensure that the borough is clean to the highest possible standards” (2.1.1) have contributed to this successful survey result.
- 4.9.3 The Council is committed to providing “*better quality homes for all*” (strategic priority 2.2). Our achievement of this commitment is demonstrated in successfully improving our performance on several key performance measures.
- 4.9.4 438 *affordable homes* have been delivered so far this year; so whilst the stretch target was not achieved, the minimum expectation was exceeded and performance was better compared to this time last year. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country.
- 4.9.5 The *number of affordable units provided as wheelchair accessible or adaptable* so far this year is 80. This achievement equates to 18% of all affordable units which is well above our target of 10%. Of these 80 units, 68 were for rented tenures and occupants have feedback how better off they are

living in homes designed and built to the best modern wheelchair accessible standards.

4.9.6 171 affordable / social rented housing completions for family housing have been achieved in the first half of this financial year, our target of 164 has been exceeded and we have increased on the number completed this time last year.

4.9.7 The number of overcrowded families rehoused to larger and more suitable accommodation at the end of Q2 is 506. This represents 55% as a percentage of total lets ending September (920), exceeding the target of 50%. The numbers of overcrowded families rehoused is also 75% more than this time last year (352). Analysis also shows that the number of overcrowded applicants on the housing list has reduced by 10% from 1 April 2014 to 1 April 2016 but the April 2017 figured showed a slight increase of 1.34% in the number of cases registered as being overcrowded. Nevertheless, an overall reduction of 8.66% is still a significant achievement.

4.9.8 The number of families in B&B accommodation for longer than six weeks is zero and has been since September 2016; the Council has achieved legal compliance on this indicator for 13 months in succession. It has sustained its position of being the most improved borough in London on the use of B&B. In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do approach the Council as homeless are often from accommodation that is overcrowded.

#### 4.10 **Areas for improvement**

4.11 Of the 14 Strategic Measures in the Strategic Plan relating to Priority 2, four measures (29%) are below the minimum expectation and have deteriorated since the corresponding quarter for the previous year. Of the 19 Activities in the Strategic Plan relating to Priority 2, 1 activity (5%) is flagged as delayed.

4.12 Paragraph 4.12.1 – 4.12.7 provides analysis of these seven measures.

4.12.1 **Level of street and environmental cleanliness: litter, graffiti and fly-posting.** The minimum expectation has not been achieved for three of the four elements that make up street cleanliness; and there has been deterioration in performance compared to the same period last year. Seasonal changes in high footfall and busy food outlet areas such as Brick Lane are the most

common fail areas. A Blitz clean which took place in October was targeted at high litter areas. Much of the graffiti in the borough is on private property again in the Brick Lane area and in the industrial parts of the borough such as Wick Lane. This is something the Council will target with enforcement options to ensure graffiti is minimised. Graffiti on Council land or assets is another area that is being specifically targeted through the Blitz clean. Fly posting tends to rise during the summer period with advertising of services and events. An investigation has already been launched by the Council's THEO's into the worst offenders who will face enforcement action being taken against them or their establishment. Operation Bill Stickers started in mid-October and its primary focus will be flyposting on Council land assets.

4.12.2 There is one Strategic Activities relating to Priority two where the overall activity is flagged as delayed (engage and communicate effectively with local people). In addition there are several activities with deliverables which are delayed. Further analysis on those is provided below.

4.12.3 **Engage and communicate effectively with local people** (strategic activity 2.4.1). There has been a delay in developing the Community Engagement Strategy, the timetable of which has been put back in order to extend the consultation period. This has had a knock on impact on producing an action plan of delivery for year 1, for example providing support and capacity building to communities to empower them to come together to take action to improve their local neighbourhoods. The co-production with the voluntary sector, of a community engagement toolkit is also delayed, however preparatory research has already been undertaken and we will shortly be working the THCVS to develop a specification for the toolkit.

4.12.5 **Ensure that the borough is clean to the highest possible standards** (strategic activity 2.1.1). Two deliverables (out of five) are delayed but delivery is expected by the end of the financial year. The implementation of a PSI mobile solution to provide mobile technology for managing and monitoring service delivery was delayed due to contract negotiations which has had a knock on effect on implementation. Staff changes has affected the targeting of enforcement to address fly tipping and improve prosecution rates as a deterrent to future fly tipping. However, so far this year 443 FPNs have been issued for dumping. This action will improve cleanliness in the borough and save local authority resources.

**4.12.6 The proportion of households who seek assistance as homeless or threatened with homelessness, who approached the local authority's housing options service, and for whom casework intervention resolved their situation.** The minimum expectation was missed and there has been deterioration in performance compared to this time last year. This quarter there were 596 approaches from households who were homeless or threatened with homelessness, of which 92 preventions were made, equating to a prevention rate of 15.4% of new approaches. One of the reasons that the target has been missed is that there has been a significant decrease in the number of households approaching the Housing Options Service team for assistance; this may be due to the possibility of being placed in temporary accommodation outside of Tower Hamlets. Including the Sanctuary Scheme, there were 112 cases of homelessness prevention, of these 63 cases provided discretionary supported hostel accommodation for single homeless people.

Despite the difficulty in finding affordable accommodation in the private rented sector, there was an increase in the number of properties secured through a financial incentive to the landlord. Unfortunately, due to personnel issues the Housing Advice team performed under par this quarter but steps are being taken to address this and there are a number of outcomes pending which should be reflected in the next quarter's return. The Service continues to successfully prevent homelessness through negotiation and other assistance to remain in the private or social sector. This is despite evidence that private landlords are increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:

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

Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations. In addition, the commissioned supported hostel provision has reduced leaving fewer options available for prevention. For example, the revised hostel commissioning plan

will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as preventions.

**4.12.7 Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities** (strategic activity 2.1.4). (Two out of four deliverables are delayed). The Local Plan will comprise of detailed policies and site allocations to manage development and deliver supporting infrastructure. The Local Plan project timetable has been revised to allow for additional consultation. The Regulation 19 document is now out for statutory consultation and will be submitted to the Secretary of State in February 2018. The production of the CIL draft charging schedule is tied to the timetable for the Local Plan, it is likely that it will be submitted to the Planning Inspectorate for examination in Q2 2018-19.

**4.12.8 Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships** (strategic activity 2.4.4). The overall project timeline for utilising developer contributions to deliver community cohesion projects have been put back due to purdah. This has affected arrangements for stakeholder engagement. Delivery groups have been scheduled and project outlines are due to go to tender in January. The delay in Government response to the Casey Review has delayed our work with the community to review and develop our approach to community cohesion and integration. A need for wider consultation and engagement has also been identified which means that the strategy is unlikely to be completed in the financial year. The delivery of a second community hub has also been delayed. The Tram Shed is being actively marketed for short term community use but a feasibility study is considering building work in the medium term to add a mezzanine floor. Once opened the community hub will offer local versatile, bookable spaces at affordable prices to residents and the wider community.

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

#### **4.13 Achievements**

**4.13.1** There has been a further increase in overall customer satisfaction with telephone contacts, from 85.5% satisfaction in September 2016, to 90% satisfaction this quarter. This performance exceeded the Council's minimum expectation of 89%.

4.13.2 These improvements have been supported by the Council's work to "Deliver the Smarter Together transformation programme to ensure effective, responsive front line services and efficient and cost-effective support services enabled by ICT and a new Civic Centre" (Strategic Action 3.3). A continuous improvement plan aimed at driving up ICT performance has been put in place. Initial requirements for a 'my account' digital delivery option have been worked up with Members and we are working with other local authorities and the Government Digital Service to develop our understanding of the emerging standards and technologies and the approaches that are being successfully adopted elsewhere.

4.13.3 The Council has exceeded its stretch target for collection of both Council Tax and non-Domestic Business Rates, exceeding targets by 1.24 and 8.02 percentage points respectively.

#### 4.14 **Areas for Improvement:**

4.14.1 Of the 5 Strategic Measures in the Strategic Plan relating to Priority 3; 1 measure (20%) is below the minimum expectation and has deteriorated since the corresponding quarter for the previous year. Of the 6 Activities in the Strategic Plan relating to Priority 3, 1 activity (17 %) has been flagged as delayed delivery.

4.14.2 Paragraph 4.14.3 – 4.14.2 provides analysis of these seven measures.

4.14.3 **Number of working days/shifts lost to sickness absence per employee** (Strategic Measure). Sickness performance at the end of the second quarter 17/18 is 10.27 days. This represents an increase of 0.86 days against the 9.72 days reported at the end of Q1 of 17/18. This figure is 1.58 days above the higher 9 day target set earlier this year and 2.48 days above the 8.1 day target, which had been based on the 2nd Quartile performance figure across all London Boroughs. It has been recognised that the measures in place currently are not sufficiently achieving the outcomes expected i.e. sustained reduction in sickness absence, and that a different approach may yield better results. The Council's sickness management processes are now subject to a review in line with the outcomes based accountability framework. Corporate Leadership Team has recently agreed a new Employee Wellbeing Plan, which will be underpinned by a range of measures to improve health in the workplace being launched from November onwards. We have started a review of all formal sickness management cases with a view of putting in place wellbeing plans for affected members of staff. We have reviewed our occupational health service and are commissioning new ergonomic and

physiotherapy services. Alongside this, we are introducing a new offer to support staff going through career transition.

4.14.4 **Deliver the One HR Plan** (strategic activity 3.4). Following a review of industrial relationships in partnership with the trade unions, the first phase of the revision of employment policies and practices has begun. The review will cover conduct, performance and improvement, staff wellbeing, collective consultation, employee grievances, managing discipline and whistleblowing. There has been a delay in delivering a revised learning and development offer for all staff and managers. However a new learning management system is now procured and this is being piloted in one service area over the winter. A core training offer has been developed and it is expected that this will be launched in April. With regarding to delivering a range of activities to reduce staff sickness and improve wellbeing, the following activities are now taking place: A staff wellbeing plan has been developed; Occupational Health service will be reviewed to ensure it meets need. A review of the absence management procedure is taking place. In addition we are reviewing the way we are reporting sickness absence levels to focus on outcomes instead of compliance with procedures.

## **5. COMMENTS OF THE CHIEF FINANCE OFFICER**

5.1 This report highlights progress in delivering strategic plan activities during 2017/18. The cost of the activities has been funded through the Councils General Fund Revenue and Capital budgets, agreed by full Council on the 24<sup>th</sup> February 2016. There are no additional financial implications arising from the recommendations within this report.

## **6. LEGAL COMMENTS**

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

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

## **7. ONE TOWER HAMLETS CONSIDERATIONS**

- 7.1 The Council's Strategic Plan and Strategic Measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of community cohesion. The Strategic Measure set contains the measures "Proportion of people with mental health problems in employment"; "Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women"; and "Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents"
- 7.2 Data for Quarter 2 2017/18 shows that the employment gap for women and BME residents, performance did not meet the Council's minimum expectation for the quarter, however the Council's WorkPath service and wider WorkPath partnership continue to support residents into employment and there has been an increase of 70 more jobs recorded compared to this time last year. 290 (86% of the job starts recorded by the WorkPath service were for BME residents. There were 150 job starts for female residents arising from WorkPath activity, of those 121 were employment which was more than 16 hours per week.

## **8. BEST VALUE (BV) IMPLICATIONS**

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

## **9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 9.1 The Strategic Plan contains a number of environmental milestones within Priority Outcome 2 "Creating and maintaining a vibrant, successful place". The Strategic Measure set contains the measures "Percentage of household waste sent for reuse, recycling and composting"; "Level of street and environmental cleanliness – litter"; "Level of street and environmental cleanliness – detritus"; "Level of street and environmental cleanliness – graffiti"; and "Level of street and environmental cleanliness – fly posting". Data from the latest cleanliness survey shows that the Council met its stretch targets on the measures of recycling and detritus.

## **10. RISK MANAGEMENT IMPLICATIONS**

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

## **11. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 11.1 The Strategic Plan contains a number of crime and disorder items under Priority Outcome 2 “Creating and maintaining a vibrant, successful place”. The Strategic Measure set contains the measure “Total Notifiable Offences” (TNOs). Data for the period April-September shows that there were 16,692 TNOs. TNOs are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes.
- 11.2 Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has for a considerable amount of time been supplementing the local Police in the borough, by funding an additional number of Police officers to address key crime and disorder priorities (Drugs, ASB and Prostitution) for the Council and in turn residents.
- 11.3 The Council continues to fund a team of 5 PC’s and 1 Police Sergeant, known as the Partnership Task Force, to tackle key crime and ASB hotspots within the Borough. The Council has recently committed £3m over 3 years to increase Council funded Police Officers to 39, to tackle crime and ASB. 14 police officers will be responsible for tackling crime on estates and 25 additional officers will work across the borough.

## **12. SAFEGUARDING IMPLICATIONS**

- 12.1 The Strategic Plan contain a number of items relating to safeguarding adults and children falling under Priority 1: “Creating opportunity by supporting aspiration and tackling poverty”. The Strategic Measure set contains the measures “Percentage of children’s social care contacts completed within 24 hours”; “Percentage of children’s social care assessments completed within 45 days”; “Percentage of children on a child protection order visited within the last 4 weeks”; and “Percentage of child protection reviews completed in time”. Performance against these measures is currently below the Council’s minimum expectation.
- 12.2 As outlined in paragraph 3.7, the Council has developed an Improvement Plan for Children’s Services which was submitted to the Secretary State for Education in July 2017 and established a Children’s Services Improvement Board which will deliver the strategic oversight and challenge required to ensure that appropriate, timely change and impact is being delivered according to the Improvement Plan.
- 12.3 Against the Strategic Measure “Proportion of people over 65 receiving long term support, per 10,000 population”, performance is currently better than the Council’s stretch target, with 1183.6 per 10,000 people over 65 receiving support, against a stretch target of 1305.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

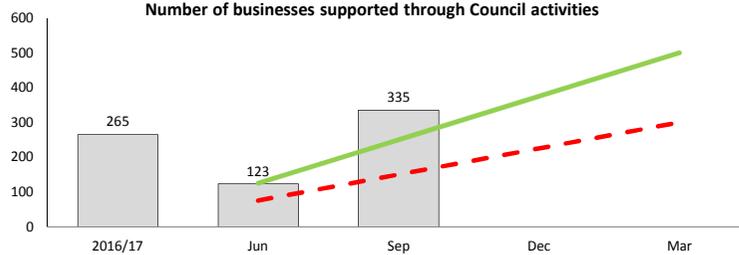
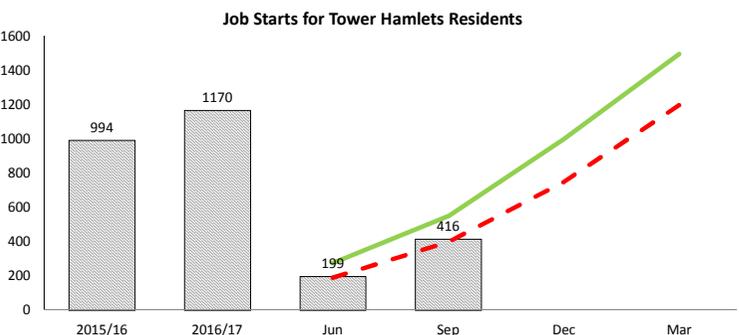
- Appendix 1 - provides detailed analysis of the Council's 2017/18 Strategic Measures performance
- Appendix 2 - provides the Council's 2017/18 Strategic Plan monitoring

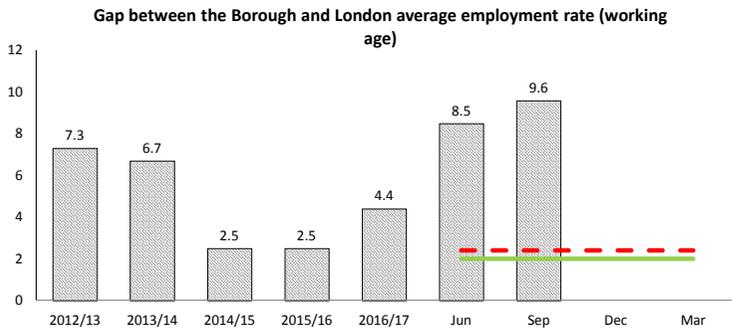
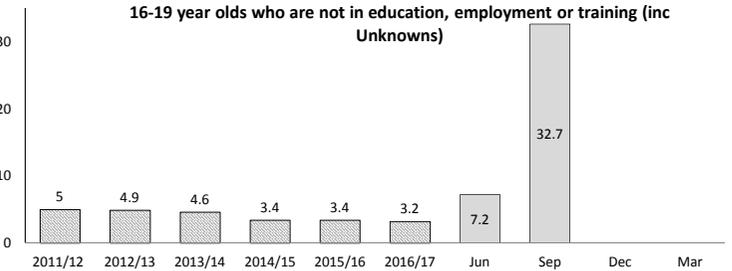
### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

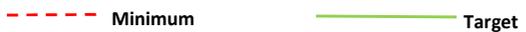
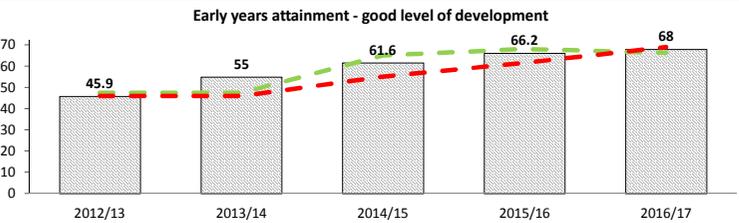
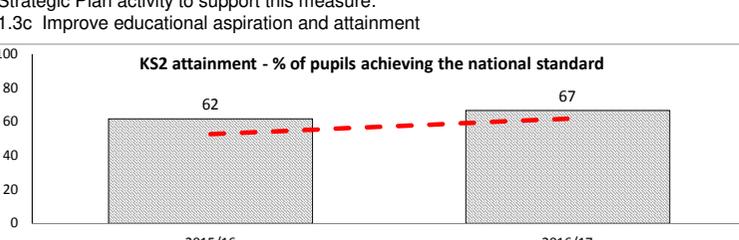
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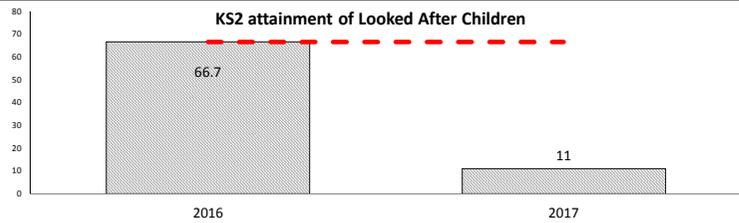
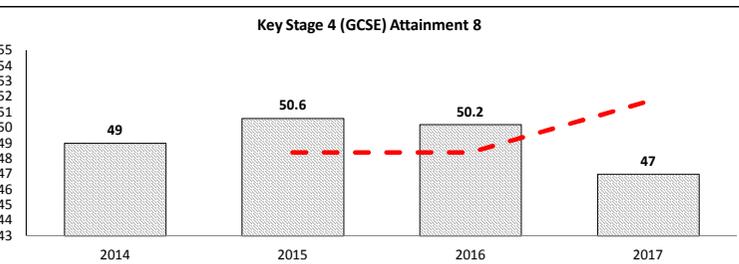
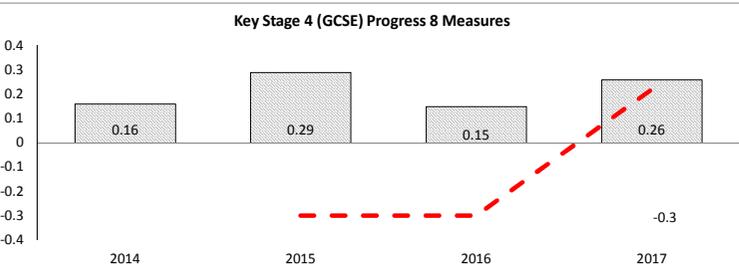
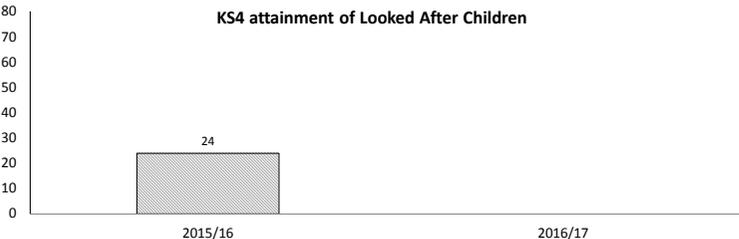
### **Officer contact details for documents:**

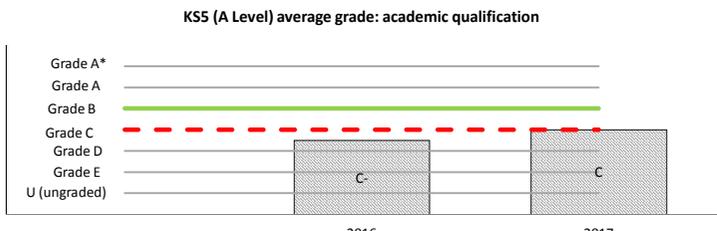
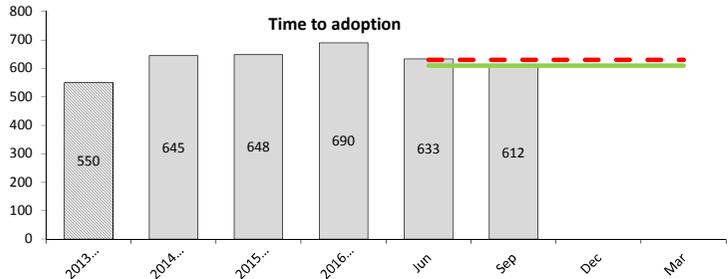
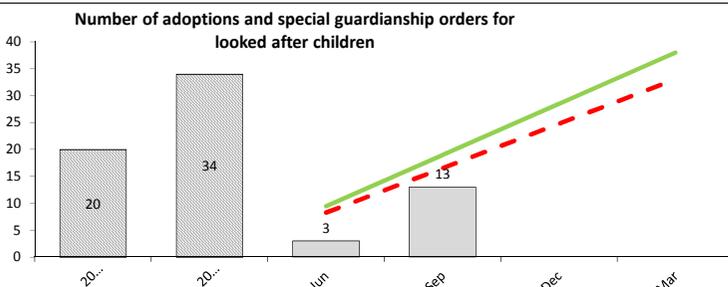
Sharon Godman, Divisional Director Strategy, Policy and Partnership

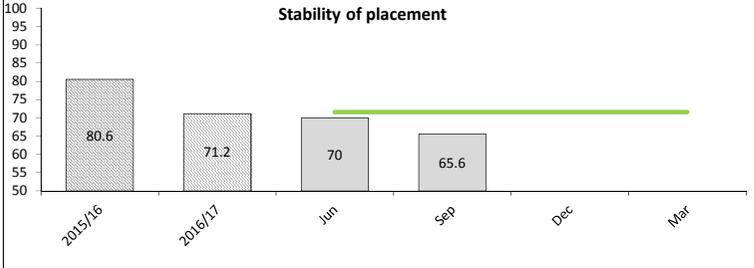
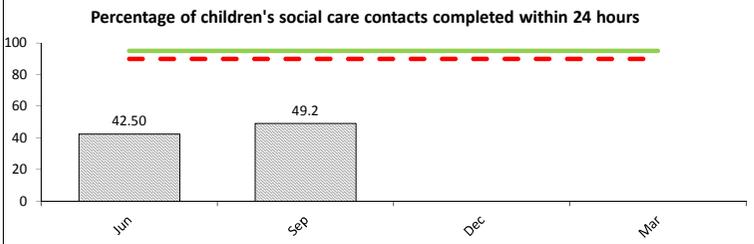
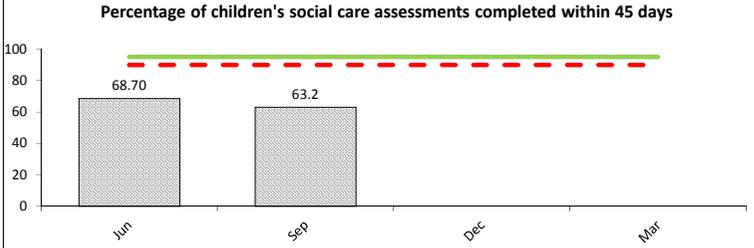
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<b>Creating opportunity by supporting aspiration and tackling poverty</b>							
<b>A dynamic local economy with high levels of growth benefiting us</b>							
<b>Number of businesses supported through Council activities</b>	Strategic Plan activity to support this measure: 1.1b: Implement a programme of business support for Tower Hamlets businesses and entrepreneurs						
Measured in: Number Good Performance: Higher		265	150	250	335	GREEN	↑
The Enterprise Team has been actively engaging and supporting start-up businesses with partner support organisations. Additionally the business desk assists businesses to access local markets through supply chain work and, where appropriate, supports them to locate suitable property to start or move to the borough. There is now a new package of 'Business Ready' projects in New Start up, Retail marketing, Supply Chain and Growth which will assist more businesses to develop and grow, thus creating further local opportunities. The New Entrepreneurship programme has also been launched and it will accelerate output comparative to the previous financial year. 335 businesses have been supported through council activities so far this year. 4 Enterprises have been supported in finding suitable accommodation. 96 pre-start entrepreneurs benefitted from training resulting in 34 enterprises being created by the end of Q2. 82 Businesses were supported to improve performance through training opportunities. £214,193.15 of new sales were generated in Q2 through the 'Supply Tower Hamlets' project. This project helps businesses build capacity in order to improve opportunities to successfully bid for contracts.							
<b>More residents in good-quality, well-paid jobs</b>							
<b>Tower Hamlets residents supported into work by the Council's Workpath partnership provision</b>	Strategic Plan activity to support this measure: 1.2a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work 1.2b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs						
Measured in: Number Good Performance: Higher		1170	400	550	416	AMBER	↓
<p>The WorkPath Partnership has reported 416 Job Outputs that satisfy the definition of this measure. Although the figures reported for our position in Q2 are lower than expected, the WorkPath Service has seen a net increase of 108 (60%) job starts recorded that satisfy the definition. The Career service has seen a sizable drop in Apprenticeships starts and employment outcomes for their service users as the service is remodelled. The first official apprenticeship figures has shown a 61% fall in starts nationally and it is believed that this is a contributing factor in the Career Service's lower than expected outputs (apprenticeship starts Q1 &amp; Q2 2016/17 - 158 compared to 54 for the same period 2017/18). An additional 55 Job Starts were also recorded but have not satisfied the definition (16 hours a week) or achieved the 4 weeks sustained/evidenced at the time of reporting.</p> <p>Quarterly target split has been adjusted, to reflect historical trends and the anticipation of the expansion of the WorkPath partnership leading to higher outputs recorded in Q3 &amp; Q4. As WorkPath partners' processes, definitions and methods of recording are aligned with the WorkPath delivery model. The WorkPath Service continues to work with Key Council services and external partners including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents. The WorkPath service is developing a working relationship with SERCO and their delivery partners Renaisi and Catch22 who are delivering the DWP and European Social Fund project Inspiring Families.</p> <p>The WorkPath service remains focused on supporting economically inactive and long-term unemployed groups of residents (Residents furthest from the Labour Market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment. This quarter 217 residents have been supported into work. Achievements include:</p> <ul style="list-style-type: none"> <li>• 70 more jobs recorded in Q2 2017/18, 61 more reported Job Starts for BME residents, 28 more reported for female residents, 28 more for BME female and 7 more Lone Parents compared to the same period in 2016/17</li> <li>• 57 of the 241 (23.6%) jobs recorded by the WorkPath service that satisfied this measure's definition were 12 months + unemployed/economically inactive at the point of registering with the service compared to 32 out of 171 (18.7%) in Q2 2016/17</li> <li>• 30 reported Jobs (12.4%) we of residents who had been underemployed (working part-time i.e. less than 16 hours a week) at the point of registration and supported in gaining new or additional employment, 11 of the 30 had been working less than 8 hours a week are now averaging 34 hours per week</li> <li>• An increase in recorded Jobs achieving a salary between £16,001 and £28,000 from 68 reported Q2 2016/7 to 136 this quarter</li> </ul> <p>A Training Provider has recently appointed to deliver construction training and has already delivered training to 93 TH residents which will further equip them in gaining employment in the industry. Pre-employment training funding has been approved to continue previous sector specific and generic training for example, Teaching Assistant, Mid Meal supervisor training, SIA (security industry). This Section 106 funded pre-employment training is for a total of £530,244 over two years to train 1,112 residents, equating to an average cost per resident trained of around £477. Funding of £555,000 over three years, has been secured to increase the capacity of ESOL training delivered by the IDEA Stores and also a sector specific ESOL tutor has been recruited.</p>							

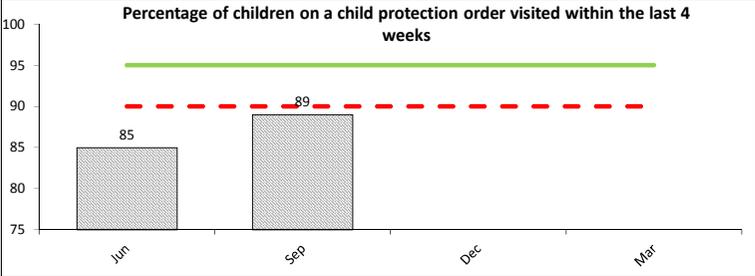
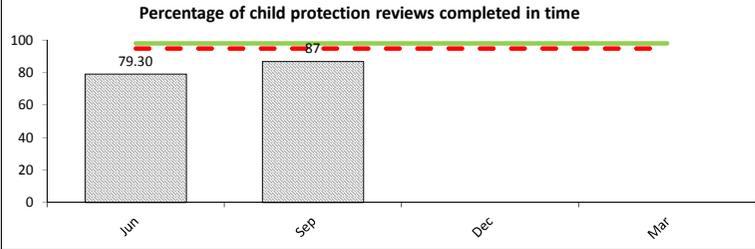
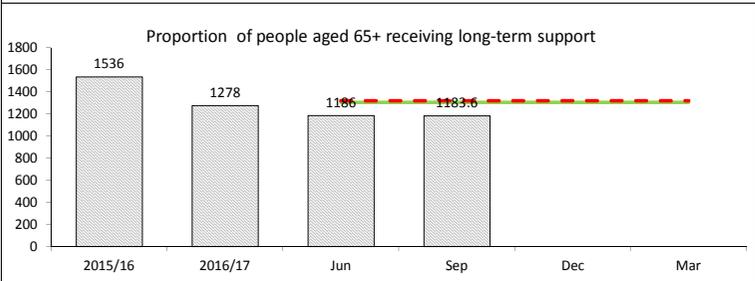
Description	 Minimum Target	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Overall <b>employment rate - gap</b> between the Borough and London average rate (working age) (ppts)</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support this measure:                      2.1a Expand the Raising Aspirations programme across the borough to provide intensive support to get long-term unemployed and economically inactive residents into work.                      2.1b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs.</p>  <p><b>Gap between the Borough and London average employment rate (working age)</b></p> <p>According to the figures published by NOMIS the Tower Hamlets employment rate has decreased 4.1ppts since last quarter's reporting, whilst the London average has remained the same. The gap between this quarter and last quarter has widened by 1.1 percentage point. The TH employment rate is 64.13% whilst the London average rate is 73.7%. The total numbers in employment for TH is 145,700, which is a net decrease of 1,700 since last quarters reporting. The working age population for TH has increased 1.12% since last quarters reporting whilst the London average rate has seen a 0.1% decrease. These results are survey based estimates with large confidence intervals, therefore also subject to significant variations in outturns from one reporting period to the next. Whilst the sample was for last quarter was only 0.22% of the estimated working age population, this quarters reporting shows a 0.1% reduction in sample size to 0.21% of the WAP. The sample size has also reduced a huge 10ppts since 2015 for the same reporting period, where TH has seen an increase of 7% in its WAP population.</p> <p>The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over. As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates.</p> <p>Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions. This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 4.5% compared to 0.7% for London which means that the actual rate for TH could in fact be much higher.</p> <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment. The WorkPath Service has seen a net increase of 108 (60%) job starts been recorded that satisfy the definition. The Career service has seen a sizable drop in Apprenticeships starts and employment outcomes for their service users as the service is remodelled. The first official apprenticeship figures has shown a 61% fall in starts nationally and it is believed that this is a contributing factor in the Career Service's lower than expected outputs (apprenticeship starts Q1 &amp; Q2 2016/17 - 158 compared to 54 for the same period 2017/18).</p>	4.40	2.40	2.00	9.60	RED	↓
<p>16 to 19 year olds who are not in education, employment or training (including Unknowns) <b>(NEET) (%)</b></p> <p>Measured in: % Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure:                      1.3e Improve educational and vocational provision at post-16</p>  <p><b>16-19 year olds who are not in education, employment or training (inc Unknowns)</b></p> <p>The definition of this measure has been changed nationally, and the numerator now includes any 16-19 year olds whose status is "unknown" therefore increasing the apparent percentage of NEETs. Our 2017/18 targets are based on recalculated 16/17 performance with this definition.</p> <p>The snapshot at the end of Q2 is 2% NEET &amp; 30.7% Unknown, giving an overall NEET figure of 32.7%. The definition of the measure has changed this year to include both those confirmed NEET and those whose status is 'unknown' increasing the outturns over last year's figures. There are also high figures for September as it is the start of the academic year and the number of 'unknowns' increases at this point. We would expect this to affect October outturns as well based on previous years data, though the percentage NEET figure will return to its average range by Q3. September is a time of transition where young people's next step Post 16 is still being confirmed and as such is not a meaningful reflection of general performance. The London figure for NEET and "unknown" in September is 50%.</p>	3.20	7.50	6.00	32.7	N/A	N/A

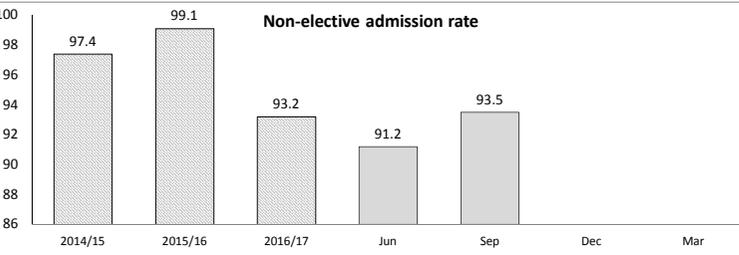
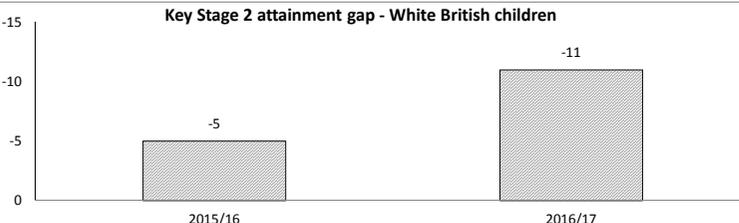
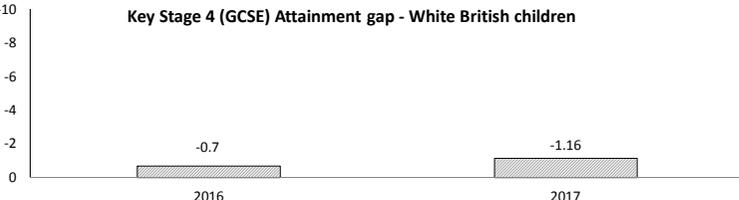
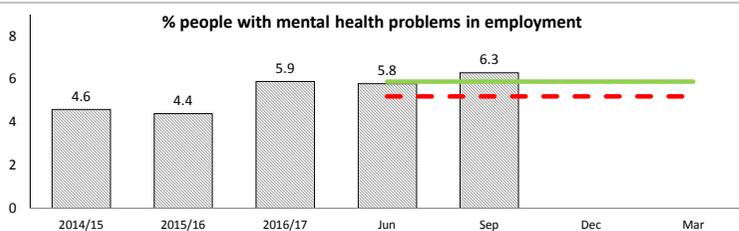
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<b>Young people realising their potential</b>							
<b>Early Years Foundation Profile -</b> achievement of a good level of development Measured in % Good performance: Higher		61.60	66.2	69.0	68.0	AMBER	↑
FINAL Final result. Performance has continued to improve though at a slower rate than previous years. We have achieved the minimum target of improving on last year's score, but have not exceeded the stretch target set, which would have seen us reach the 2015/16 national average. There is however now only a 1% point gap between our performance and national average.							
<b>Key Stage 2 Achievement:</b> Percentage of children achieving the national standard (all children)  Measured in: Percentage Good Performance: Higher	Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment  	N/A	62.00	63.00	67.00	GREEN	↑
PROVISIONAL Summer 2017 exams Provisional result. We have exceeded the stretch target set for this measure, after seeing a 5% point improvement in performance compared to last year. Final result expected in January 2018.							

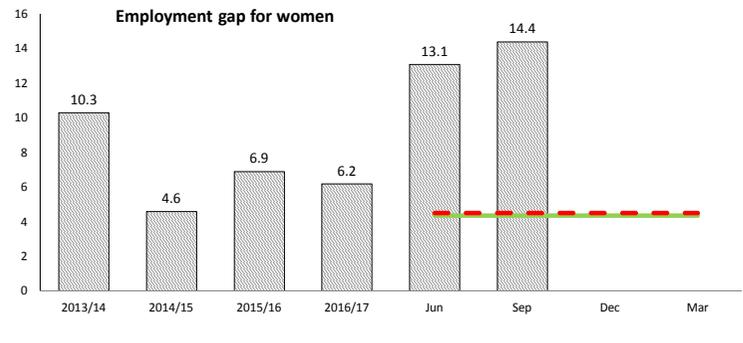
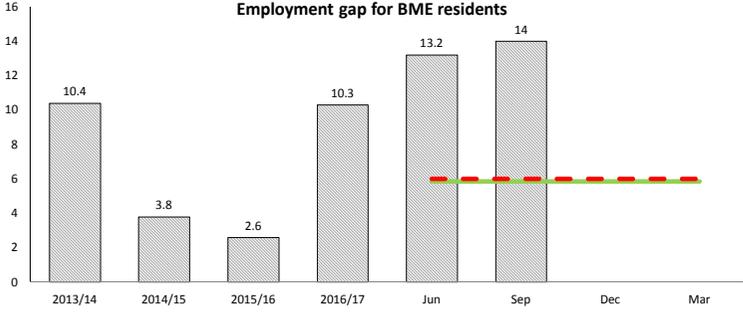
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Key Stage 2 Achievement:</b> Percentage of children achieving the national standard <b>Looked After Children</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p><b>KS2 attainment of Looked After Children</b></p> 	20.00	N/A	66.60	11.00	RED	↓
<p>1 child, out of a cohort of 9 children who had been in care for 1 year or more, achieved the expected standard in reading, writing and maths.</p> <p>Repeating last year's performance was especially challenging this year, as 6 of the cohort had SEN needs and were not expected to reach national standard based on prior attainment, and another child left the country during the school year and did not sit the relevant exams.</p>							
<p><b>Key Stage 4 (GCSE) Attainment 8</b> (average point score against a basket of 8 GCSE subjects)</p> <p>Measured in: average point score Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p> <p><b>Key Stage 4 (GCSE) Attainment 8</b></p> 	50.20	51.70	54.00	47.00	RED	↓
<p><u>PROVISIONAL Summer 2017 exams</u> Provisional Data - Changes to the grading system for English and mathematics (from A* - U to a 1 - 9 numeric system) are acknowledged to have affected the 2016/17 result.</p> <p>The 2016/17 provisional results do show that the impact of the changes has not been as great in Tower Hamlets as nationally, locally the headline Attainment 8 result declined by 3.2 points compared with a 4.0 point decline nationally. This has meant that the LA continues to be above the national average as are 11 of the 17 schools in the borough.</p> <p>Attainment 8 measures the average achievement of pupils in up to 8 qualifications including English, maths, three qualifications that count in the English Baccalaureate and three further GCSE qualifications or non-GCSE qualifications approved by the DfE.</p>							
<p><b>Key Stage 4 (GCSE) Progress 8 Measures</b> (comparing actual performance in Attainment 8 with expected performance from KS2)</p> <p>Measured in: Points Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p> <p><b>Key Stage 4 (GCSE) Progress 8 Measures</b></p> 	0.15	0.18	0.22	0.26	GREEN	↑
<p><u>PROVISIONAL Summer 2017 exams</u> There have been an increase in the Progress 8 measure from 0.15 to 0.26. This does bring the progress measure for LBTH above the London average, however the associated confidence intervals indicate that this is not a statistically significant difference.</p> <p>Progress 8 captures the average progress of pupils between Key Stages 2 &amp; 4 when compared to pupils nationally in the current year with similar prior attainment levels. A positive score means that pupils have made more progress than their peers nationally when prior attainment is taken in to account. The national figure on progress 8 is always a small negative number as the progress of all pupils nationally is compared with only those at mainstream schools to produce the national average.</p>							
<p><b>Key Stage 4 (GCSE) Attainment 8</b> (average point score against a basket of 8 GCSE subjects) <b>Looked After Children</b></p> <p>Measured in: average point score Good Performance: Higher</p>	<p><b>KS4 attainment of Looked After Children</b></p> 	19.40	Above national & London Ave	N/A	24.00	N/A	↑
<p>Most recent data is for the school year 2015/16 - Summer 2016 Exams. Final performance data indicates an average score of 27.2 against the new Attainment 8 measure. Data relates to 21 LAC at Key Stage 4. This is above the national and London average for 2016. Virtual School reports that scores for new measure fit with how LAC children attain nationally and the make-up of our cohort: the figure is depressed by children not taking 8 qualifications that count towards the measure, and some taking none at all e.g. through taking Level 1 qualifications which do not count but are appropriate for the individual child.</p> <p>Attainment results for Looked After Children are published later than other borough attainment because the data has to be matched to LAC children who are educated at out of borough schools.</p>							

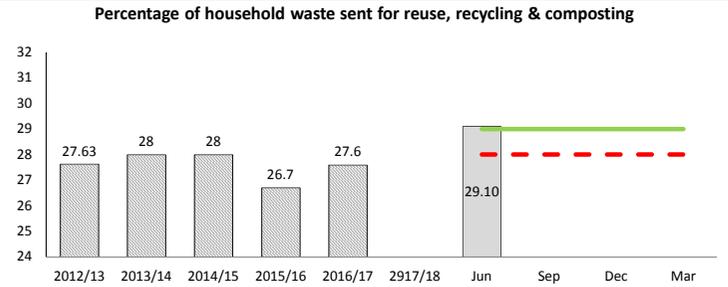
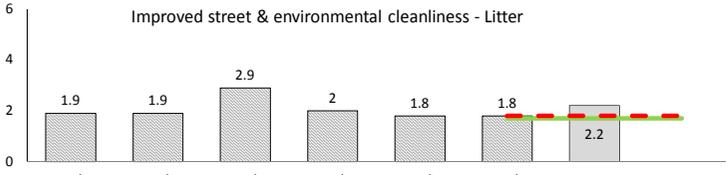
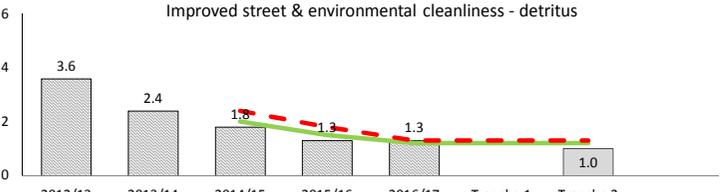
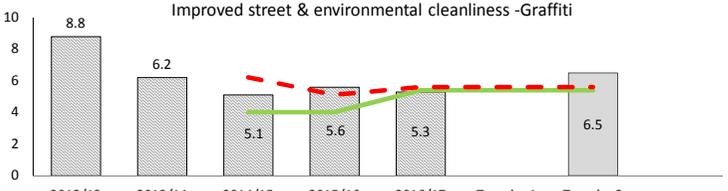
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Key Stage 5 (A Level) Average Grade: Academic Qualifications</b></p> <p>Measured in: Grade Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment 1.3e Improve educational and vocational provision at post-16</p> <p><b>KS5 (A Level) average grade: academic qualification</b></p> 	C-	C-	B-	C	AMBER	↑
<p>Average time between a child entering care and moving in with adoptive family (<b>Time to adoption</b>)</p> <p>Measured in: Days Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> <p><b>Time to adoption</b></p> 	690.00	630.00	610.00	612.00	AMBER	↑
<p><b>Number of adoptions and special guardianship orders granted for looked after children</b></p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> <p><b>Number of adoptions and special guardianship orders for looked after children</b></p> 	34	16.00	19.00	13.00	RED	↓

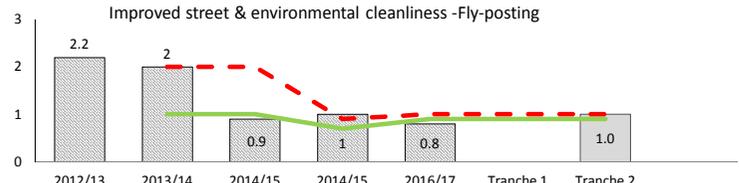
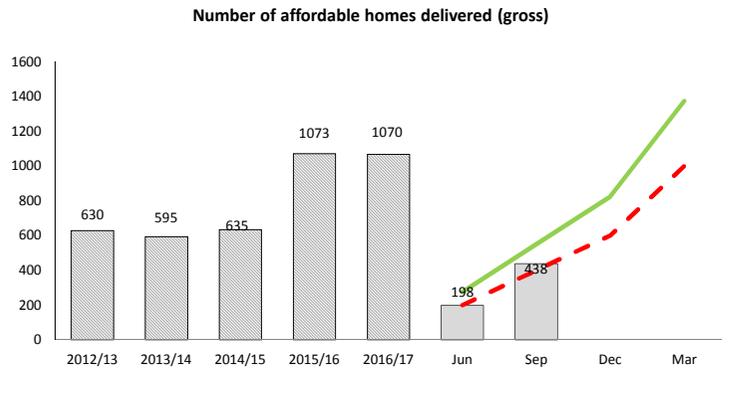
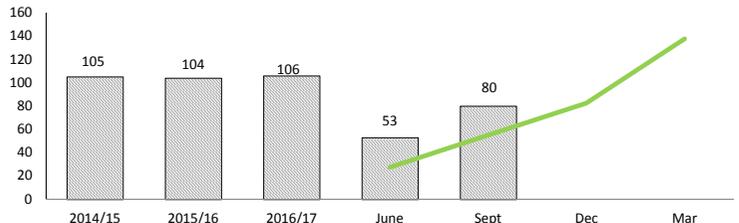
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Percentage of looked after children in the same placement for two years or more</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	71.20	N/A	71.60	65.60	RED	↓
<p>The target for this measure has recently been revised. This is because it was set against data which inaccurately reported a significantly healthier position than was the case. In view of this, the target is to be amended to 71.6%.</p>							
<p>There is a relentless drive to improve placement stability. When measured against our 16/17 performance (71.6%) we are on track to maintain the position, which hides some success in improving stability whilst at the same time appropriately moving children from care and back in to the community - an action which (perversely) adversely affects the stability data.</p>							
<p><b>Percentage of children's social care contacts completed within 24 hours</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: Ensure better outcomes for looked after children and young people</p> 	N/A	90.00	95.00	49.20	RED	N/A
<p>August and September monthly performance was 63% and 61% respectively and the best individual monthly performance since April 2017. Overall YTD position to be reported at Q2 shows slight improvement on Q1 position. The number of contacts in September has started to increase, this is predictable follows the summer holidays. Contacts outcome in 24 hours remains the 60% area, but this is not acceptable and more work is required to ensure this improves. However, it still runs ahead of the YTD figure so as this continues it will improve the overall YTD figure which is severely impacted on by the data cleansing exercise which took place in the first part of the year following the Ofsted inspection. In reviewing the data some contacts are put on the system by teams in other areas and are not outcome swiftly impacting on the overall figure. Management action is in place to improve this.</p>							
<p><b>Percentage of children's social care assessments completed within 45 days</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: Ensure better outcomes for looked after children and young people</p> 	N/A	90	95	63.20	RED	N/A
<p>There has been a significant deterioration in assessment timescales caused by management action which identified a large number of cases that had not been actioned. This has been dealt with. Managerial grip across the whole service is in place and improvements are already beginning to show in contemporary data. The surfacing of this issue will probably mean that our improvement plan target will not now be reached within the original timescale and a realistic revision will be incorporated imminently.</p>							
<p>Data against this measure is now recorded monthly, and an improvement is forecast for November due to system improvements (a series of ICT service degradations impacted October timescales).</p>							

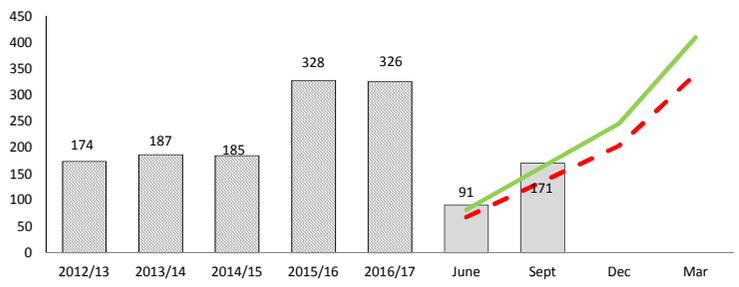
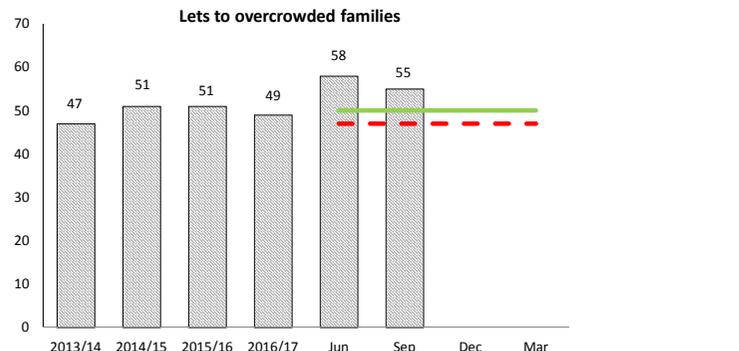
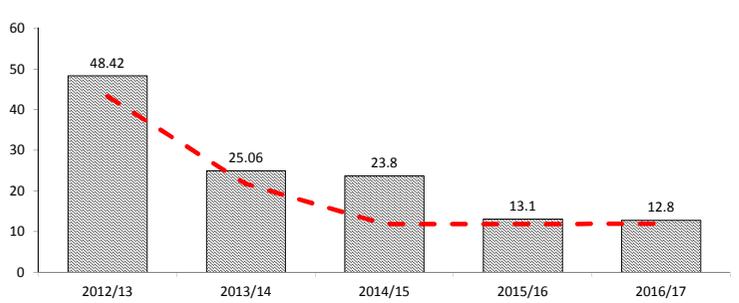
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Percentage of children on a child protection order visited within the last 4 weeks</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: Ensure better outcomes for looked after children and young people</p> 	N/A	90	95	89	RED	N/A
<p>Child protection visiting frequency has improved in a number of teams with the best achieving 90% or more on time. The overall data is adversely affected by continuing poor performance in specific teams. There are some concerns which are being addressed that raise doubts about compliance with the regulation governing statutory visits. If these concern proves to be accurate, it is likely that performance in this area will initially deteriorate until such time that practice "catches up" with legal requirements.</p>							
<p><b>Percentage of child protection reviews completed in time</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: Ensure better outcomes for looked after children and young people</p> 	N/A	95	98	87.0	RED	N/A
<p>We are still below where we need to be for this measure but the picture is starting to improve and this is an area of considerable focus for us. We expect to get closer to the target in the next quarter</p>							
<p><b>More people living healthily and independently for longer</b></p>							
<p><b>Proportion of people over 65 receiving long term support, per 10,000 population</b></p> <p>Measured in: Rate Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	1278	1318.4	1304.8	1183.6	GREEN	↑
<p>There are 18,266 over 65s living in the borough and of those 2,162 receive long term support equating to a rate of 1183.6. 82.3% (1,799) of over 65s who receive long term support, receive that support in the community.</p> <p>Performance continues to be on target. It is likely that performance will deteriorate against this measure over the coming year as clients receiving short-term services are assessed/reviewed and potentially moved to long-term services.</p>							

Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Non-Elective Admissions (Better Care Fund)</b></p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	93.20	tbc	tbc	93.5	N/A	↔
<p>The rolling year rate to end of Q2 was 93.5 – this is on target for the year end rate of 93.5. However, in terms of actual admissions in Q2, there were 5,851, compared to the target of 5,605 set out in the BCF Plan. This is also an increase compared to Q2 last year, which recorded 5,360 admissions. This performance has been reported to the Joint Commissioning Executive and the CSU is currently undertaking further analysis of the data to understand the cause of the increase. The actions and initiatives set out in the joint health and social care BCF Plan and wider work to integrate health and social care are aimed increasing independence and preventing admission to hospital."</p>							
<p><b>Key Stage 2 Achievement: Percentage of children achieving the national standard (attainment gap for White British children)</b></p> <p>Measured in: Points Good Performance: Lower</p>	<p>Strategic Plan activity to support these attainment gap measures: 1.3c Improve educational aspiration and attainment</p> 	-5.00	-5.00	-3.30	-11.00	RED	↓
<p><u>Provisional Data -</u> Key Stage 2 achievement for all children is 67%. Key Stage 2 achievement for White British children is 56%, the gap in attainment between White British children and all children is 11 percentage points. The attainment gap of White British students to their peers has increased. The cohort of White British children is relatively small at 310 children.</p>							
<p><b>Key Stage 4 (GCSE) Attainment &amp; Progress 8 Achievement: (attainment gap for White British children compared to non-White British children)</b></p> <p>Measured in: Points Good Performance: Lower</p>		N/A	-0.90	-0.60	-1.16	RED	↓
<p><u>Provisional Data -</u> The Attainment 8 score in Tower Hamlets was 47.9 points, the Attainment 8 score for White British children in Tower Hamlets was 36.5 points - there is a 11.46 gap. The gap in progress 8 has increased by 0.26 points as a result of both white British students having lower progress than last year (-0.67 to -0.80) and all other students making greater progress than last year (+0.24 to +0.36).</p>							
<p><b>Proportion of people with mental health problems in employment</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support milestone: 1.4d Deliver the council commitment to the Mental Health Challenge and work with local employers to tackle mental health stigma</p> 	5.9	5.2	5.9	6.3	GREEN	↑
<p>Target exceeded. There have been 920 adults aged 18-64 who have received Care Pathway Approach mental health services in the period. 58 of them were in employment. This achievement is supported by Council activity to "tackle health-related employment issues" (strategic activity 1.4.5). A programme of activities to support people into the workplace, people with a range of needs including disability, on JSA/ESA benefit, the long term unemployed of more than 2 years, care leavers, and ex-offenders. The Council is on track to achieve the London Healthy Workplace Charter 'achievement' status. The number of employees in Tower Hamlets who have been trained as Mental Health First Aiders has increased to 300 so far.</p>							

Description	<p>--- Minimum      — Target</p>	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Employment gap for women:</b> reducing the gap between the Borough employment rate and employment rate for women</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support these employment gap measures: 1.5b Support more women and black and minority ethnic and disabled residents into employment</p>  <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment:</p> <ul style="list-style-type: none"> <li>150 out of the 337 (44.5%) Job Starts recorded by the WorkPath service were for female residents, 121 of which satisfied the Strategic Performance measure Strategic7017 definition.</li> <li>133 of the 150 (88.6%) job starts were for BME females which is 39.4% of the overall job starts (337) recorded by the WorkPath service</li> <li>459 of the 964 (47.6%) residents engaging with the WorkPath service in Q1 were female, 416 of the 459 (90.6%) were BME female.</li> </ul> <p>Funding has been secured to extend the Women in Health programme, next steps will be to finalise staff resources, develop training packages and secure placement opportunities. The Economic Development service is awaiting decisions on additional funding to continue pre-employment function within the WorkPath service specifically for school Teaching Assistants and Mid-Day Meal Training which have historically gained majority interest from female residents especially mother looking to return/re-enter employment.</p>	6.2	4.5	4.35	14.4	RED	↓
<p><b>Employment gap for BME</b> residents reducing the gap between the Borough employment rate and employment rate for BME residents</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	 <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment although the figures reported for our position in Q2 are lower than expected and lower than Q2 2016/17, the WorkPath Service has seen a net increase of 108 (60%) job starts been recorded that satisfy the definition. 290 of the 337 (86.0%) Job Starts recorded by the WorkPath service were for BME residents. 243 of which satisfied the Strategic Performance measure Strategic7017 definition. 860 of the 964 (89.2%) residents engaging with WorkPath were from the BME community. ELBA have been appointed to deliver a project to specifically target Somali Graduates and support them in finding and securing graduate opportunities. We are working with Renaisi who are delivering a Big Lottery Fund and European Social Fund project called RISE (supporting Refugees Into Sustainable Employment) and will be introducing them to the New Resident and Refugee Forum.</p>	10.30	6.00	5.85	14.00	RED	↓

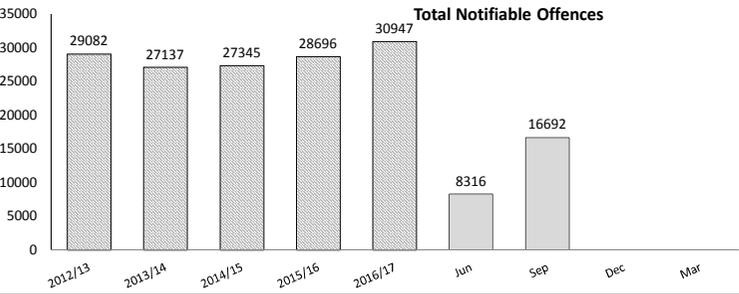
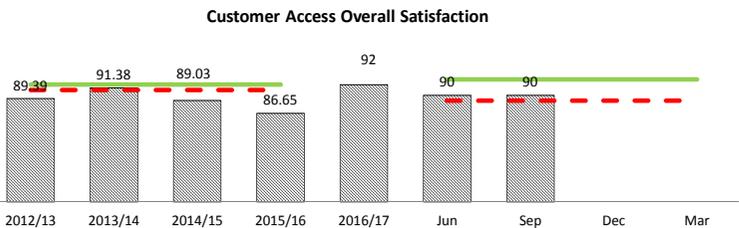
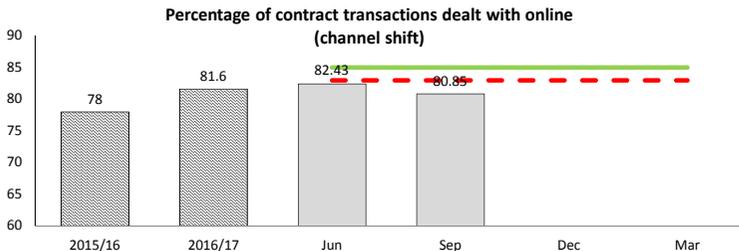
Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<b>Creating and maintaining a vibrant successful place</b>							
<b>An improved local environment</b>							
Percentage of household waste sent for reuse, <b>recycling</b> and composting  Measured in % Good performance: Higher	Strategic Plan activity to support measure: 2.1b Improve waste management and recycling performance  	27.60	28.00	29.00	29.10	GREEN	↑
10 public bring bank sites have been refurbished and frames put in place with signage that tells residents what they can and cannot recycle. The sites are being widely used and there is positive feedback from residents and management organisations. The sites have made it easier for residents to identify recycling points across the borough. Furthermore, we have scheduled all collections in the borough which are now live through the councils dedicated site. Residents can now look up their collection days online rather than call or email. This will in time also reduce the number of service requests and complaints as residents are now better informed.							
Level of street and environmental cleanliness - <b>litter</b> (%)  Measured in % Good performance: Lower	Strategic Plan activity to support these cleanliness measures: 2.1a Ensure that the borough is clean to the highest possible standards  	1.80	1.8	1.7	2.2	RED	↓
Seasonal changes in high footfall areas such as Brick Lane are the most common fail areas. A majority of the fail areas are on areas of busy footfall and food outlets. The litter that has been noted is more from commercial waste such as boxes from fast food businesses rather than dumped household waste. Blitz clean which due to take place on the 24th of October will target high litter areas.							
Level of street and environmental cleanliness - <b>debris</b> (%)  Measured in % Good performance: Lower		1.30	1.3	1.2	1.0	GREEN	↑
Target exceeded. Just 1% of land surveyed was judged to be below acceptable levels; the target of 1.2% was exceeded. Nevertheless, Debris is often an area that is affected by season and footfall hence the time that the survey was undertaken (the summer months) the results were not a big surprise. All of the tranche survey results for debris have been passed to Veolia to ensure that cleanliness issues do not arising arise in the same areas in the next survey. Council activity to "ensure that the borough is clean to the highest possible standards" (2.1.1) have contributed to this successful survey result.							
Improved street and environmental cleanliness - <b>graffiti</b> (%)  Measured in % Good performance: Lower		5.30	5.3	5.2	6.5	RED	↓
The target on Graffiti has been missed. Much of the graffiti is on private property again in the Brick Lane areas. Other fail areas are in the industrial parts of the borough such as Wick Lane where footfall is minimal. This is something the council will target with enforcement options to ensure graffiti is minimalised in remote areas. Graffiti on council land or assets is another area that is being specifically targeted through the blitz clean next week.							

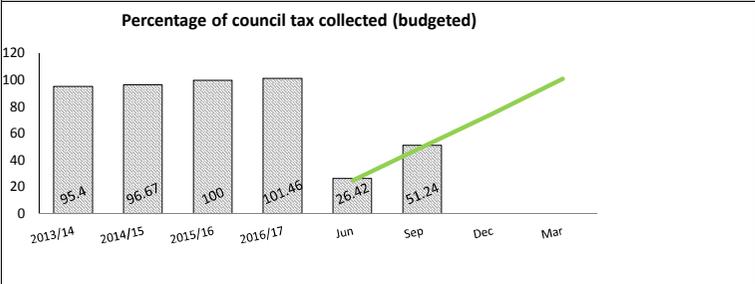
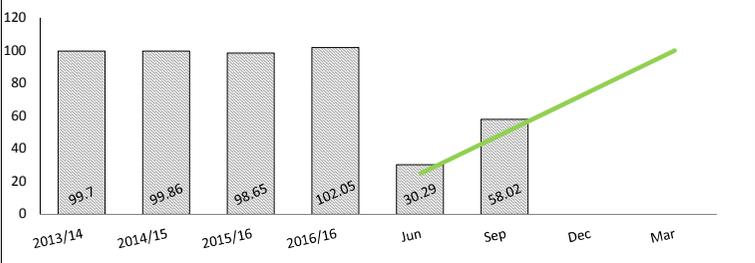
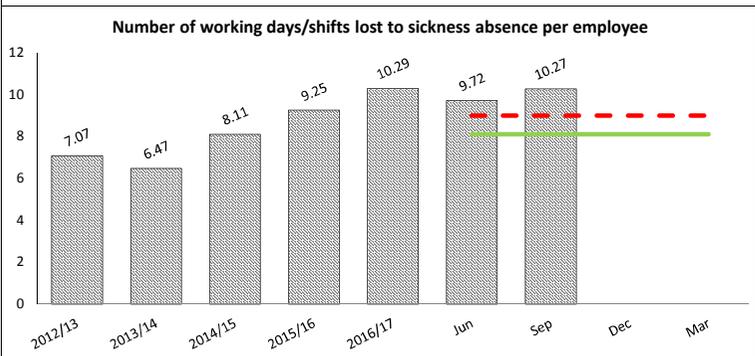
Description	 Minimum Target	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Improved street and environmental cleanliness - fly-posting (%)  Measured in % Good performance: Lower		0.80	0.8	0.7	1.0	RED	↓
Target not met on flyposting. Flyposting tends to rise throughout the summer period with advertising of services and events. An investigation has already been launched by the THEO's into the worst offenders who will face enforcement action being taken against them or their establishment. Operation Bill Stickers will begin on the 24th October and its primary focus will be flyposting on council land assets.							
<b>Better quality homes for all</b>							
Number of <b>affordable homes</b> delivered (gross)  Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher	Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures  	1070	400	550	438	AMBER	↑
The cumulative Q1&Q2 figure is 438, and this achieves the lower point of the banded target. At the mid-year point, we have recorded 45% of the completions expected over the full year. Unfortunately the end of year forecast figure of 975 is now at a lower level than in quarter one, due to a number of schemes not progressing on site as fast as we originally expected. There are no actions that the council team can take to influence these construction programme issues or to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities. Delivery of completed units also depends on action taken several years earlier, and the council is not able to influence the number of developments that either submit satisfactory planning permissions, or then start on site.  Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. The Council is also on track to meet the Mayor's target of 1,000 new Council Homes by 2018. In addition, Cabinet has also agreed alternative housing delivery vehicles to maximise the numbers of affordable homes delivered.  In 2016 the Council also assessed funding applications from Registered Providers (RPs) to the council's own resources, known as the Right To Buy (RTB) Receipts Programme. This process determined the best schemes to enable additional new build affordable housing to be built within the available timetable for expenditure of this funding. 16 homes funded by our RTB grant programme were delivered in Q2 with another 37 expected by the end of the financial year. The Council has re-launched the scheme and is encouraging RPs to apply for grants under Continuous Market Engagement. Delivery of housing and in particular affordable homes will be progressed through a number of regeneration programmes which includes the Poplar Riverside Housing Zone.							
Number of affordable units provided as <b>wheelchair accessible</b> or adaptable (10% of affordable homes delivered)  Measured in: Number Good Performance: Higher		106	N/A	69 (10%)	80 (18%)	GREEN	↑
27 wheelchair accessible and adaptable units were completed in Q2, bringing the cumulative total to 80 units, or 18% of the total affordable units completed, which is substantially above the target of 10%. Of these 80 units, 68 were for rented tenures and it really goes without saying that the new occupants of those homes are much better off living in homes designed and built to the best modern wheelchair accessible standards. Project 120 was initiated to tackle problems in the development of suitable wheelchair properties and the Council and its RP partners are actively working with developers to ensure that future wheelchair units are more suitable to meet the needs of those on the project 120 list. Officers are also trying to address this situation by exploring the possibility of taking 'commuted sums' from developers on sites which are demonstrably unable to deliver suitable wheelchair units. This is to be addressed as a new policy in the Local Plan which will be considered by Cabinet in September 2017 (Reg 19 version) and then subject to independent examination under the authority of the Secretary of State.							

Description		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																
<p><b>Number of affordable social rented housing completions for family housing (gross)</b></p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p><b>Social rented housing completions for family housing (gross figures only)</b></p>  <table border="1"> <caption>Social rented housing completions for family housing (gross figures only)</caption> <thead> <tr> <th>Year</th> <th>Completions</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>174</td></tr> <tr><td>2013/14</td><td>187</td></tr> <tr><td>2014/15</td><td>185</td></tr> <tr><td>2015/16</td><td>328</td></tr> <tr><td>2016/17</td><td>326</td></tr> <tr><td>June</td><td>91</td></tr> <tr><td>Sept</td><td>171</td></tr> </tbody> </table>	Year	Completions	2012/13	174	2013/14	187	2014/15	185	2015/16	328	2016/17	326	June	91	Sept	171	326	136	164	171	GREEN	↑
Year	Completions																						
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Sept	171																						
<p><b>% of lets to overcrowded households</b></p> <p>Measured in: % (of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	<p>Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures</p> <p><b>Lets to overcrowded families</b></p>  <table border="1"> <caption>Lets to overcrowded families</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2013/14</td><td>47</td></tr> <tr><td>2014/15</td><td>51</td></tr> <tr><td>2015/16</td><td>51</td></tr> <tr><td>2016/17</td><td>49</td></tr> <tr><td>Jun</td><td>58</td></tr> <tr><td>Sep</td><td>55</td></tr> </tbody> </table>	Year	Percentage	2013/14	47	2014/15	51	2015/16	51	2016/17	49	Jun	58	Sep	55	51	47	51	55	GREEN	↑		
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<p><b>Percentage of overall council stock that is non-decent</b></p> <p>Measured in % Good performance: Lower</p>	<p>Strategic Plan activity to support this measure: 2.2b Maintain and improve the quality of council housing stock and housing management services</p> <p><b>Percentage of overall council housing stock that is non decent</b></p>  <table border="1"> <caption>Percentage of overall council housing stock that is non decent</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>48.42</td></tr> <tr><td>2013/14</td><td>25.06</td></tr> <tr><td>2014/15</td><td>23.8</td></tr> <tr><td>2015/16</td><td>13.1</td></tr> <tr><td>2016/17</td><td>12.8</td></tr> </tbody> </table>	Year	Percentage	2012/13	48.42	2013/14	25.06	2014/15	23.8	2015/16	13.1	2016/17	12.8	13.11	Not Set	11.92	12.80	RED	↔				
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2016/17	12.8																						
		<p><b>2016/17 FINAL OUTTURN</b></p> <p>The 2016/17 capital investment programme was reconfigured and substantially amalgamated into the new 6 year Better Neighbourhoods programme (2017/18 to 2022/23) which moved some 2016/17 blocks in the future years. In addition, 229 decent homes were sold under RTB entailing an increase of 1.93% non-decent homes at the end of the 2016/17 reporting period. The reduction in decent homes due to RTB, coupled with the reconfiguring the capital programme, adversely impacted on meeting the annual 11.92% target. A total of 1,946 residents (tenants and leaseholders) benefited from these DH external communal works in 2016/17. Satisfaction with external works measured as a BCI in 2016-17 was 76% against a target of 79%. The dissatisfaction was borne by the delays to the works by Axis together with poor communications and in some cases the view was there is no real improvement to the block despite the works completed and handed back. Consequently, THH agreed not to allocate any works to Axis as part of the Better Neighbourhoods programme. The THH Project team learning was limiting the number of blocks that contractors can have opened at one time. As a results of the changes introduced as above, satisfaction with capital works measured in 2017-18 is currently 75% against a target of 71%. Better Neighbourhoods takes a holistic approach to maintaining homes and neighbourhoods to be proud of. The programme will be delivered with improved joint-working between THH teams: Repairs and THH Neighbourhoods staff who will attend initial block walkabouts and THH will be able to add any repairs they are aware of to the programme. Improvement in terms of this indicator is directly proportional to the amount of resources available rather than related to any specific change in working methods or organisational reorganisation.</p>																					

Description	Minimum <span style="color:red">-----</span> Target <span style="color:green">—————</span>		Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	<b>Number of homeless families in B&amp;B &gt;6 weeks</b>  Measured in: Number Good Performance: Lower			0	N/A	0	0.00	GREEN
<b>Number of households living in temporary accommodation</b>  Measured in: Number owed a statutory duty Good Performance: Lower			2096	N/A	N/A	2094	N/A	↔

Description	<p>--- Minimum      — Target</p>	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)												
<p>The proportion of households who considered themselves as <b>homeless</b>, who approached the local authority's housing advice service(s), and for whom housing advice casework <b>intervention</b> resolved their situation.</p> <p>Measured in: The percentage of cases assisted through successful casework intervention as a proportion of all those who approached the local authority Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 2.2e Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation</p> <div data-bbox="441 300 1196 646"> <table border="1"> <caption>Homelessness Prevention Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>20.5</td> </tr> <tr> <td>Jun</td> <td>17.4</td> </tr> <tr> <td>Sep</td> <td>15.4</td> </tr> <tr> <td>Dec</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>-</td> </tr> </tbody> </table> </div>	Period	Percentage	2016/17	20.5	Jun	17.4	Sep	15.4	Dec	-	Mar	-	20.50	19.00	21.00	15.4	Red	↓
Period	Percentage																		
2016/17	20.5																		
Jun	17.4																		
Sep	15.4																		
Dec	-																		
Mar	-																		
<p>The Service continues to successfully prevent homelessness through negotiation and other assistance to remain in the private or social sector. This is despite evidence that private landlords are increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:</p> <ul style="list-style-type: none"> <li>• Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years.</li> <li>• The reduction in the benefit cap to £23,000 in London from November 2016</li> <li>• Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to HB claimants due to concerns about the gap between LHA rates and market level rents, uncertainty around the roll out and implications of universal credit and the payment of HB 6 weeks in arrears under UC. Recent experience of UC claimants has shown that the delay in UC payments has exceeded six weeks and it has been proposed in Parliament that this should be reduced to a four week period.</li> </ul> <p>Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations.</p> <p>In addition, the commissioned supported hostel provision has reduced leaving fewer options available for prevention. For example, the revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as preventions.</p>		<p>Homelessness was prevented in 15.4% of new approaches to the Service of households who were homeless or threatened with homelessness. The target has been missed and there has been a decrease of 5.1% since 2016/17. One of the reasons for this is that there has been a significant decrease in the number of households approaching the Housing Options Service Team (HOST) team for assistance; a contributing factor could be the prospect of being placed in temporary accommodation outside of Tower Hamlets. The number of approaches to the Housing Advice and Families teams has slightly increased. Homelessness was prevented in a total of 112 cases (including the Sanctuary Scheme), 63 of those provided discretionary supported hostel accommodation for single homeless people. Not including the sanctuary scheme homeless prevention, there was a total of 92 preventions and a total of 596 approaches across the teams, resulting in 15.4% preventions as a proportion of those approaching for assistance.</p> <p>Despite the difficulty in finding affordable accommodation in the private rented sector, there was an increase in the number of properties secured through a financial incentive to the landlord. Unfortunately, due to personnel issues the Housing Advice team performed under par this quarter but steps are being taken to address this and there are a number of outcomes pending which should be reflected in the next quarter's return.</p>																	

Description	 Minimum  Target	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<b>Less crime and ASB</b>							
<b>Total Notifiable Offences (number)</b> Measured in: Number Good Performance: Lower	Strategic Plan activity to support this measure: 2.3a Work with our partners to target resources to reduce crime 	30,947	Not Set	Not Set	16,692	N/A	↓
<p>Total Notifiable Offences: are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes. There are strict rules regarding the recording of crime which is outlined in the Home office counting rules for recorded crime. TNO is used as a general marker for total crime in the borough, although the Metropolitan Police prefer to measure key/priority crime types related to the MOPAC Police and Crime Plan 2017-20 rather than TNO.</p> <p>Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has for a considerable amount of time been supplementing the local Police in the borough, by funding an additional number of Police officers to address key crime and disorder priorities (Drugs, ASB and Prostitution) for the Council and in turn residents.</p> <p>Existing Council funded Partnership Taskforce (6 Police Officers) Q2 (1st July - 30th Sept) Update:                      * 852 individuals stopped in hotspot areas * 77 Stop and Searches * 50 Arrests * 14 Cannabis Warnings &amp; Penalty Notice for Disorder * 15 Prostitutions cautioned * 19 Suspected Brothels Investigated * 12 women referred to specialist support networks to exit prostitution * 20 Kerb Crawling Warning Letters issued * 74 ASB warnings issued.</p> <p>The council has recently committed £3m over 3 years to increase council funded Police Officers to 39 to tackle crime and ASB. 14 police officers will be responsible for tackling crime on estates and 25 additional officers will work across the borough. The police officers will tackle crime and ASB where it is an issue.</p> <p>When comparing with neighbouring boroughs and the Met Police Total, in this quarter there has been a general increase in crime and Tower Hamlets is no exception. 5 out of 6 of neighbouring boroughs have experienced an increase [Greenwich, Hackney, Newham, Southwark and Tower hamlets].</p>							
<b>Working smarter together as one team with our partners and community</b>							
<b>Customer Access Overall Satisfaction (telephone contact)</b> Measured in: % Good Performance: Higher	Strategic Plan activity to support these customer access measures: EOC Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre 	92.00	89.00	93.00	90.00	AMBER	↑
<p>Output for October 2017 was 92% which suggests improvement for Q3. Contact centre telephone queue wait times, the quality of the individual customer/adviser transaction and the outcome of the individual service request are all likely to be factors in overall satisfaction and all three areas are key elements of contact centre management and monitoring. Queue times were reduced in October which is likely to be the main factor in the monthly output improvement.</p>							
<b>Percentage of contact transactions dealt with online (channel shift)</b> Measured in: Percentage Good Performance: Higher		81.60	83.00	85.00	80.85	RED	↔
<p>(a) total number of visits to Council Hot Lines as percentage of all customer contact: 12.36%                      (b) total number of visits to Council One Stop Shop as % of all customers contacted: 6.79%                      (c) total number of user visits to Council websites as % of all customer contact: 80.85%</p> <p>Channel shift to digital service delivery is a key driver and measure of the Smarter Customer Access programme, and as the planned work to improve the Council's web site and digital service offering progresses, this indicator will reflect the planned shift from phone and face-to-face customer contact (which should reduce) to online contact and transactions (which should increase). Key service areas for this indicator will be Parking and Housing Benefits, both of which have planned process redesign and improvement programmes due for Q4 and into 2018/19.</p>							

Description	<p>--- Minimum      — Target</p>	Annual Actual (2016/17)	Q2 Minimum Expectation	Q2 Target	Q2 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Percentage of Council Tax Collected</b> (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Strategic Plan activity to support these financial measures: EOc Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre</p> <p><b>Percentage of council tax collected (budgeted)</b></p> 	101.46	N/A	50.00	51.24	GREEN	↑
<p><b>Percentage of Non-Domestic Rates Collected</b> (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p><b>Percentage of non-domestic rates collected (budgeted)</b></p> 	102.05	N/A	50.00	58.02	GREEN	↑
<p><b>Number of working days/shifts lost to sickness absence</b> per employee</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: EOe Develop an effective workforce strategy, with appropriate skills and representative of the community</p> <p><b>Number of working days/shifts lost to sickness absence per employee</b></p> 	10.29	9.00	8.10	10.27	RED	↓

Marginally up on last year and expected to increase to year end as more work is carried out to grow the Taxbase through SPD reviews, empty property inspections, students reviews, and a general increase in new properties,

Although 1.14% up on last year, and there is new RV being added into the Ratebase, we are also having an increased level of successful appeals from the 2010 rating list resulting in higher levels of refunds on overpaid accounts and consequential reductions in RV in the 2017 rating list.

Sickness performance at the end of the second quarter 17/18 is 10.58 days. This represents an increase of 0.86 days against the 9.72 days reported at the end of Q1 of 17/18. This figure is 1.58 days above the higher 9 day target set earlier this year and 2.48 days above the 8.1 day target, which had been based on the 2nd Quartile performance figure across all London Boroughs. It has been recognised that the measures in place currently are not sufficiently achieving the outcomes expected i.e. sustained reduction in sickness absence, and that a different approach may yield better results. The council's sickness management processes are now subject to a review in line with the outcomes based accountability framework. Corporate Leadership Team has recently agreed a new Employee Wellbeing Plan, which will be underpinned by a range of measures to improve health in the workplace being launched from November onwards. We have started a review of all formal sickness management cases with a view of putting in place wellbeing plans for affected members of staff. We have reviewed our occupational health service and are commissioning new ergonomic and physiotherapy services. Alongside this, we are introducing a new offer to support staff going through career transition.

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty						
1.1 A dynamic local economy, with high levels of growth that is shared by residents						
Activity	Lead Member	Deadline	Status	% Comp	Comments	
1.1.1	1. Develop and deliver the Growth Strategy to create the right environment for sustained economic growth whilst harnessing the benefits for local residents and businesses	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18	On Target	75%	New Divisional Director (DD) appointment made with a start date December 11th 2017. This work is being picked up by the new DD who has a background in Growth Strategy Development. Development scoping undertaken and cross referencing with planning and housing strategies undertaken. Moving forward the strategy will seek to define actions that sustain and create growth whilst harnessing the benefits of growth for local businesses and residents.
Our key deliverables						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
	Through the Regulation 19 Submission Version of the Local Plan, confirm growth areas, site allocations and supporting infrastructure needs along with additional housing numbers for the borough and strategic employment planning policies which aim to deliver 125,000 jobs over the next 15 years	Owen Whalley (PLACE)	31/07/17	Completed	100%	All tasks were completed against statutory and corporate requirements relating to the democratic process and consultation. Cabinet approval was received in September and the Regulation 19 version of the Draft Local Plan is currently out for public consultation. The Local Plan is an important planning document that will guide development and investment to ensure it is undertaken in an equitable and sustainable way.
	Develop a Growth Strategy in collaboration with local partners, businesses and residents	Andy Scott, Mark Baigent, Ann Sutcliffe, Owen Whalley (PLACE)	31/12/17	On Target	50%	Draft of framework document shared with Cabinet Member. Further development of Growth Strategy awaiting arrival of new Divisional Director. Development scoping undertaken and cross referencing with planning and housing strategies undertaken. Moving forward the strategy will seek to define actions that sustain and create growth whilst harnessing the benefits of growth for local businesses and residents.
Activity						
Activity	Lead Member	Deadline	Status	% Comp	Comments	
1.1.2	2. Implement a programme of business support for Tower Hamlets businesses and entrepreneurs	Cabinet Member for Work and Economic Growth	31/03/18	On Target	75%	This will be achieved through the implementation of the NHB and s106 projects managed by the Enterprise Team. 96 pre start entrepreneurs benefited from training resulting in 34 enterprises being created by the end of quarter 2, covering a wide range of commercial activities.
Our key deliverables						
Activity	Lead Officer	Deadline	Status	% Comp	Comments	
	156 pre start entrepreneurs benefit from training programme (78 by 30/09/17) and 40 enterprises created (20 by 30/09/17)	Andy Scott (PLACE)	31/03/18	On Target	50%	The training provided consists of a course of four days, plus individual one-to-one support as required. 96 pre start entrepreneurs benefited from training resulting in 34 enterprises being created by the end of quarter 2. Enterprises created, all of which were a result of the training given, cover a wide range of commercial activities. This shows a substantial benefit to these beneficiaries, and will lead to a larger enterprise base in Tower Hamlets with more residents making their own living through participation in the enterprise economy. The project is producing effective results, and the feedback from participants is good. Participants in the scheme are better off: in most cases, as it supports them in setting up a business, and in some cases, not proceeding with a business ambition which might not for their own personal reasons have been a good idea for them to do.
	160 businesses assisted to improve their retail and marketing performance (80 by 30/09/17)	Andy Scott (PLACE)	31/03/18	On Target	50%	82 businesses had been assisted to improve their retail and marketing performance by the end of quarter 2. The increase in turnover as a result of the consultancy assistance to individual businesses will be measured, for example visitability, footfall, website visits and sales. There is a demonstrable benefit to these businesses, and there is a secondary effect of local residents better served by the borough's retail businesses. Extra trade by these businesses taken as a whole will also mean increased staffing and therefore additional employment opportunities.
	Deliver phase 1 of the 'Action for New Enterprise Programme' to support new start ups and growing businesses	Andy Scott (PLACE)	31/03/18	Completed	100%	The Action for New Enterprise (ANE) project is still continuing, and provides match funding for the Start-Up Ready project. Phase 1 was completed on the appointment of NWES/LSBC as an enterprise trainer. Project development outcomes for ANE were all thereby actioned by the end of quarter 1 2017/18. This work provided the basis for the new Start Up Ready programme going forward, being a catalyst for a bigger programme, and supporting future Start-Up ready beneficiaries. Many lessons have been learned. The most important one is to do with the different needs of different prospective entrepreneurs – support provision which will have a general impact needs to help prospective entrepreneurs in a flexible way.
	Increase awareness of potential increase in cost of business rates particularly around small business rate relief and deliver a work programme to support uptake of reliefs through annual billing and visits to business premises by rates inspectors to promote availability of reliefs	Roger Jones (RES)	30/06/17	Delayed	75%	5 evening meetings have been held with local businesses. The business rates relief for pubs have been awarded to 94 local pubs and the additional Support for Small Businesses has been awarded to 650 small businesses with over 800k being awarded overall.  Work has continued in this area with the government providing additional funding for local relief schemes to be designed locally. The consultation with local businesses has just closed with 6,500 emails being sent out to promote the new local relief which will see £8.184m available for local businesses over the next 4 years to help with the impact of the 2017 revaluation.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1.3	3. Create the right environment for business growth including delivering the Whitechapel Vision, securing the provision of appropriate workspace (including for scale-up businesses) and meeting the advanced IT infrastructure needs of business	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/18	On Target	50%	<p>Progress on the Whitechapel Vision Masterplan is good, with the first steps in place to create an improved environment to attract business growth in the town centre. The first 'quick win' enhancements to the public realm are in place, with funding being secured for a wider plan to enhance the look and feel of the town centre. A prioritised plan for retail improvements is under development, with delivery of improvements to follow the public realm works. The Old Royal Mail Building at 206 Whitechapel Road is now a thriving business hub supporting local entrepreneurs and small businesses. Further work is looking to see if underutilised space in Bethnal Green Library can provide a similar public benefit. Collaborative working to promote Life Sciences continues, with plans to develop a strategy to support future growth now in place.</p> <p>These first shoots of change in Whitechapel have been brought about through collaborative working, both across Council departments and with a range of other private, public and third sector groups. These relationships will continue to serve the town centre well and hopefully help to bring forward longer term enhancement plans. The Whitechapel Vision Delivery Team have sought to maximise funding in the town centre from both Council funding and other sources, including the GLA.</p>
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Deliver high priority public realm projects which include the enhanced hoardings (RLH/Barts) and the 'meanwhile' community garden projects	Owen Whalley (PLACE)	31/03/18	On Target	60%	<p>New hoardings have been designed and delivered by the Whitechapel Vision Delivery Team, surrounding the Old Royal London hospital site. The hoardings depict the history of Whitechapel and the Royal London Hospital.</p> <p>A temporary community garden is in place behind the Royal London Hospital. The Whitechapel Team have facilitated the securing of this garden from LB Newham to Whitechapel and will support the move using S106 grant funding once necessary leases and planning permission are finalised.</p> <p>A study of public realm and open space needs for Whitechapel was completed in 16/17. It suggested over 80 potential enhancement projects in the vicinity. The Whitechapel Team have assessed the impact, cost and deliverability of these projects and settled on initially delivering 10-15 priority projects (depending on how much funding we can pull together). S106 funding has been ring-fenced to pay for some of the costs, while over £1m is being sought from the GLA to fund the rest. We will find out if we are successful in our bid to the GLA after Christmas.</p> <p>It is hoped that several of the projects can be progressed before the end of 17/18, although some park projects are best implemented in spring or summer. The community garden offers opportunities for local residents to engage with nature, learn new skills and meet new people. Core Landscapes, who run the garden, have also been awarded funding to undertake mental health advice services for local people from the garden. The hoardings have significantly lifted the environment on the south side of</p>
	Implement the Town Centre Improvement Plan and Retail Vision by prioritising projects and initiating delivery of two highest priorities	Owen Whalley (PLACE)	31/03/18	On Target	25%	<p>Studies of the retail and town centre environment were completed in 16/17 for Whitechapel. These identified a range of improvements that could be made to help the town centre thrive. The Whitechapel Vision Delivery Team are currently undertaking an exercise to assess and prioritise these improvements to help us form a robust Retail Plan for the town centre. An initial assessment of funding available for such projects has been undertaken. Existing funding is limited and although funding from development in the town centre is likely to come forward in the future, this will not be in the next 12 months. The Team are considering options and timings for delivering improvements, including whether 'seed funding' for early feasibility, optioneering and design works can be secured to initiate projects, with capital delivery funding to come when development progresses.</p>

	Define and deliver a programme of active retail and workspace projects using developer delivery, and GLA / Council funding to provide more affordable flexible workspace for local business which will support economic growth	Owen Whalley (PLACE)	31/03/18	On Target	50%	<p>The former Royal Mail Post Office on 206 Whitechapel Road has been successfully converted into affordable workspace and a business support hub using Council s106 funding and funding obtained from the GLA. The premises opened as the Whitechapel Enterprise Hub in July 2017. The hub hosts the main office for the selected operator of the space – London Small Business Centre – where they are delivering on-site business support, small business financing and local enterprise engagement. The hub also provides a co-working space with a capacity for about 20 people with affordable rates and flexible terms for buddying local entrepreneurs as well as meeting spaces and a flexible event room for hire.</p> <p>Assessment of underused space at Bethnal Green Library for affordable workspace use is being undertaken. Some works are currently being programmed to protect the structure of the building and once they are complete in early 2018, there will be an opportunity to create affordable workspace in parts of the building currently closed to the public.</p> <p>In the next 2 and a half years LSBC, at the Whitechapel Enterprise Hub, have the responsibility to facilitate the delivery of the following targets through the availability of the hub space: 100 jobs created, 10 new start-ups, 75 Small and Medium Sized Enterprises (SMEs) supported and 1 apprenticeship created. Tower Hamlets residents wishing to start their own business or who have a small business that needs a bit of help to become viable can come to the space to receive the support needed, helping them develop practical skills to become better entrepreneurs. The aspiration for the project is that it will bring vibrancy and economic strength to Whitechapel town centre and as such improve the high street for the benefit of all in Tower Hamlets.</p>
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.1.4	4. Work in partnership with skilled industries where the borough has existing or emerging clusters to understand their needs and accelerate their growth in order to boost the number of skilled jobs in the local economy.	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/18	On Target	50%	This target builds on 2016/17 achievements in the Growth Sectors project. The Council's growth sectors are identified as: ICT/high-tech/digital; scientific; cultural and creative; hospitality. The unifying characteristics of these sectors are that they are sectors which, if sufficiently developed, will establish the whole of Tower Hamlets as having the economic characteristics of a central London borough.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Develop actions plans with 4 skilled industries to boost the growth of those sectors in the borough.	Andy Scott (PLACE)	30/06/17	Completed	100%	<p>This target builds on 2016/17 achievements in the Growth Sectors project. The Council's growth sectors are identified as: ICT/high-tech/digital; scientific; cultural and creative; hospitality. The unifying characteristics of these sectors are that they are sectors which, if sufficiently developed, will establish the whole of Tower Hamlets as having the economic characteristics of a central London borough. We are promoting their growth through:</p> <ul style="list-style-type: none"> <li>• encouraging networking and business collaborations – this involves arranging specific events;</li> <li>• encouraging supply chain development in the sectors involved;</li> <li>• finding out from businesses in those sectors what if anything can be done to make provision for common resources to be developed and shared by the businesses concerned;</li> <li>• developing workspace – shared workspace – which will be of particular support to businesses in these sectors.</li> </ul> <p>The benefits which will be created by action to support the growth sectors are:</p> <ul style="list-style-type: none"> <li>• targeted plans to align the recruitment practices of relevant businesses with the employment needs of local residents (with an outcome in increase in employment);</li> <li>• more resilience in the enterprise base of Tower Hamlets; and</li> <li>• a location of growth sector businesses all over the borough, including in town centres – this will support town centres through occupation of vacant premises and the extra spending power represented by those employed in these businesses.</li> </ul>
	Promote the growth of Life Science activities, highlighting the benefits and opportunities available for researchers and businesses	Owen Whalley, Andy Scott (PLACE)	31/03/18	On Target	50%	<p>Life Sciences Seminar Event held in May 2017. A Whitechapel Life Sciences Steering Panel which includes Barts NHS Trust, Queen Mary University of London (QMUL) and the Greater London Authority is being set up. The Team are also working with Barts &amp; QMUL to consider the benefits of a strategy to identify suitable life science related investment for the area, maximising public benefit for local people and businesses such as employment and health benefits. The intention is to go out to tender in Q3 and deliver the strategy in Q4.</p> <p>The objectives of the life sciences work are long term in their nature and will be realised when development happens in the next 5-15 years. The council is seeking to influence the future development of life sciences in the area, to ensure the benefits for local people are maximised. In particular this type of development should be able to bring health and employment benefits. The council are seeking to encourage the location of life science companies that have a focus on local health issues, such as obesity and diabetes. The Council are also working closely with relevant stakeholders to understand how developments and associated opportunities and training can be tailored to ensure that jobs are available for local people to access and secure.</p>

Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1.5 5. Implement a High Street and Town Centres Strategy	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic	31/03/18	On Target	50%	High Streets and Town Centre Strategy developed and approved for consultation at Cabinet. Consultation responses received and report being written to summarise responses, strategy will go back to Cabinet approval in Feb 18.
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop a Town Centre Strategy working group to develop a set of priorities and oversee a range of capital works and activities to increase footfall.	Andy Scott (PLACE)	30/06/17	Completed	100%	The Town Centre Strategy was out for public consultation in Q2 with a distribution list including: teams and service areas across the Council, town centre partnership networks (Oxford House, Roman Road Trust, Aldgate Partnership, Brick Lane Partnership, East End Trades Guild and Neighbourhood Forums etc), Housing Associations with properties in town centres, Police, Fire Brigades etc). The responses received will require only minor edits to the content of the strategy as most comments were specific project work and would be accommodated under the high level themes in the Strategy. A report is currently being written to summarise responses and provide a final edit of the strategy which is to be considered by Cabinet by February 2018. The Strategy Working Group is established with a range of services and teams represented. This working groups is focusing on Brick Lane and supporting delivery of the Brick Lane Regeneration programme. The joint working by officers under the Officer Working Group has helped progress improvements in the town centre including: working with Clean & Green, Veolia and the Apprenticeship teams to recruit 2 new apprentice positions to improve cleansing, piloting a night-time Community Safety project, working with Highways and Market Services teams to appoint a company to launch a new street market on Cheshire Street in December and working with Food Safety Officers to improve food hygiene rating of restaurants. These innovations will be rolled out in other town centres.
Launch consultation on Article 4 Direction Phase 1: Protecting the Permitted development Rights areas in Canary wharf and the City Fringe Central Activities Zone (CAZ)	Owen Whalley (PLACE)	30/10/17	Completed	100%	The Article for direction to protect the borough's office spaces and associated reports and consultation material were prepared and passed through the democratic process via Cabinet. This was appended by a justification paper which was informed and supported by our evidence base, Local Plan consultation and London Plan supplementary guidance. It reinforced the need to remove permitted development and highlighted areas to be protected as offices. The outcomes of the Article, once formally made after consultation, will help ensure employment spaces are safeguarded and provide opportunities for these uses.
Launch Consultation on Article 4 Direction Phase 2: Protecting the Permitted development Rights areas in all other Town centre locations	Owen Whalley (PLACE)	31/03/18	On Target	10%	This is being further scoped, proceeding a PID, which has been produced. Through this exercise, further details will be established as to how to best protect town centre uses.
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.1.6 6. Improve our ability to secure local employment through S106 agreements with developers building in our borough*	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18	On Target	70%	Action plan in place and is being implemented. This plan is also inputting into the findings of O&S scrutiny challenge on Social Value alongside procurement team. • Guidance, Policies and Procedures; to confirm whether there is any clear guidance established, and complied with, to set out the process for how the Economics Benefit Team will be involved in the procurement activities of the Council (to help ensure that the delivery of economic benefits can be built in at the earliest opportunity) without interfering with the procurement process itself.
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Audit the number of apprenticeships and jobs secured by the Council through it's procurement and planning processes	Andy Scott (PLACE)	30/06/17	Completed	100%	Audit carried out of economic benefits practice and processes. Officers are now formulating responses to the recommendations to ensure robust procedures and maximised outcomes.
Deliver Economic Benefits Audit plan recommendations and evaluate progress	Andy Scott (PLACE)	31/03/18	On Target	50%	Action plan in place and implementing. This plan is also inputting into the findings of O&S scrutiny challenge on Social Value alongside procurement team: • Guidance, Policies and Procedures; to confirm whether there is any clear guidance established, and complied with, to set out the process for how the Economics Benefit Team will be involved in the procurement activities of the Council (to help ensure that the delivery of economic benefits can be built in at the earliest opportunity) without interfering with the procurement process itself. • Contract inclusion of Economic Benefits; to confirm whether there are controls in place which allow the Economic Benefits Team to maintain a schedule of all contracts that may be applicable to attaining economic benefits (regardless of total contract value). Examine contracts and determine whether they incorporate economic benefit clauses. • Monitoring and Delivery of Benefits; to confirm that controls are in place to capture and monitor the timely identification and delivery of promised economic benefits across the sample of contracts selected for audit testing. • Management Information; to ensure that good quality management information is prepared and reported to the correct level of management informing them of the success or otherwise in delivering the principles of procurement imperatives in relation to economic benefits, delivered through procurement, across the Council
Deliver construction training provision in site and trades areas; to match demand for skills from construction supply chain contractors.*	Andy Scott (PLACE)	31/03/18	On Target	60%	200k contract concluded with Endeavour training company to delivery a range of construction training. Development work underway in partnership with the LLDC to establish an employer led GTA and ATA centre in east London, for the delivery of training and apprenticeships in the construction sector.

1.2 Residents in good-quality, well-paid jobs					
Activity	Lead Member	Deadline	Status	% Comp	Comments
1.2.1 1. Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs *	Cabinet Member for Work and Economic Growth / Deputy Mayor Education and Children's Services	31/03/18	On Target	50%	Launch date has been set for 8th November. £170k procurement contract has been awarded to Skills Team has to secure 1000 new private sector apprenticeship placements over the next three years. Skills Team will promote, advise and support SMEs. WorkPath will support recruitment and assessment initiatives for local residents and advise on work planning and mentoring of students. The Programme will be formally launched on November 8th at the Town Hall Hotel with attendees from local business looking for more information about the programme. After launch reporting on target for y1 (360) will be reported in Q3.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Launch Mayor's apprenticeship fund and deliver 360 new apprenticeship opportunities (year1)*	Andy Scott (PLACE)	31/03/18	On Target	50%	This was launched on the 8th of November. £170k procurement contract has been awarded to Skills Team has to secure 1000 new private sector apprenticeship placements over the next three years. Skills Team will promote, advise and support SMEs. WorkPath will support recruitment and assessment initiatives for local residents and advise on work planning and mentoring of students. The Programme will be formally launched on November 8th at the Town Hall Hotel with attendees from local business looking for more information about the programme. After launch reporting on target for y1 (360) will be reported in Q3.
Help young people gain work experience by disseminating labour market information to pupils, parents and school staff*	Christine McInnes (CS) / Andy Scott (PLACE)	30/09/17	Completed	100%	The Labour Market Information Pack was updated in June 2017. An information leaflet about employment rights for young people is also now published online on LBTH Careers Service webpages. The integration of the Careers Service into the WorkPath service will improve the quality of the advice given to young people. The Careers Service has better access to the young people and WorkPath has the direct employment and apprenticeship opportunities. So by bringing these 2 services together, the information available to young people will be current and readily available.
Support 4000 residents to upskill including basic skills, in order to access the pathway to work*	Andy Scott (PLACE)	31/03/18	On Target	37%	1500 residents have received training across the WorkPath partnership, the cumulative figure is expected to increase. Construction Training began mid Q2 and is expected to accelerate overall training figures by the end of the financial year. Funding was secured in Q1 to increase the capacity of ESOL delivery in Idea Stores, as well as an ESOL tutor to provide sector specific training for areas such as construction, hospitality etc.
Support 1000 job starts through IES 'WORKPATH'*	Andy Scott (PLACE)	31/03/18	On Target	47%	471 Jobs Starts have been recorded across the WorkPath Partnership 416 of those satisfy the Performance Indicator - Strategic7017 – "Tower Hamlets residents supported into work by the Council's Work path partnership provision" definition of 16 hours a week or more for 4 weeks or longer. Further statistics in with Strategic Measure monitoring.
Agree action plan to identify and secure proposed shop front delivery sites to increase resident access to employment and training provisions*	Andy Scott (PLACE)	31/12/18	On Target	25%	Proposals for Shop front delivery being developed with one site (Watney Market) looking favourable. Further exploration of costs and safety impacts are required before final decision is taken.
Develop an enhanced offer of support that will enable more young people leaving care into education and employment. Explore the possibility of establishing a Leaving Care Employment Panel to plan and coordinate our offer*	Nancy Meehan (CS) Andy Scott (PLACE)	31/12/17	On Target	50%	The aim of this deliverable is to implement an employment initiative service to support young people (aged 16-25) who have been in care to find work opportunities. It aims to enhance our role as a Corporate Parent to support care leavers in education, employment and training as part of the corporate parent duty. The requirement of the service is to have a Pathway Plan that is aspirational and is informed by the service user to support them back into education or employment.  The current offer from the Leaving Care Service includes: Traineeships, Apprenticeships, Summer Internships, Functional Skills Programmes, money management, DIY & employability workshops. In November 2016, the Leaving Care budget was increased by £376k (part of Mayoral Growth priority) to extend the offer to provide an integrated solution for young people leaving care.  There has been an increase in the number of children in remand / prison education from 3 in 2015/16 to 15 in 2016/17, whose leaving care offer needs to be considered. The number of Care Leavers who are NEET stands at 31% (92 CL) as of at the end of March 2017. The Corporate Parent Board meets quarterly; the Employment panel has been set up and meets monthly. The recruitment to the 0.5 Commissioning manager role was unsuccessful and will go out to advert again.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.2.2	2. Improve the quality and availability of skills training and ESOL provision, and better co-ordinate the provision of both third-sector and private sector employment support, including by moving from grant giving to commissioning for employment services*	Cabinet Member for Culture, Cabinet Member for Work and Economic Growth	31/03/18	On Target	50%	We are in the final stages of recruitment for a Community Training & ESOL Coordinator and hope to have the appointed by November 2017. Progress is being made to engage with clients requiring ESOL and we are conducting assessments. Initial reports suggest that the immediate ESOL need is Pre entry, E1 & E2.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Provide a construction based ESOL programme to 30 - 50 trainees in partnership with Integrated Employment Service*	Shazia Hussain (RES)	31/03/18	On Target	50%	Over the summer, we developed course materials and recruited a dedicated lead tutor to deliver ESOL for construction workers. In the autumn we worked in partnership with a major construction company to enrol learners and ran a pilot programme between October and December.
	Deliver a targeted ESOL programme for 50 women not currently engaged in learning or training in partnership with the London North and East ESE Consortium*	Shazia Hussain (RES)	31/03/18	Overdue	0%	Tower Hamlets Council has withdrawn from the consortium. We were unable to recruit teaching staff in line with the European Social Fund timelines. However, as we had already started to identify learners, we have referred them all to other learning providers to make sure they can benefit from the programme delivered by the wider consortium.
	Implement ESOL and basic skills provision in partnership with Ideas Store Learning, tailored to residents wishing to achieve employment*	Andy Scott (PLACE)	30/09/17	On Target	50%	We have recruited a lead Vocational ESOL officer who has begun delivering ESOL provision within Construction and setting up partnerships for Health & Social Care and Childcare. Initial delivery is identifying a need to put in place measures to increase the take-up of construction sector ESOL, an issue reflected in the take up of construction training generally despite the high volume of opportunities.

1.3. Children get the best start in life and young people realise their potential					
Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3.1 1. Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding*	Deputy Mayor Education and Children's Services	31/03/18	On Target	63%	The activity is on track.
Our key deliverables	Lead Officer	Deadline	Status	% Comp	Comments
Improve participation and attendance at children centres, especially amongst hard to reach parents and their families, by utilising live birth registry data and setting up local data sharing protocols.*	Christine McInnes (CS) / Esther Trenchard Mabere (HAC)	30/09/17	Delayed	75%	Receiving new birth notifications for Tower Hamlets residents enables Children's Centres to a) carry out proactive outreach to families with new babies informing them of services/support available through Children's Centres; and b) estimate 'coverage' of service by knowing number of eligible children in Children's Centre catchment areas.  There have been barriers to sharing birth notifications with Children's Centres involving data protection issues (e.g sharing not supported by the General Registrar and low consent rates for sharing). The solution that is being pursued is an opt-out process for data sharing under organisations' "reasonable use/fair processing" policies and monthly electronic bulk data exchange between TH GP Care Group and LBTH. The draft data sharing protocol is currently being processed for approval by the NHS WELC (Waltham Forest, East London and the City) Informatics Steering Group. An IT manager is being recruited to establish the necessary data transfer and delivery staff training (advertised 16/10/17). It is anticipated that this issue will be resolved by March 2018.
Deliver a programme of universal family support for families with children under the age of 5, that targets those that are identified as in priority need, piloted in at least 2 children's centres*	Christine McInnes (CS) Esther Trenchard Mabere (HAC)	30/09/17	Delayed	40%	The key delivery mechanism for universal services for this age group are the Children's Centres which provide holistic integrated health, education, employment and family support services and information, where they can access help from multi-disciplinary teams of professionals e.g. Health Visitors, CAMHS, Adult Psychology, Educational Psychology, Family Support team, Speech and Language Therapy service, Midwifery / Breastfeeding support and early education.  Children's Centres have an effective outreach programme that recognizes the extreme diversity of the target populations and the differences in their economic and political circumstances. Outreach in Children's Centres is early intervention/activity conducted by the Early Intervention Workers through face to face contact, in a range of venues, with families at risk of non-engagement. Children's centre outreach activities provide correct information, registration and referral for early intervention and universal and targeted support. In addition to face to face contact this can on occasion include telephone contact. As an LA we have 14,395 children under the age of five who live in the 20% of the most deprived areas. • Total number of children accessing CC services in 2016-17 was 8,539. • 66% of all the children accessing services in the children centres are from the 20% most deprived areas of the LA (LSOA). • Total number of children seen from 20% LSOA for 2016-17 was 5,672. A new pilot programme providing more targeted support for families in priority need is being delivered through four Children's Centres, Ocean, Meath Gardens, Crisp St and Mile End, with Public Health and IEYS Children and Family Centre prototypes from September 2017.
Improve social care front door that has a clear early help offer for those families below the statutory threshold. Ensure families are signposted, through increased referral, to the early help hub and children centres*	Nancy Meehan Christine McInnes (CS)	30/09/17	Delayed	80%	Impower (external consultants) have been commissioned to work with the council and partners on an Early Help redesign with a key focus to maximise impact of investment in early help, reduce demand for statutory social care services, and improve outcomes for children and families. The redesign of the Early Help Model forms a key component of the Ofsted Improvement Plan. The Early Help Hub offer (EHH) was established in September 2016 and the EHH is now operational from 10:00-16:00 responding to calls from the public and professionals.  The key focus is to provide streamlined access to early help interventions, signposting and support for vulnerable families that do meet statutory eligibility thresholds. A new referral route is in place now so the Multi-Agency Safeguarding Hub (MASH) can make direct referrals to Children Centres for cases that do not meet the threshold criteria. The EHH has now co-located with the MASH to support the child/family journey. Referrals into the EHH are steadily increasing and resulting in direct case work within the EHH or triage to the appropriate Tier 2 service. The interface/referral pathway to Tier 2 agencies, including Family Group Conferences, is developing and will be further supported through the Early Help redesign.
Develop an 'Early Help' offer of support and interventions by bringing together a range of services for families most in need eg. domestic abuse, early neglect etc.*	Christine McInnes (CS)	31/12/18	On Target	50%	Impower (external consultants) have been commissioned to work with the council and partners on an Early Help redesign with a key focus to maximise impact of investment in early help, reduce demand for statutory services, and improve outcomes for children and families. The proposed delivery model was presented to DLT in September 2017, who have agreed a delivery timeline. The Early Help redesign Project Board has been established with phase 1 to start April 2018 to support the CSC Ofsted Improvement journey. The key elements of the proposed Early Help model are to reconfigure existing teams to create a single multi-disciplinary, multi-agency function that works around a family. A Lead Professional who provides a single interface and coordinates support and interventions through locality based Early Help Teams working with local partners to improve access to services.

	Develop a Social Impact Bond that will deliver therapeutic interventions and support adolescents on the edge of the care to remain with their families*	Nancy Meehan (CS)	31/12/17	Completed	100%	LBTH is part of the Pan-London Care Impact Partnership, which focuses on an outcome based contract to deliver early interventions for adolescents on the edge of care. We have led the commissioning of a multi-borough edge of care social impact bond funded programmes, with services coming on-stream in February 2018. The contracts have been commissioned. We will also benefit from DfE Innovation Funding to develop a 4 borough care placement commissioning services.  Interventions will include Multi-Systematic Therapy (MST) and Functional Family Therapy. Providers will have to be registered to deliver these therapies to ensure fidelity to these robust, evidence-based models. Children and families will be referred into services from January 2018 for a February 2018 start date.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3.2	2. Develop a sustainable offer of support to children with special educational needs*	Deputy Mayor Education and Children's Services	31/03/18	On Target	40%	This activity is on track.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Implement recommendations arising from SEND review to develop a sustainable and high quality SEND provision within a context of rising demand.*	Christine McInnes (CS)	31/03/18	On Target	40%	Early engagement has been completed and a further consultation period focused on the draft strategy is currently ongoing, due to end mid-November 2017. SEN pupil projection model is in development to inform pupil place planning in respect of population, cost, need and demand projections.  Education, Health and Care Plan (EHCP) Progress: a) The SEND Team has been expanded to provide capacity, however there are continuing recruiting challenges. b) The conversions process from statement to EHCP has been brought on-track through the Supported Learning Service. c) We are continuing to improve the number of EHC assessments completed in the 20 week deadline however there are still a significant number outstanding. d) From September 2017, new, SEN code compliant EHCP explanatory guidance has been rolled out to all schools, using more stringent criteria for requesting a needs assessment. e) There is a new Parent/Carer EHC needs assessment request form which will be shared through TH Local Offer website and the Council website. f) The SEND Panel is working to updated Terms of Reference which bring together advice and guidance from social care and health colleagues to improve the quality of panel decision making. g) A continuing challenge is the transition from a paper filing system to the new e-management data system.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3.3	3. Improve educational aspiration and attainment*	Deputy Mayor Education and Children's Services	31/03/18	On Target	80%	This activity is on track.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Through the Tower Hamlets Education Partnership provide targeted support/intervention to schools based on high quality data and good practice.*	Christine McInnes (CS)	30/09/17	Completed	100%	95% of TH schools are paid up members of THEP. THEP now has a new Director in post. THEP is providing targeted challenge and support to primary schools through the Primary School Improvement team and a team of newly recruited secondary school improvement consultants. More intensive, bespoke support is being provided for schools identified as meeting the threshold of 'schools of concern' to address identified needs. Analysis of 2016-17 data and other intelligence is used for this risk assessment. In order to build school improvement capacity in the Tower Hamlets education community, THEP is supporting headteachers to be trained to conduct peer reviews of schools and is developing a school leadership professional development programme. The service is based on an in depth data analysis and a combination of bespoke and borough based training such as subject networks.

	Deliver a range of activities to support all children and young people to reach their full potential and overcome specific barriers to achieve their aspirations eg. introducing a post-16 progression award, improving white UK male GCSE achievement, and reducing the number of young people who are NEET.*	Christine McInnes (CS)	31/03/18	On Target	60%	<p>All secondary &amp; special schools in the borough are supported to develop Post-16 &amp; HE progression plans. Of common focus are promoting education, training and employment options; support to progress and utilising funding to build capacity in preparing future apprentices, graduates and workers. Schools are currently feeding back on Year 1 activities and submitting Year 2 plans. A number of strengths have emerged and been shared across the partnership including:</p> <p>a) targeted work for students who are not succeeding;</p> <p>b) internships for SEN students;</p> <p>c) providing parents with information and guidance;</p> <p>d) developing employability skills, social and cultural capital;</p> <p>e) web-based packages to support and co-ordinate delivery of Careers Education</p> <p>f) staff development about apprenticeships and labour market information; and</p> <p>g) widening access to selective universities.</p> <p>A range of intervention strategies were carried out by schools working with LA teams to address educational under-attainment in White British working class pupils' (WB). Drawing on research about what makes a difference, the focus was on improving engagement with school, attendance and participation of pupils and on engendering more positive relationships with parents. There were some benefits to the projects, but this did not show any impact on attainment data. The Council has commissioned a project from the Tower Hamlets Education Business Alliance which is currently under development and THEP will also be considering how best to address this national issue. Ethnic Minority Achievement data (2016) shows the size of the WB cohort: Of the 33,850 pupils at LBTH schools, 3,200 are from a WB background (9.5%) of all pupils. WB make up 25% of all pupils in the PRU (30 out of 120). At GCSE WB continue to underperform compared to national WB figures. The 2016 gap was 24.2%.</p>
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3.4	4. Ensure better outcomes for looked after children and young people *	Deputy Mayor Education and Children's Services	31/03/18	On Target	45%	This activity is on track. Please note that the wider Improvement Plan that is being delivered post-Ofsted encompasses many of these deliverables.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Redevelop the Norman Grove site in order to re-provide the existing children's home and deliver new housing*	Ann Sutcliffe (PLACE)	31/03/2018	On Target	80%	Planning submission is targeted for the new year, there has been a slight delay in agreeing next steps with Children's services for re-provision of Children's Home and 6 bed space home agreed. Local residents and members were engaged and consulted in at the end of June 2017 and comments incorporated into the final designs. 17 new homes are proposed in addition to the children's home, this will go towards fulfilling the Mayors ambition of 1000 council homes. End users of children's home will benefit from bespoke fit for use accommodation.
	Support more Looked After Children and foster carers through individual bespoke packages and CAMHS interventions*	Nancy Meehan (CS)	30/09/17	Delayed	50%	CAMHS's overall strategic vision is captured in the TH Transformation Plan for CYP's Mental Health & Wellbeing Strategy 2016-2021. This work is being strengthened following the recent Ofsted inspection report. Each child or young person is considered on a case by case basis. LAC get a range of therapeutic support which varies depending on where they live, their individual need and whether or not they meet a CAMHS threshold. Q1 data 2017/18: 9 new referrals were made to the CAMHS social care team. Caseload was 81 children and young people as of 30 June 2017, with 24 showing improvement.
	Ensure health care plans and passports are in place for all Care Leavers*	Nancy Meehan (CS)	31/12/17	On Target	40%	6 month data for the period 01/04/17 to 30/09/17 re. health care plans and passports: shows that of the 268 Care Leavers, 21 were issued a health care plan and 24 were issued a health passport (a personal health record of a LAC). All 17 year olds for whom a social worker requests a LAC health review assessment are issued with a health passport. They are given passports at this stage as this is the age of the final LAC health review. Passports contain all known past and current health information. This information is managed by the Specialist nurse for LAC based at Bart's Health. Those who fail to attend are also sent a passport. A point to note is that not all young people known to LAC are 17, and a health plan and passport is given to a young person at 17.
	Review commissioning arrangements for children and young people in out of borough residential care to ensure that they receive the same service as young people placed locally. Improve access to health services, education, advocacy and therapeutic service.*	Nancy Meehan (CS)	31/03/18	On Target	40%	<p>We have worked with CAMHS and CCG to improve the therapeutic support to out of borough children:</p> <p>a) For children with SEN whose Education, Health and Care Plan (EHCP) identifies the need for a residential school, any proposed provision is considered by the Joint Commissioning Panel (JCP). Residential placements authorised by JCP have their funding split between social care and education - there are currently 8 residential school placements. Since 1st of April 2017, 30 cases, (15 individual children and including deferments) were considered at JCP. Children placed in welfare secure residential care placements are now commissioned via Hampshire Council pilot project (set up by the government). We continue to be challenged by a small group of hard to place adolescents with high risk behaviour. The numbers of this cohort have increased as a result of the CSC improvement work.</p>

	Improve educational attainment of Looked After Children through better joint working with partners, improving communications channels and changing systems and processes.*	Christine McInnes (CS)	31/03/18	On Target	40%	This year, the Virtual School (VS) is improving its offer to all stakeholders by carrying out the following service improvements: a) Embedding the use of Electronic Pupil Education Plan (EPEP) from 2017/18 academic year so all children will have their current attendance linked to the and welfare monitoring system. Training for social workers and designated teachers in school will be redesigned to reflect the change to EPEP. This will result in improved continuity of education plans improving student engagement, progress and attainment. b) Put in place training and quality assurance systems that will support our children to deal with current and rapid educational change. Training will be offered to all members of the VS and access to materials to support them to meet the challenge of new course specifications across all Key stages, ensuring our children are not disadvantaged. c) Improve the effectiveness of tuition for EN/MA and public exam revision sessions run by the VS to be reflective of the new exams, involve carers and give all children a work pack for further study. New providers to be trialled who offer services such as baseline testing, and mentoring from industry. This will help to improve the effectiveness of tuition and hopefully higher educational progress. d) Reducing the delay that children experience getting a school place when their placement has to change suddenly by reviewing our policies, procedures and monitoring so that the receiving authority agree a joined up set of agreed actions. This issue only occurs when a child has been in alternative provision and/or has SEND. This will help to reduce the number of instances where children are "Not on roll", missing education and damaging outcomes. e) Integrate the VS with other key TH services to promote a secure & structured educational journey for every child, and strengthen post-16 work by putting in place educational support for all Post-16. This will help to reduce the number of children dropping out of post-16 courses and becoming NEET.
	Children and young people are fully involved in their care planning through LAC review process and participation work. Ensure the rights of children looked after are respected and their views and wishes are heard and acted upon by decision-makers *	Nancy Meehan (CS)	31/03/18	On Target	50%	The Children Looked After Strategy 2015-2018 (presented to Cabinet in May 2016) includes a priority to promote LAC & Care Leaver's participation in day-to-day decisions about their care; and involvement in service development. We have commissioned an advocacy service by the Children Society that presently works with vulnerable children, including LAC & Care Leavers. All our LAC have an Independent Reviewing Officer (IRO) who ensures that their views and wishes are heard.  At the time of the monitoring visit, Ofsted observed that alongside managers and social workers in the Multi-Agency Safeguarding Hub and Assessment & Intervention service, in better cases, the quality of assessments is good, being child-focused and with evidence that children's views are recorded to help to inform the next decisions."
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3.5	5. Promote post-16 provision so that it is appropriate and inclusive for all students*	Deputy Mayor Education and Children's Services	31/03/18	On Target	70%	Work is in progress for this activity.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Provide parents with information about aspirational progression routes for young people leaving school, college or university including vocational routes*	Christine McInnes (CS)	30/09/17	Completed	100%	The Careers Service provides information to parents directly at school parent's evenings; at the Parent & Family Support Service annual conference, and through the materials on LBTH website. The Careers Service organised the annual borough Higher Education and Apprenticeship fair in July 2017. Over 400 students (years 11-13) and parents attended. Members of the Secondary Education Partnership Team were invited to the parental liaison Parenting Carers Council meeting to discuss curriculum changes and career pathways in June 2017. 15 parents also attended. Secondary Education Partnership Team also attended the Governor's training to discuss the curriculum changes and its impact. This work aims to encourage parents and students to stay on in education and training and avoid becoming NEET.
	Support schools to develop academic literacy, by providing one to one tuition for students and support teachers which schools can access*	Christine McInnes (CS)	31/12/17	Completed	100%	The 1:1 academic English tuition programme funding has now finished, and the work has ended. The programme has not run for over 1 year. This work has been mainstreamed through training undertaken to improve the teaching of English and of literacy across the curriculum. Outcomes for GCSE show English is a strength in the borough, although there is variation between schools and this will be addressed through a new English curriculum network which is being established by THEP.
	Support schools to ensure our most able students have an appropriate range of options when leaving school or college. Disseminate floor targets for 18 year olds widely*	Christine McInnes (CS)	31/12/17	On Target	50%	Students are provided with information about a range of opportunities after leaving school. This includes information about apprenticeship routes (with specific local vacancies); and information on local, national and international labour market. As part of the service level agreement with Careers Service, schools can access INSET and support to develop their Careers Education, Information, Advice & Guidance offer to students. The service menu enables schools to purchase specialist Careers Guidance and mentoring support. The Mayor's Post-16 Progression Award has given funding to allow schools to develop an innovative progression offer. The destination of students at 18 is feedback to the schools to give a point of reflection for the future CEIAG offer.

	Support vulnerable young people to move into education, training and work so they can reach their full potential and become active and responsible citizens.*	Debbie Jones (CS)	31/03/18	On Target	50%	Vulnerable young people 'at risk of NEET' are identified through the Careers Service working jointly with schools from Year 9 (13-14 year olds): <ul style="list-style-type: none"> <li>• Young people overcome barriers to learning by being supported to make a successful transition in Year 11 and Year 12/13.</li> <li>• Agencies are drawn in to provide specialist intervention as needed (depending on presenting issue e.g. drug counselling, work with YOT etc.)</li> <li>• The Careers service supports young people to implement their Career plan by placing them in further education, training and employment.</li> <li>• Young people attend short motivational, progression courses which develop their cultural capital and are used as a stepping stone to full time education, training and employment.</li> <li>• Closer working with the Care Leaving service is resulting in more care leavers progressing from the Council traineeship to the Council apprenticeship scheme.</li> <li>• The introduction of the Education and Employment panel has meant that professionals from Careers, leaving care, Workpath and the Virtual School can come together to discuss training and employment needs of care leavers when presented to the panel by their PA.</li> <li>• Every young person with an EHCP/Statement of SEN has a careers progression interview. Impartial aspiration and progression information is included in their Plan (sections A, E, I and K).</li> <li>• This service is provided for those with an EHCP/Statement of SEN attending a Tower Hamlets school as well as Tower Hamlets residents attending independent specialist out of borough schools.</li> <li>• Planning for work with young people with SEN (known at year 9) will be able to be started much earlier. Earlier intelligence on the numbers of SEN young people and their areas of work interest, will enable planning for bespoke supported internship/traineeship schemes to start much sooner.</li> <li>• Looked After Children (LAC) attending borough schools who are identified as NEET also receive the above service, as do TH LAC who are out of borough, because LBTH is their corporate parent.</li> <li>• Young People known to the YOT who attend borough schools and are identified as at risk of NEET are also supported by Careers</li> </ul>
	Utilise local mapping of Post-16 education to inform future development of post-16 provision*	Christine McInnes (CS)	31/03/18	On Target	60%	Following a Government review of Post-16 education, we now have a local map of Post-16 provision. This is refreshed annually. The mapping is clearer & shows that young residents have a range of options to explore for future careers. Tower Hamlets College has merged with Hackney and Redbridge Colleges and is now called New City College. Mulberry School will now be opening a Technical College.
	Launch a 14-19 Partnership to help address unevenness of post-16 provision by developing clear alternatives in line with Level 2 and Level 3 vocational courses that are being introduced as part of the post-Wolf review.*	Christine McInnes (CS)	31/03/18	On Target	50%	An outline draft 14-19 Partnership Strategy has been agreed and engagement work taking place with key stakeholders to inform the final version.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3.6	6. Support all young people to access enrichment and social activities*	Deputy Mayor Education and Children's Services	31/03/18	On Target	75%	The key deliverables for this activity are on track.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Transform and redesign the youth service to support the desired outcomes and create a responsive service.*	Debbie Jones (CS)	30/06/17	Completed	100%	Following the report to Cabinet, the Youth Service Review commenced in January 2016, with 2 stakeholder consultation exercises taking place in March/April 2016 and October/November 2016. In January 2017, Cabinet agreed for the Youth Service restructure to commence to reshape the service to deliver the following offer: a) universal and targeted services; b) embedded youth leadership to influence service delivery and governance; c) regular consultation with young people and other key stakeholders; d) commissioning of those youth activities not directly delivered by the youth service; e) high quality youth work practice to support high levels of performance; f) a regular assessment of the impact of the youth work; g) partnership working; h) youth activity in high quality buildings; i) Integrated working with other services in the Council.  As part of the restructure, the Youth Service has commissioned independent providers to deliver youth activity from 8 youth hubs and established a new outcomes-based performance and commissioning framework. Since September 2017, final competitive assimilation interviews have been taking place. The Youth Service has a 2017/18 service plan which it will use to deliver its new youth offer and outcomes framework.

	Undertake annual Summer consultation with young people about the youth service offer.*	Debbie Jones (CS)	30/09/17	Completed	100%	As part of the work to develop a new outcomes framework during summer 2017 the Youth Service consulted with young people, worked with the community and voluntary sector and with its staff in order to identify a new set of outcomes that will enable young people to have an increased sense of agency (control) in their lives and their communities, feel more optimistic about their futures, access holistic and supportive opportunities across the borough of Tower Hamlets, and increase their critical thinking skills.  The aim is that by 2020, and compared to the 2017/18 baseline, 20% more young people will: - have an increased sense of agency in their lives and their communities - feel more optimistic about their futures - be better able to access holistic and supportive opportunities across the borough - have increased their critical thinking skills  More consultation work was undertaken with young people in autumn 2017 in order to refine the outcomes framework into "young people friendly" pledges which they presented to Cabinet and are now being used on promotional materials and as the basis of our branding, document attached for information.
	Support young people aged 12-19 (and up to 25 if they have a learning disability) to access centre based, universal and targeted youth activities focusing on their learning, personal and social development and ensuring equality of access and safety and wellbeing of young people.*	Debbie Jones (CS)	31/03/18	On Target	50%	This Youth Service will work to ensure that young people aged 12 - 19 and up to age 25 (if they have a learning difficulty or disability) are supported to access its centre based activities. Support will be provided to enable young people to participate in both internally and externally delivered youth activity hubs; the new and outcomes framework will be used to monitor performance with a particular focus on redressing some of the challenges for the Youth Service which include increasing the participation of young women and girls; increasing the overall participation of young people in activities ( this should be circa 6,000 young people per annum) and rebalancing the demographic profile of young people attending youth activity hubs so that it reflects that of the wider population of Tower Hamlets. Since 2016/2017, the Youth Service has been part of Children's Services, and as a result all staff are required to undertake safeguarding training and to deliver the Children Act (2004) requirement to work together to safeguard children and young people.
	Develop an outcomes framework that measures young people's progress, evaluates services and benchmarks LBTH performance against other London boroughs demonstrating achievement of the vision to be the best youth service in London.*	Debbie Jones (CS)	31/03/18	On Target	50%	The Youth Service has produced a quarterly Youth Services Programme since summer 2016. In summer 2017, the Youth Service delivered a full summer programme. The 'Summer 2017 Activities' programme also published information about youth hubs; and a quarterly youth programme is published on-line that provides information on the activities provided by both the council and commissioned youth providers. The Youth Service's 2017 service plan has identified actions to work more closely in the provision of summer activities, 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.
1.4 People are healthy and independent for longer						
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.4.1	1. Create a healthier place*	Cabinet Member for Health and Adult Services	31/03/18	On Target	45%	This activity is on track and work is in progress.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Expand the Food for Health Award Scheme ensuring that food business operators offer a broad range on healthier options*	Roy Ormsby (Place)	31/03/18	On Target	75%	A Health Impact Assessment (HIA) Policy has been included in the Regulation 19 Draft Local Plan which will require development proposals to undertake and submit an HIA alongside their planning application. This will directly contribute towards improving the health, wellbeing and lives of our community. A HIA has been undertaken as part of the Integrated Impact Assessment for the draft new Local Plan, it has ensured that health considerations have been central to the development of the new Local Plan, which is currently being consulted on as part of the Reg 19 statutory consultation.
	Identify three areas in the borough where there is particular need to improve the physical environment (e.g. lack of green space, population growth) and engage with residents and local organisations on priorities for improvement to benefit health and wellbeing.*	Somen Banerjee (HAC) / Judith St. John (HAC)	31/03/18	On Target	50%	Through the Whitechapel Vision programme, we have identified three areas for community engagement focused on physical environment development: Collingwood Estate, Chicksand Estate and Sydney Estate. A comprehensive programme of further development sites for improved open spaces is being developed.

	Integrate health impact assessment into planning and policy*	Somen Banerjee (HAC) / Owen Whalley (PLACE)	31/03/18	<b>Completed</b>	<b>100%</b>	A Health Impact Assessment (HIA) Policy has been included in the Regulation 19 Draft Local Plan which will require development proposals to undertake and submit an HIA alongside their planning application. A HIA identifies the positive and negative impacts that a new proposal would have on local people's health and ensures that their views and needs have been assessed; evidence will be required that the HIA recommendations have been incorporated into the proposals to create healthier developments/environments. This will directly contribute towards improving the health, wellbeing and lives of our community. A HIA has been undertaken as part of the Integrated Impact Assessment for the draft new Local Plan, it has ensured that health considerations have been central to the development of the new Local Plan, which is currently being consulted on as part of the Reg 19 statutory consultation. The Local Plan is due to be formally adopted in 2018.
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	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4.2	2. Develop an integrated health and social care system*	Cabinet Member for Health and Adult Services	31/03/18	On Target	50%	This work is proceeding well. The council and the CCG have increased the value of resources pooled through the Better Care Fund by over 100% since last year, to cover over £45m of activity, in 2017-18, and will review the suitability of a number of other functions for potential pooling in the course of 2017-18. Together with its healthcare partners, it is planning to streamline the borough's health and social care partnership system to make it more effective. In addition, it is taking steps to create a number of joint senior management posts with the CCG, as an essential first step to integrating further the commissioning functions of the two organisations, prior to the eventual co-location of the council and the CCG on the new Civic Centre Whitechapel site in 2022.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Develop a plan for a fully integrated system b	Denise Radley (HAC)	31/03/18	On Target	50%	<p>In 2015, Tower Hamlets was awarded NHS England New Care Model Vanguard status through the Tower Hamlets Integrated Provider Partnership (now Tower Hamlets Together). This has facilitated a wide range of initiatives designed to improve the integration of health and social care services. In particular, the council is currently reviewing its adult social care operational functions, with a view to aligning them more closely to community health services and other NHS provision in the borough, prior to fuller integration. This might involve more joint management arrangements, the co-location of staff and more integrated care pathways. In addition, in its daily work, the council has re-orientated the work of a number of its services, through the resources provided via the Better Care Fund. This includes the deployment of a number of council services to facilitate the earliest practicable discharge of patients from hospital, by ensuring that they are given appropriate support in the community. Examples include placing social work staff in the Royal London Hospital; the opening of the community equipment service on a seven-day basis; a specialist team of social workers which supports people with high levels of health care needs, and the refocussing of the Reablement service on patients suitable for discharge from hospital.</p> <p>This work, together with the development of the borough's partnership system are covered in the Better Care Fund plan for 2017-19, which was submitted to NHS England in September 2017. In the course of 2017, steps will be taken to improve the performance management of the health and social care interface, not least through the development of a joint outcomes framework and performance management system. So, for example, work will be undertaken to ensure that the action plan for the new Carers' Strategy covers all partner organisations, and not just the council. Similarly, other strategies, such as the Ageing Well Strategy and the Autism Strategy, are being driven by multi-agency partnerships to ensure a shared focus and maximum impact.</p>
	Develop stronger partnership and planning arrangements, centred on Tower Hamlets Together and the Joint Commissioning Executive*	Denise Radley (HAC)	31/03/18	On Target	50%	<p>The council and its health partners are engaged in a whole system review of partnership arrangements in the borough. Having established a Joint Commissioning Executive with the CCG, in 2016, and participated in Tower Hamlets Together and CCG partnership boards and sub-groups, it is now appropriate to take stock of what has been achieved and identify ways in which partnership bodies can be streamlined and made more effective. It is envisaged that the Health and Well-Being Board will become the overarching body responsible for all health and social care provision in the borough. In addition, Tower Hamlets Together will become the main delivery partnership at the borough level, while the Joint Commissioning Executive will continue to shape the strategic direction of provision. These borough-level developments will take place alongside the development of the East London Health and Care Partnership (Sustainability and Transformation Partnership for East London).</p> <p>Although the final structure of the partnership system has not yet been agreed, there is enthusiasm across all partner organisations to move the borough's health and social care partnerships to a new level.</p>

Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4.3 3. Support communities to drive change in health and wellbeing*	Cabinet Member for Health and Adult Services	31/03/18	On Target	50%	A progress update by the Board Champion Group for the Communities Driving Change priority of the Health & Wellbeing Strategy 2017-20 was presented to the HWB on 5th September 2017. This activity is on track. The overall outcome for this Activity is empower local communities to drive change in their daily habits to improve health and wellbeing of local residents.
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop and Implement a 'Health Creation' programme with residents to identify issues impacting on health and wellbeing, and develop and lead new ways to improve health and wellbeing locally*	Somen Banerjee (HAC)	31/03/18	On Target	50%	The locality based Healthy Communities Programme, commissioned by the Public Health service, is at an award stage and on track to start in October 2017. The Social Movement for Life programme, a THT Vanguard pilot has progressed to four local coproduction initiatives (Isle of Dogs, Chicksand Estate, Bow & Watney Market). The Community Insights Network programme - another THT Vanguard pilot- will develop and train researchers from the community, and review options for embedding participatory research across the partnership. A partnership task group (NHS, voluntary sector, Healthwatch) are reviewing options using Healthwatch as the main repository for insights into health and care. This work will inform the following outcomes/achievements: a) THT Communities Programme in place which seeks buy- in from residents; b) existing initiatives for capturing better insights in a joined up manner; c) clear pathways for residents to get involved established; d) process for feeding back to residents established.  This will be demonstrated in the form of a) Locality based coproduced delivery plans, b) evaluation of the Social Movement programme to identify successes and improvements c) a single place for insights on community insights on health and wellbeing, including Member Enquiries.
Develop and Implement a 'Health Creation' programme across the partnership to promote a culture in organisations that empowers people to be in control and informed about how to improve their health*	Somen Banerjee (HAC)	31/03/18	On Target	50%	Work is in progress to develop and implement a 'Health Creation' programme in which residents identify issues impacting on health & wellbeing, and address these by developing and leading new ways to improve it. The Tower Hamlets Together User and Stakeholder Focus workstream has brought together partner engagement and involvement leads, Healthwatch, voluntary and community sector representatives and residents. Over the last six months, the workstream has focussed on the delivery of the new community health services contract, admission avoidance, reablement and rapid response, integrated personal commissioning, the whole systems dataset project and the local implications of the East London Health and Care Partnership. The overall outcome for this work is to encourage partner organisations to: a) pledge support to 'Communities Driving Change'; b) clearly promote ways that residents can drive change; c) regularly feedback to residents on how residents have driven change; d) support delivery of initiatives that empower people to improve their health: e.g Making Every Contact Count and Integrated Personal Commissioning.
Connect the residents with the priorities of the Health and Wellbeing Board by holding four engagement events undertaking a social media campaign*	Somen Banerjee (HAC)	31/03/18	On Target	50%	Work is underway to connect residents with the priorities of the HWB by holding engagement events. Two public events were held in April and August in the south east and north east localities. Further events are planned for December (north west) and February/March (south west). Public Health commissioned an engagement exercise during summer 2017 undertaken by the New Economic Foundation. The aim was to coproduce a shared outcomes framework around the Health & Wellbeing Strategy with residents. Residents identified 15 primary outcomes they aspire to. This is captured under THT. These include: 1. 'I am able to breathe the cleaner air where I live'; 2. 'I'm satisfied with my home'; 3. 'It's likely I'll live a long life'; 4. 'I'm supposed to make healthy choices'; 5. I have a positive experience of the services I use'; 6. 'My children get the best possible start in life'; 7. 'I feel my care is provided safely'; 8. 'I want to see the best value/quality of local services'; 9. 'I'm able to access the services I need'; 10. 'I've a good level of happiness & wellbeing'; 11. 'I'm able to support myself and my family financially'; 12. 'I play an active part in my community'; 13. 'I feel safe from harm in my community'; 14. 'I have a sense of control over my life'; 15. 'I'm confident that those providing my care are skilled and motivated in their work'.  A community engagement event was held on 9th August at Victoria Park. The Community Insight Network is also progressing and the first newsletter has been issued. A survey of stakeholders is in progress.

	Increase co-production of strategies, plans and services with residents, service users and carers, in particular the Ageing Well, Learning Disability strategies and the carers' charter and services being commissioned in 2017*	Denise Radley (HAC)	31/03/18	On Target	60%	<p>A Carers Dignity Charter has been co-produced with a group of carers and was launched by the Mayor in July 2017 following endorsement by Cabinet in March 2017. It is due to be endorsed by health partners as well and extensively promoted across the borough. Following on from carers involvement with this piece of work, a number of carers are in the process of co-designing the Services Specifications for the procurement of future services for carers.</p> <p>We have developed a new Adults Learning Disability strategy for Tower Hamlets; which was co-produced with adults with a learning disability, carers, professionals and local organisations. It is a partnership strategy, encouraging local organisations, the Council, the NHS, private companies, the community and carers to work together with people with a learning disability to implement the actions and improve outcomes. The strategy was agreed by Cabinet in September 2017. The strategy development and implementation is overseen by the Learning Disability Partnership Board (LDPB), which reports annually to the Health and Wellbeing Board. The membership of the LDPB consists of adults with a learning disability, carers, provider representatives, Local Authority and CCG officers. A new project is being implemented to ensure a co-production culture is developed and embedded within all aspects of strategy implementation and continuing strategic and service planning commissioning and delivery.</p> <p>The Ageing Well Strategy was agreed by Cabinet in May 2017. It is now published on the Older People's Reference Group website. It is mainly a commissioning strategy for Adult Social Care and related services for 55+ residents.</p>
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.4.4	4. Increase the independence and resilience of our communities *	Cabinet Member for Health and Adult Services	31/03/18	On Target	50%	This Activity is on track.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Increase the proportion of adult social care users receiving community-based support by implementing the Practice Framework, Transforming Care Programme, Ageing Well Strategy (including tackling loneliness and isolation) and Learning Disability Strategy*	David Jones (HAC)	31/03/18	On Target	50%	<p>The published Adults Social Care Outcomes Framework (ASCOF) figures shows that for 2015/16 2,928 people received community based support. For 2016/17, the figures show there was a slight drop to 2,555 people receiving community based support. These figures are a snapshot as of March 2016 and March 2017.</p> <p>The <b>Practice Framework for Adult Social Care</b> provides practitioners with guidance, and defines the mandatory requirements of social care operational practice, with the focus around person centred care. This is published on the staff Adult Social Care Intranet pages and available to all staff.</p> <p>The <b>Ageing Well Strategy</b> April 2017 complements Tower Hamlets Health &amp; Wellbeing Strategy 2017 – 2020 and interlinks with other local strategies. There are activities in the Strategy which aim to tackle loneliness and isolation through localised offers of alternative daycare. It encompasses a breadth of responsibilities placed upon the Council by the Care Act 2014.</p> <p>The new <b>Adults Learning Disability strategy</b> was co-produced with adults with learning disability, carers, professionals and local organisations. It is a partnership strategy, encouraging local organisations, the Council, the NHS, private companies, the community and carers to work together with people with learning disability to implement the actions and improve outcomes.</p> <p>A new project is being implemented to ensure a co-production culture is developed and embedded within all aspects of strategy implementation and continuing strategic and service planning, commissioning and delivery.</p>
	Implement the Carers Dignity Charter and increase public and professional awareness of carers through training and awareness-raising activity*	David Jones (HAC)	31/03/18	On Target	50%	<p>A Carers Dignity Charter has been co-produced with a group of carers and was launched by the Mayor in July 2017. The Charter highlights how carers will be supported to continue to look after family members and friends whilst being able to lead a better quality of life outside of their caring role. The standards set out:</p> <ol style="list-style-type: none"> <li>recognising unpaid carers;</li> <li>supporting carers to live a life alongside their caring role;</li> <li>supporting carers to stay healthy;</li> <li>supporting carers to reach and realise their own potential.</li> </ol> <p>The charter is due to be endorsed by health partners as well and extensively promoted across the borough. Following on from carers involvement with this piece of work, a number of carers are in the process of co-designing the Services Specifications for the procurement of future services for carers.</p>

	Increase levels of control over care and support by promoting direct payments to adult social care users*	David Jones (HAC)	31/03/18	On Target	50%	<p>A Direct Payments Policy was published in September 2017 on the staff Intranet ASC webpage. Personal Budgets became law for the first time under the Care Act 2014. The Act introduces new duties, policies and procedures for Local Authorities to offer a personal budget to people with eligible care and support needs.</p> <p>The Direct Payments Policy sets out our approach to personal budgets in adult social care within the context of a strategy to deliver personalised care and support for all service users and carers based on practice that is person-centred and person-led. The ASC Practice Framework sets out the way that this will be achieved. The policy has increased the flexibility of a DP, potentially making it a more attractive option. A personal budget is the financial value of the services required to meet the needs the council has decided to meet. The Practice Framework will support a process of flexible decision making between the person and the council to ensure that the resources most likely to bring about the improvement in the person's well-being they seek and increase level of control over care.</p>
	Integrate equipment, adaptations, Telecare and assistive technology into a holistic single approach*	David Jones (HAC)	30/09/17	Overdue	50%	A decision still needs to be taken on the longer term options.
	Reduce the proportion of the population who need a long term care package from adult social care through commissioning preventative services and embedding the Practice Framework*	Karen Sugars (HAC)	31/03/18	On Target	50%	<p>The Practice Framework for Adult Social Care provides practitioners with guidance, and defines the mandatory requirements of social care operational practice with the focus around person centred care. This is published on the staff ASC Intranet pages and available to all staff. Publishing the PF policy helps social care practitioners to assess needs so that social care users are able to live in their own environment as long as possible instead of placing them into care.</p> <p>The Ageing Well Strategy April 2017 complements Tower Hamlets Health &amp; Wellbeing Strategy 2017 – 2020 and interlinks with other local strategies. It encompasses a breadth of responsibilities placed upon the Council by the Care Act 2014. These are centred around: • Maintaining and promoting wellbeing and independence; • Facilitating the development of a vibrant social care market; • Assessing and providing for needs such as enabling a person to live in their own home with support; • Safeguarding individuals and working in partnership with NHS to deliver integrated personalised support.</p> <p>Together, these strategic approaches seek to help people live longer in their own homes with support.</p>
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.4.5	5. Tackle health-related employment issues*	Cabinet Member for Health and Adult Services	31/03/18	On Target	45%	This activity is on track. A progress update by the Board Champion Group for the Employment and Health priority of the Health & Wellbeing Strategy 2017-20 was presented to the Health & Wellbeing Board on 5 September 2017. The overall outcome for this activity is to empower local communities to drive change in their daily habits to improve health and wellbeing of local residents.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Strengthen the integration between health and employment services by using 'social prescribing' as a lever to improve links and shape an effective local delivery of DWP's Work and Health programme.*	Somen Banerjee (HAC) / Andy Scott (Place)	31/03/18	On Target	50%	<p>DWP's Work &amp; Health Programme: Tower Hamlets is part of a 12 borough partnership in central London working to help people into employment. The aim of the programme is to strengthen the integration between health and employment services by: 1. using social prescribing as a lever to strengthen links between health &amp; employment services; 2. reviewing best practice elsewhere; 3. shaping the effective delivery of DWP's Work &amp; Health programme.</p> <p>So far, Public Health has: 1. conducted a baseline survey of training needs of social prescribers with regards to council provision of Employment support; 2. training session for 'social prescribers' is planned, focusing on the council provision of employment support, in particular Work Path (content of training session to be guided by the results for the survey); 3. Social Prescribers have been linked into Content Referral Management development being conducted at the council (in order to facilitate referrals).</p> <p>This project aims to help people with disability, on JSA/ESA benefit, long term unemployed of more than 2 years, care leavers, ex-offenders, ex-carers, refugees, ex-armed forces personnel – to be referred on a voluntary basis. Claimants will spend 15 months on the programme and tracked for a further 6 months to capture any job outcomes. Analysis is being undertaken to analyse profile of relevant cohort.</p>
	Deliver on a set of project actions to achieve the London Healthy Workplace Charter 'Achievement' Status that will have positive health & work benefits for staff*	Somen Banerjee (HAC) / Heather Daley (RES)	31/03/18	On Target	70%	The actions include undertaking a self-assessment, and identifying priorities to improve the level of healthy improvement. A survey has been developed requesting baseline information on sign up to the London Charter, areas where progress has been challenging and examples of good practice. This will be distributed to HWB/THT/ Employers Forum. The outcome for end of the financial year is to have all organisations represented on the Health and Wellbeing Board to have conducted a self-assessment against the Charter and formed an action plan. We have developed a Staff Wellbeing Plan, which is designed to meet the criteria of charter status and help us support our workforce more effectively. We launched this plan formally in the autumn and reached "Achievement" Status.

	Increase the proportion of adults with a learning disability or mental health issue in employment by delivering a pre-apprenticeship programme of paid work experience*	David Jones (HAC) / Karen Sugars (HAC) / Heather Daley (RES)	31/03/18	On Target	30%	Skillsmatch have employed 17 adults with a learning disability on pre-apprenticeship programmes since April 2017.  The Adults' Social Impact Bond (SIB) aims to deliver a programme of job readiness /employment to a cohort of 110 people with a Learning Disability – an increase from the current 60 people. The aim is to help these vulnerable people to live as independently as possible in the community and be integrated into society.  A report to Cabinet is scheduled to be presented in December 2017 to obtain sign off for tendering of a provider to deliver the programme. They will identify the individuals, train and get them job ready. The SIB mechanism is that an investor invests in the programme; the Lottery Fund will pay 25%, and the council pays 75% only if the outcomes are delivered. The investors only pay the money when the outcome is delivered. As part of a special purpose vehicle, the provider has to appoint a separate administrator to monitor outcomes. The frequency of this is subject to further approval as it is in a developmental stage. Skillsmatch (Employment and Enterprise) is working with the Council's Programme Management Office to develop a service which complement rather than duplicate in helping people with Learning Disability into employment/jobs.
	Tackle mental health stigma by increasing the number of employers taking up the Time to Change pledge*	Somen Banerjee (HAC)	31/03/18	On Target	40%	Over the last 8 months, through a local capability building programme funded by Health Education England, over 300 Tower Hamlets staff from statutory and non-statutory sectors (228 from voluntary sector or other) have been so far been trained on the half day Mental Health First Aid LITE awareness as qualified Mental Health First Aiders. Additionally another 100 have so far been trained on the half day Mental Health First Aid LITE awareness course. The outcome is to increase the number of organisations in TH signed up to the Charter, and have a further 100 people trained as MH first aiders.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.4.6	6. Keep vulnerable adults safe, minimising harm and neglect*	Cabinet Member for Health and Adult Services	31/03/18	On Target	60%	This activity is on track.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Increase the participation of local communities and adult social care users in all aspects of safeguarding*	David Jones (HAC)	31/03/18	On Target	50%	A range of work has been undertaken to increase the participation of local communities as Adult Social Care (ASC) users in safeguarding. For instance, 1. 'ASC – Making Safeguarding personal' is one aspect of ensuring the full involvement of service users that are subject to safeguarding. Improvements to capture the aspirations and desired outcomes of adults at risk are made at the beginning of and at the end of the case. This is now as captured performance data. 2. A local community group 'REAL' organised a successful community event in July 2017, with the aim of raising awareness of keeping safe locally. This event was attended by over 100 service users with a disability and learning disability. 3. A joint children and adult annual safeguarding month in November is organised annually promoting awareness of children and adult safeguarding issues, services available, and information is provided. A range of events are held by the council and partner agencies, targeting a wide spectrum of the public. 4. Development of safeguarding adult material is in progress, which will be made available to service users and the public by November 2017. 5. Work to involve service users in the work of the Safeguarding Adults Board (SAB) is being led by REAL and reports to the community engagement subgroup of the SAB.
	Improve access to safeguarding awareness	David Jones (HAC)	31/03/18	On Target	50%	A range of work has been undertaken to improve access to safeguarding awareness training. A range of safeguarding courses are offered to staff & partner organisations (including service providers at all levels). This is organised by LBTH Learning & Development Team. Basic awareness training is free and delivered in a group setting through e-learning. A joint Local Safeguarding Children Board (LSCB) and SAB webpages will include information on learning and development opportunities and access to booking e-learning in the future.
	Implement action plans arising from Safeguarding	David Jones (HAC)	31/03/18	On Target	50%	The Safeguarding Adults Board (SAB) is responsible for ensuring that action plans from Safeguarding Adult Reviews (SAR) are implemented. These are monitored through the SAR panel. The SAB subgroup provide the governance and hold to account the lead agencies for delivery against each SAR.  There are 6 SARs; they all have action plans to ensure recommendations from the SAR findings are delivered. 3 SARs are in the progress of being allocated to independent reviewers and should be in place by October 2017. 3 active cases of which 2 are in the closing stages and will be presented to the SAB in January 2018 with findings and recommendations. SAR learning events are held with those involved in the case of the SAR to disseminate findings and lessons with implementation of any policy, guidance, and practice changes as appropriate.

	Increase compliance with pan-London safeguarding procedure timescales	David Jones (HAC)	30/09/17	Completed	100%	<p>The data shows, that there has been an improvement in relation to compliance with Pan- London timescales in terms of measuring "safeguarding concerns". However, there is ongoing work to raise performance for "safeguarding enquiries", and "safeguarding enquiry closures".</p> <p>The work carried out by the adult performance team in conjunction with the adult social care managers, has been contributed towards the improved performance in "safeguarding concerns", furthermore there is ongoing work to raise performance in the other areas of the safeguarding process.</p> <p>There is also added focus on safeguarding outcomes and the adult performance team will be focusing to raise performance in this area as well.</p>
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.4.7	7. Improve participation in sport, and other health promoting activities, at a community level*	Cabinet Member for Environment	31/03/18	On Target	83%	Most of the deliverables are completed for this activity.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Improve access to Haileybury Youth Centre sports facilities for local people	Ann Sutcliffe (PLACE)	30/09/17	On Target	60%	Facilities Management staff are in place at Haileybury Youth Centre. FM are developing access for the better use of the site, working in conjunction with the head of youth services. The centre has attracted approximately 9,700 users (footfall) since opening in August 2016, between the hours of 6-9pm. Once access has been improve the centre will promote health and wellbeing of local residents by enabling access to recreational facilities.
	Deliver a summer programme of events for young people*	Judith St John (CS) / Claire Belgarde (CS)	31/08/17	Completed	100%	<p>A programme of activities has been delivered across ten parks for young people. The Council produced a brochure of events entitled 'Summer Activities 2017'. The Council's events team put together a varied programme of free events to appeal to ages from fishing, taster days, to baking, BMX biking and canoeing. 70 free fun events were held from May to August 2017 for children and young people aged 0-19 years and families. A range of activities are run during term time for families and children under 5's (Mile End Play) at Mile End Park, Locksley Street.</p> <p>A programme of approximately 70 activities, courses and events were organised over the Summer period by the Council's Sport, Parks and Outdoor education teams as well as the Better, the leisure operator. The Youth Service has produced a quarterly Youth Services Programme since summer 2016. In summer 2017 the Youth Service delivered a full summer programme. The Summer 2017 Activities programme included information about youth hubs; and a quarterly youth programme is published on-line that provides information on the activities provided by both the council and commissioned youth providers. The Youth Service's 2017 service plan has identified actions to work more closely in the provision of summer activities, 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>
	Replace AstroTurf at Mile End leisure centre	Judith St John (CS)	31/08/17	Completed	100%	Astro-turf works was completed at the beginning of September 2017.
	Introduce at least 3 new Duke of Edinburgh Award centres in the borough with at least 20 young people starting a programme at each centre.*	Judith St John (CS)	31/03/18	On Target	50%	The implementation date for the start of this project was September 2017, in line with the start of the new academic school year. Tower Hamlets has made great strides in increasing the uptake of the DoFE scheme by ensuring it is inclusive regardless of ability, gender or background. The Duke of Edinburgh's Award enhances young people's formal education by enabling them to learn and develop skills such as problem solving and team working. In the last two years, Tower Hamlets has seen the biggest growth than any other local authority in London with more young people starting and completing the awards. In April 2017, 815 young people started their awards and 277 young people completed their awards.
	1.5 Gaps in inequality have reduced and diversity is embraced					
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.5.1	1. Mitigate the impact of welfare reform on our most vulnerable residents *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for	31/03/18	On Target	30%	This activity is on track
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Develop and publish a local offer for care leavers which complements existing information about their legal entitlement, non-statutory services and mitigating the impact of welfare reform.*	Nancy Meehan (CS)	31/03/18	On Target	30%	The service will feed into the recently launched Tackling Poverty Executive Group. Although there have been major changes in Welfare Reform that directly impact on our care leavers in a variety of ways, work is underway to develop a local offer for Care Leavers, in line with statutory guidance which was published by DfE in November 2017. This offer will be consulted on with care leavers. The outcome of this deliverable is to support care leavers up to the age of 25 to understand what they're entitled to and how to access services. The Council also recently introduced council tax relief for care leavers under 25 years of age.

	Deliver targeted outreach and support programme for residents affected by Overall Benefit Cap using skills support, benefits maximisation and housing options*	Steve Hill (RES)	30/09/17	Delayed	75%	This piece of work is being carried out by the tackling Poverty Programme Delivery Manager who was not in post until August 2017. A paper outlining the options was taken to MAB in September 2017 with members agreeing the proposals in principles. The Mayor in Cabinet formally approved the introduction of a new preventative in-house advice service for households at risk of debt following the transition to the Universal Credit. Following approval, the service will be launched once staff have been recruited.
	Develop and implement the Tackling Poverty Strategy*	Steve Hill (RES)	31/03/18	On Target	50%	A Tackling Poverty Delivery Manager is now in post and has been working with the TP Executive Group and TP Reference Group to agree a set of key tackling poverty priorities for the council. A mapping exercise is underway to establish current provision, and once completed will inform detailed proposals for a strategy/action plan. A paper will be submitted to Cabinet in the new year
	Complete review of Local Welfare Provision including reviewing alternative arrangements to cash payments*	Steve Hill (RES)	30/06/17	Delayed	30%	This piece of work is being carried out by the tackling Poverty Programme Delivery Manager who was not in post until August 2017. A paper outlining the options was taken to MAB in September 2017 with members agreeing that a cashless policy should be drafted and taken to Cabinet for consideration. In order to ensure that the policy is fair and robust, The Children's Society and Centre for Responsible Credit have been asked to review the draft. The Mayor in Cabinet considered the draft policy in December and approved it for public consultation. The Mayor in Cabinet also agreed that in parallel to consulting on the policy, the council should run a pilot scheme to test the effectiveness of the approach.
	Launch a local welfare and support scheme involving work with partners *	Sharon Godman (GOV) / Steve Hill (RES)	31/12/18	On Target	60%	Paper with recommendations for a new LWP scheme due to Cabinet in November. Implementation of new scheme to follow, including development of wrap around support for claimants.
	Monitor the impact of LCTRS changes to the 2017/18 scheme to inform the Mayor and Members whether changes to LCTRS are to be considered for 2018/19*	Steve Hill (RES)	31/07/17	Completed	100%	Information has been reported to the Mayor and Members which has identified two key areas where residents may require extra support. It is believed that this support can be offered within the current scheme and no changes are being recommended.
	Monitor the impact of Universal Credit on residents, ensure escalation routes with DWP are utilised, ensure provision of effective advice and support is in place*	Steve Hill (RES)	30/04/17	On Target	75%	A dashboard tracking and monitoring tool is being purchased to enable this work to be carried out. Negotiations have been ongoing with DWP to ensure proper escalation routes and meaningful partnership working on UC. It has been agreed in the last few weeks that DWP will provide a full time worker located within the benefits Service to offer 'real time' support. However, the Service has indicated that one person will not be sufficient and we intend to negotiate for more resources to assist residents who have moved to UC.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5.2	2. Support more women and black and minority ethnic and disabled residents into employment*	Cabinet Member for Work and Economic Growth	31/03/18	On Target	60%	<p>Progress is being made and should be fully on target or complete by next quarter. The WorkPath Service continues to work with Key Council services and external partners including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents.</p> <ul style="list-style-type: none"> <li>• 150 out of the 337 (44.5%) Job Starts recorded by the WorkPath service (at Upper Bank Street) were for female residents, 121 (80.1%) of which satisfied the Strategic Performance measure Strategic7017 definition.</li> <li>• 133 of the 150 (88.6%) job starts were for BME females which is 39.4% of the overall job starts (337) recorded by the WorkPath service.</li> <li>• 459 of the 964 (47.6%) residents engaging with the WorkPath service in Q1 were female, 416 of the 459 (90.6%) were BME female. 860 of the 964 (89.2%) residents engaging with WorkPath were from the BME community.</li> <li>• 459 of the 964 (47.6%) in Q1 and Q2 were female, 416 of the 459 (90.6%) were BME female.</li> <li>• 158 of the 964 (16.3%) residents stated they would either class themselves as disabled or had health problems.</li> </ul> <p>ELBA has been appointed to deliver a project to specifically target Somali Graduates and support them in finding and securing graduate opportunities. We are working with Renaisi who are delivering a Big Lottery Fund and European Social Fund project called RISE (supporting Refugees Into Sustainable Employment) and will be introducing them to the New Resident and Refugee Forum.</p>
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Extend Women in Health Working Start Programme to include childcare and construction industries*	Andy Scott (PLACE)	30/06/17	Delayed	30%	<p>The programme delivery has been hampered by staff turnover (maternity leave and career progression moves) throughout this year. A full staff complement is predicted shortly and moving forward into 2018, which will be reflected in the number of clients going through the programme. Staff also deliver related programmes: 50+ programme, support ITRES programme and general working start initiatives.</p> <p>Barts is the main Women in Health placement provider, the balance of budget remaining after these 4 cohorts will be to support the salary of apprenticeships coming from the Skills for Care, Care Homes Collaborative and the Community Education Provider Network. Approximately 15 apprenticeships will be created.</p> <p>Cohort 4 - Recruitment open day- 16.10.17- wanting to recruit for 30 trainees. Recruitment and selection process, DBS, NHS OH and TH OH timeframes and Christmas period, mean that successful applicants will start ideally 15.01.18.</p> <p>Cohort 5 - Recruitment open day-22.01.17 – Aiming to recruit 30 trainees and recruitment &amp; selection processes from TH and the NHS means that they are not likely to start until approximately 12.03.18.</p>
	Finalise current Working Start Women in health programme of 100 women into placements*	Andy Scott (PLACE)	30/09/17	Delayed	75%	<p>Moving forward for 18/19 &amp; 19/20 there will be a recruitment each quarter for 20 trainees starting the recruitment &amp; selection process at the beginning of each quarter so that they are in place before the next quarter when recruitment starts again and so forth. This also allows for any 'drop offs' due to the lengthy wait in starting placements.</p>
	Deliver priorities on children leaving care - extending the volume of recipients from 10 per annum to 10 per quarter*	Andy Scott (PLACE)	30/09/17	Delayed	50%	<p>9 recruited in February 2017. Completed 6 months of placements. Planned recruitment of 10 will take place in January 2018. Each young person is given a 6 month work placement that will provide them with experience relevant to the career they want to develop in. The traineeship programme (where possible) dovetails into the apprenticeship programme to allow for progression, 2 care leavers from the February group have progressed to L2 apprenticeship. An additional 10 were recruited for a 10 week internship, this group are at university, going to university or just left. This 10 week programme provides invaluable work experience. The placement is as closely aligned to the candidate's degree as possible.</p>
	Deliver opportunity for people with disabilities - minimum 20 pre-apprenticeship placements*	Andy Scott (PLACE)	30/09/17	Delayed	60%	<p>13 recruited in March 2017 and another cohort of 10 will start in December 2017, taking the project over target by year end. Pre-apprenticeship training involves basic skills support as well as work experience and the embedding of employability skills.</p>
	Recruit staff resources to promote ESOL across Somali resident group*	Shazia Hussain (RES) / Andy Scott (PLACE)	30/09/17	Delayed	40%	<p>We have delayed the project start to enable us to recruit dedicated ESOL tutors to support learners from our Somali resident group. It has been extremely difficult to recruit staff of the right calibre and experience to deliver ESOL. We have recently completed the recruitment and will be launching a pilot project in the winter.</p>
	Deliver Leadership Training to Somali Resident groups, panels and forums*	Andy Scott (PLACE)	30/09/17	Delayed	0%	<p>Delivery of a Somali leadership support programme was identified as part of a wider growth bid to overcome barriers to employment. Further discussions need to take place between the Growth &amp; Economic Development Division and the Strategy, Policy and Performance Division to identify and agree to the amount of funds available, and scope the provisions of this work to ensure it is still a corporate priority. Following further directions, the funding programme and costings will need to be agreed, before work can commence on developing a programme for delivery.</p>

	Deliver 15 Somali residents work experience / internship placements aligned to local commercial organisations *	Andy Scott (PLACE)	31/03/18	On Target	35%	90k contract awarded over two years to East London Business Alliance (ELBA) to deliver support to Somali graduates. 115 engaged; registered and offered intense employment support 80; job outcomes 38; employers engaged 50; evaluation mid term and contract end.
	Support a minimum of 50 older residents returning to work with advice and refreshed sector based and basic skills, including ICT *	Andy Scott (PLACE)	31/03/18	On Target	32%	This project aims to support people over 50 who may need to retrain because of redundancy or the late return to work. Research shows that men in particular who have lost their job when over 50, are very unlikely to find new employment, therefore programmes like this are crucial and will have a positive impact on reducing welfare benefits and improving health and well-being. Outputs to-date: • 1 x 50+ apprentice started September 2017; • 45 registrations; • 14 secured job outcomes. As with related projects this project has been slow to develop due to high staff turnover within the team. Further recruitment is underway and it is hoped that this issue will be resolved pre-Xmas.  Suitable placement providers are being identified and existing clients who are aged 50+ are being identified from the WorkPath case load. Presentations are planned across the borough (Link Age, Age UK) at which information about the programme will be given to prospective clients and officers from WorkPath will attend and do the registration of these new clients. We will do the full registration at this time as participants may not be able to afford to travel to WorkPath on multiple occasions. Positive conversations are being had with: Carers Centre, JCP (Rapid Response: a range of 50+ advisers) and Age UK around joint work and referrals. Ageing Well Strategy Officer from LBTH is providing the Community Catalogue listing all 50+ PVI sector providers. W/C 2/10; Link Age Plus are promoting the 50+ programme. The Ageing Well partnership will be a way to identify both supply and demand needs. Promotional event to be arranged to promote to other 50+ providers (work with LBTH strategy officer) and find out what type of roles the providers are looking for.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.5.3	3. Improve children's weight and nutrition *	Cabinet Member for Health and Adult Services, Deputy Mayor for Education and Children's Services	31/03/18	On Target	81%	A progress update by the Board Champion Group for the Children: Healthy Weight and Nutrition priority of the Health & Wellbeing Strategy 2017-20 was presented to the HWB on 5th September 2017. This activity is on track. The overall outcome for this activity is to improve the health and nutrition and reduce obesity/overweight in local children.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Identify and support health representatives on school governing bodies to raise the profile of health issues and improving health of school children at the school governing bodies meetings *	Somen Banerjee (HAC)	31/03/18	On Target	30%	A draft action plan was presented to the Health & Wellbeing Board in April 2017. We are now recruiting a pool of people with health backgrounds interested in becoming school governors. Recruitment should be via local health organisations (e.g. CCG, NHS Trusts, primary care and public health). Also recruit through corporate social responsibility channels and match the 'health representatives' to schools working with LBTH Governors' services. By March, schools will have a 'health representative' as a governor and evidence of increased engagement of schools in the health of their children.
	Provide better information to parents on how schools support health and wellbeing so that parents are better equipped to contribute to improving the health of their child *	Somen Banerjee (HAC)	30/09/17	Completed	100%	This aims to build on existing communications to provide more information to parents e.g. about the schools Healthy School status, provide more comparative health information for Head Teachers and develop a school health report. School health (Compass Wellbeing) have already sent out letters to parents/carers giving the results of the National Child Measurement Programme (NCMP). The overall outcome of this work is to help parents make informed choices and decisions to improve the health of their children. The HWB recently heard a report on this deliverable and the plan is develop a dashboard and school health report so that parents can view and compare schools
	Implement the 'Healthy Mile' programme in schools, to tackle obesity in school children to at least 16 schools by March 2018	Somen Banerjee (HAC)	30/09/17	Completed	100%	The 'Healthy Mile' has been in place at 10 Tower Hamlets schools and a further 10 schools have been supported to start the programme in September 2017. More schools have shown interest in starting up the Daily Mile this term and meetings have been organised to support the schools. Schools receiving grants for Pupil Led Projects around healthy eating/physical activity in 17/18 will also run the Daily Mile in their schools. Numbers to be confirmed mid Oct 2017. Schools that are doing the Daily Mile as part of a Healthy Schools London Silver/Gold Award are looking to increase pupils fitness through regular physical activity – the Healthy Lives team conducts fitness tests twice a term with pupils, ideally a minimum of 6 times over a year, to see whether fitness levels have increased.  In terms of nutrition the Healthy Lives team is supporting schools to run the Lunchtime Experience project, which focusses on trying to ensure that children have as healthy a lunch as possible and encouraging uptake of salad, fruit and vegetables at lunchtime. Training is also provided by the team to school staff around healthy eating and workshop for parents. The Healthy Lives team are also working with Public Health to remove cake from primary school menus and just have the focus on healthy foods. Obesity and overweight is measured for all 10-11 year olds annually and broken down by school.

	Develop and implement a community engagement and communications strategy around healthy weight and nutrition in children, with particular emphasis on high risk groups *	Somen Banerjee (HAC)	30/09/17	Completed	100%	Public Health are facilitating community engagement and promote healthy weight & nutrition for children. Consideration is being given to a 'contract' where the school commits to undertaking certain measures, with a dashboard to measure progress. Looking to build two-way service agreements that School Health (Compass Wellbeing) are currently negotiating with schools and also the Healthy London Partnership Healthy Schools standards. A Healthy Schools summit is planned for autumn term. The aim is to engage parents and schools around healthy weight management and nutrition, especially targeting high risk groups - these include pupils from the most deprived areas of the borough and groups identified with health inequalities related to ethnic backgrounds.
	Through better joint working with our partners, identify families with children that are not registered with a GP deliver a programme of work to increase GP & dentistry registration and access to services	Somen Banerjee (HAC)	30/09/17	Delayed	75%	<p>There are a number of initiatives to improve registration:</p> <ol style="list-style-type: none"> <li>1. <u>Quantifying size of the issue</u> – we have now received permission (at national level) to compare primary care and council population datasets (as part of the whole system dataset programme) – this will enable us to estimate the size, characteristics and location of the unregistered population, focus efforts across the NHS and council and track progress (By March 2018)</li> <li>2. <u>Using universal services to promote registration</u> (ongoing) <ol style="list-style-type: none"> <li>a. Health Visiting - If child is encountered with no GP parent/carer is given details of nearest practice and supported to register as soon as possible</li> <li>b. School nursing - as above – if child remains unregistered after the advice this is escalated as a safeguarding issue if there is a health need that is not being met</li> <li>c. Fluoride varnish programme – this is offered to all children aged 3-6 years old attending state nursery and primary schools in Tower Hamlets in order to promote oral health. As part of this programme, parents are provided with information about local dentists as part of feedback to parent/carer on child's oral health assessment/treatment – if the oral health assessment indicates further treatment is needed then parent/carer can take child to the practice of the dentist doing the assessment (if they are not registered with a different one).</li> </ol> </li> <li>3. <u>NHS – NHS Tower Hamlets CCG</u> are designing an online portal to enable online registration which will be on every GP website and will also enable registration from A and E. This is being piloted in the South West Locality. Once this phase is complete they will be seeking to link with the council and housing providers to promote the service (SW pilot completes March 2018, wider rollout from April 2018)</li> <li>4. <u>Linkage to Council Customer Access programme</u> – this is a longer term ongoing corporate objective that is linked to this objective - customer modelling and segmentation (enabling identification of unregistered and groups at risk), a single account for residents (providing a basis for prompts around registration), linkage into local presence (targeted engagement and early identification of people who are unregistered with GPs ).</li> </ol>

	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5.4	4. Respect, value and celebrate our cultural history and diversity *	Cabinet Member for Culture, Statutory Deputy Mayor (Lead for Faith Communities)	31/03/18	On Target	60%	
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Deliver a series of community events which commemorate key cultural dates and activities, including St George's Day, Chinese New Year, Holocaust Memorial Day, Martyrs Day, Black History Month, Diwali, Christmas and Eid *	Judith St John (CS)	31/03/18	On Target	60%	<p>A programme of community activities has been delivered across ten parks for young people. The Council produced a brochure of events entitled 'Summer Activities 2017'. This includes St Georges Day tea dance and fair, Boishakhi Mela, Altab Ali Day. Planned events include Black History Month, Annual Guy Fawkes fireworks show, December tea dance, Martyrs Day, Chinese New Year.</p> <p>The Council's events team put together a varied programme of free events to appeal to ages from fishing, taster days, to baking, BMX biking and canoeing. 70 free fun events were held from May to August 2017 for children and young people aged 0-19 years and families. A range of activities are run during term time for families and children under 5's (Mile End Play) at Mile End Park, Locksley Street.</p> <p>The annual floral &amp; horticultural competition - 'Tower Hamlets in Bloom' 2017 - was held during May to July. This aims to encourage people to become interested in plants, wildlife and the environment. A brochure produced - 'Tower Hamlets in Bloom 2017' - lists a range of varied events based at Mile End Children's Park (8 events), and growing activities at Victoria Park (8 events). Victoria Park outdoor classroom is a valuable local premises which enables free events to be hosted to nurture horticultural talent.</p> <p>A wide programme of approximately 70 activities, courses and events were organised over the Summer period by the Council's Sport, Parks and Outdoor education teams as well as a leisure operator. The Youth Service has produced a quarterly Youth Services Programme since summer 2016. In summer 2017 the Youth Service delivered a full summer programme. The Summer 2017 Activities programme included information about youth hubs; and a quarterly youth programme is published on-line that provides information on the activities provided by both the council and commissioned youth providers. The Youth Service's 2017 service plan has identified actions to work more closely in the provision of summer activities, 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>
	Promote awareness and understanding of different faiths, and interfaith activities by delivering a range of related community events including Interfaith Week*	Sharon Godman (GOV)	31/12/17	On Target	40%	Commissioned provider has been meeting with the steering group and other members and developed a theory of change framework which sets out the outcomes the Forum wish to achieve over the next 3 years. Activities are currently being agreed to achieve those outcomes. Bimonthly meetings have been held. Interfaith week event is planned and invites have gone out.
	Help break down disability barriers and celebrate abilities, by delivering a series of related community events including marking International Day of People with a Disability *		31/12/17	Completed	100%	All the events have been delivered
	Deliver a series of community events that increase visibility, raise awareness and advance education about the LGBT community, including marking LGBT History Month, and International Day against Homophobia, Transphobia and Biphobia *		28/02/18	On Target	75%	Events have taken place for LGBT History Month and IDAHBOT as well as Pride. Events for World Aids day are planned.
	Celebrate the social, economic, cultural and political achievements of women, by delivering International Women's Day and other related events. *		31/03/18	On Target	10%	Invitations to bid to take part in this have gone out to local organisations. The themes have been decided as 100 years since women got the vote and a sub-theme of Women's Safety. Events are planned for March
	Develop and consult on plans for the future of Tower Hamlets Local History Library & Archives (THLHLA)	Shazia Hussain (RES)	31/12/17	On Target	20%	Our growing heritage collections need specific controlled and secure environmental conditions for their permanent preservation. There is insufficient space in the building footprint to meet the existing requirement as well as cater for future growth in collections. In the first half of the year we commissioned a feasibility study to explore options to provide storage adjacent to the existing site in partnership with Queen Mary University of London. We are also exploring options for storage and an improved customer facing offer elsewhere in the borough to complement Bancroft Library. The development of options will be completed in the spring and we expect to consult next year.

<b>Priority Outcome 2: Creating and maintaining a vibrant and successful place</b>					
2.1 An improved local environment					
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.1.1 1. Ensure that the borough is clean to the highest possible standards	Cabinet Member for Strategic Development	31/03/18	On Target	50%	All deliverables (below) are aimed at making the borough the highest possible standard in terms of cleanliness in order to contribute the wellbeing of those who live, work and visit.
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Complete two independent surveys to measure cleanliness levels (Litter, Detritus, Flyposting, Graffiti.	Roy Ormsby (PLACE)	1st 31/7/17 2nd 31/12/17	On Target	50%	The deadline set here was taken from 2016/17 however the dates for completion has changed for 2017/18 but has not been updated. This year there has been a procurement change where all suppliers are required to be processed by the councils RFQ procedure, therefore there was a delay in awarding the contract and initiating the surveys. This will also have a delayed effect on the second set of surveys and is now due to be completed by 31st March 2018. Trance 1 for 2017/18 has recently been completed the scores are as follows, 2.2% for litter, 1.0% for Detritus, 6.5% for Graffiti and 1.0% for Flyposting.
Introduce a resident 'Look up' service to enable residents to be able to access information pertaining to scheduled days for street cleansing through the Council's website	Roy Ormsby (PLACE)	01/05/17	Completed	100%	Schedule for all collections in the borough are now live through the councils dedicated site. This project was successfully completed through joint working with the Web Team, Veolia and the Programme team. Residents can now look up their collection days online rather than call or email. This will in time also reduce the number of service requests and complaints as residents are now better informed. A monitoring mechanism is currently being developed by the web team which will be used to gauge usage.
Complete implementation of the PSI mobile solution to provide mobile technology for managing and monitoring service delivery.	Roy Ormsby (PLACE)	30/11/17	Delayed	0%	There was a delay with the contract agreement between LBTH and PSI, therefore the costs, risks and specifications had to be revisited before the final sign off was given. This has had a knock on effect on the start date for implementation. The solution will be developed in stages, starting with Markets services. The new corporate and PSI target date for completion for all services in Public Realm is now mid-year in 2018/19.
Target enforcement to address fly tipping and improve our prosecution rate as a deterrent to future fly tipping.	Roy Ormsby (PLACE)	01/09/17	Delayed	70%	This deliverable is slightly delayed due to staff changes that affected various deadlines within the service. Recruitment and replacement of Clean Team Manager and Contracts Development Manager also influenced the delay. The deliverable is expected to be completed 17th December, 2017. Areas that are continually fly tipped are monitored in order to gather evidence. Any evidence gathered is used to prosecute the perpetrators with a view to deter those persistent fly-tippers. So far in this financial year 443 FPNs have issued for dumping rubbish by the Trade Waste Enforcement team. This action will improve the cleanliness of the borough, save the local authority on resources.
Introduce pilot 9 Big Belly 'smart' litter bins to improve street/open space facilities for residents and help tackle street/open space litter	Roy Ormsby (PLACE)	30/05/17	Completed	100%	All 9 bins have been fully installed and are now operational to the public. All installations were carried out with council staff present to ensure good practice. Since the launch of the project we have been able to reduce public litter bins near Big Belly bins also making less collections as the capacity has increased.
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.1.2 2. Improve waste management and recycling performance	Cabinet Member for Strategic Development	31/03/18	On Target	60%	All deliverables (below) will contribute the improvement of waste management and increased recycling rates.
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Refurbish 10 on street recycling Bring Bank sites to improve recycling facilities for residents	Roy Ormsby (PLACE)	01/05/17	Completed	100%	10 public bring bank sites have been refurbished and frames put in place with signage that tells residents what they can and cannot recycle. The sites are being widely used and there is positive feedback from residents and management organisations. The sites have made it easier for residents to identify recycling points across the borough.
Introduce a resident 'look up' service to enable residents access information pertaining to scheduled days for collection for waste and recycling services through the Council's website	Roy Ormsby (PLACE)	01/05/17	Completed	100%	Schedule for all collections in the borough are now live through the councils dedicated site. This project was successfully completed through joint working with the Web Team, Veolia and the Programme team. Residents can now look up their collection days online rather than call or email. This will in time also reduce the number of service requests and complaints as residents are now better informed. A monitoring mechanism is currently being developed by the web team will be used to gauge usage.
Develop and implement a Waste Minimisation Plan	Roy Ormsby (PLACE)	31/03/18	On Target	20%	Recycling activities are being developed as part of the Recycling campaign. An electrical repair party has been undertaken to promote the repair of electrical and to stimulate ongoing events of a similar nature. 18 people have attended this event. The waste minimisation plan will form a part of a wider waste strategy
Promote waste minimisation and recycling activities with residents through PR and comms, including supporting the national initiatives Recycle Week and Love Food Hate Waste	Roy Ormsby (PLACE)	31/10/17	On Target	50%	Recycling week activities have now taken place with a recycling stall held each day during the days of recycle week. 900 residents were engaged with during the course of recycle week. The comms campaign was launched at the start of recycle week on 25th September and is ongoing at present.

	In association with Registered Providers develop and implement set of information templates to provide consistent messaging for residents.	Roy Ormsby (PLACE)	31/12/17	On Target	30%	Recycling posters have been developed for the current comms campaign the information included on the posters and the leaflets produced for recycle week will formulate the basis on templates to be used in association with the RP's to provide consistent messaging
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.1.3	3. Reduce the impacts of traffic on our residents, making our borough one of the best in London to walk or cycle in and building a sustainable approach to road use and parking policy	Cabinet Member for Environment	31/03/18	On Target	50%	Consultations on traffic calming reviews and corridors are progressing well, with 4 out of 6 either complete or nearly complete. These measures increase the effectiveness of the 20mph speed limit and improve road safety, Good progress is also being made on cycling quiet way 6, and one of 10 new secure parking facilities has completed, providing 10 parking spaces. The remaining 9 parking facilities will be installed by March 18.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Complete 3 area-wide traffic calming reviews and redesign 3 corridors, in order to increase the effectiveness of the 20mph speed limit and improve road safety	Roy Ormsby (PLACE)	31/03/18	On Target	50%	Antill Road review designed and consultation complete; Weavers review designed and consultation complete; Isle of Dogs review designed and ready for consultation; Cotton St corridor design almost complete; Prestons Rd corridor design almost complete; Chrisp St design and consultation underway
	Complete cycling quietway 6	Roy Ormsby (PLACE)	31/03/18	On Target	40%	Alderney Copenhagen crossing complete; Holton & Grantley traffic calming complete; Saxon Rd W & E resurfaced; Libra Rd closure complete; Mile End Park section complete; consultation on final section through housing estate nr Gladstone PI progressing. Old Ford Rd crossing design and consultation completed; Walter St and Network Rail underpass permission being progressed.
	Explore options for a new cycle route along Manchester Road	Roy Ormsby (PLACE)	30/09/17	Completed	100%	Design options complete and ready for internal review: these options will address slowing traffic on Manchester Road as well as future provision for cycling as growth in demand builds up.
	Implement 3 improved permeability schemes in local streets	Roy Ormsby (PLACE)	30/09/17	Delayed	10%	Further engagement with Wheelers Volunteer Rangers required to confirm schemes for delivery from long list. The deadline has been modified to the end of the year. These proposals link closely to wide area schemes and therefore need to be incorporated in those reviews thus affecting timetabling for delivery.
	Build 10 new secure cycle parking facilities	Roy Ormsby (PLACE)	30/03/18	On Target	30%	One cycle hangar installed on Old Nicholl Street demonstrating how more intensive use by passing trade which can be delivered through using one car parking space for 10 cycles to park. 9 other parking facilities ordered for installation in Q3 and Q4.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.1.4	4. Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities	Cabinet Member Strategic Development	31/03/18	On Target	65%	A revised Cabinet date was agreed for 19/09/17 for approval of the Regulation 19 version of the Local Plan. This is now out for statutory consultation and will be submitted in February to the Secretary of State, following Full Council considerations. The viability evidence for the Community Infrastructure Levy (CIL) has been produced, which will provide the foundation for setting new charging rates for submission. The timetable for setting a CIL Charging Schedule is reliant on the Local Plan being adopted as a basis for the charges sought. The Draft Charging Schedule is now likely to be submitted to the Planning Inspectorate for examination in Q1 2018/19, following consultation. The adoption of a new Charging Schedule is likely to generate higher rates and hence higher income of funding towards local infrastructure to benefit residents.  The updated infrastructure evidence was presented to Infrastructure Delivery Board in December 2017, with a report regarding the allocation of infrastructure funding due to go to Cabinet in January. The evidence base has been reviewed in accordance with the timings required. The evidence base is essential in understanding infrastructure needs, both now and in the future. It supports the approval of and delivery of all infrastructure projects and is therefore beneficial to all local people. The Development Viability Strategic Planning Document (SPD) which was adopted on 02/10/17 will enable the Council to maximise the benefits of development for local people. The SPD also brings in a greater level of transparency to the development process.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Complete key stages in the proposed regulation 19 submission Local Plan	Owen Whalley (PLACE)	31/07/17	Delayed	85%	A revised Cabinet date was agreed with the Lead Member for 19 September and the key deliverable is on track (to submit). All tasks were completed against statutory and corporate requirements relating to the democratic process and consultation. The Reg 19 document was presented to Cabinet on 19 September, and is now out for statutory consultation and will be submitted in February to the Secretary of State, following Full Council considerations. This consultation will help test the soundness and legal compliance tests. The Local Plan is an important planning document that will guide development and investment to ensure it is undertaken in an equitable and sustainable way.

	Adopt a Development Viability SPD in accordance with Mayoral Transparency Agenda	Owen Whalley (PLACE)	30/11/17	Completed	100%	The Development Viability SPD was adopted on 02/10/17 ahead of schedule. It implements a position of improved clarity regarding the assessment of viability of planning applications. This improves the Councils ability to negotiate with developers and ensure that we secure the best deal, to maximise benefits of development to local people. The SPD will also require developers to make their viability assessments available publicly if requested, bringing a greater level of transparency to the development process. The adoption of the SPD will enable the Council to maximise the benefits of development for local people.
	Maximise infrastructure funding by submitting a new Community Infrastructure Levy Draft Charging Schedule to the Planning Inspectorate for Examination	Owen Whalley (PLACE)	31/03/18	Delayed	25%	The Council has produced a housing trajectory, infrastructure delivery plan, set of site allocations and draft Local Plan, all of which are necessary to support the setting of a new CIL Charging Schedule. Furthermore, viability evidence for the CIL has been produced, which will provide the foundation for setting new charging rates for submission. Next steps are to go out to Preliminary Draft Consultation Stage.  The timetable for setting a CIL Charging Schedule is tied to the timetable for adopting the Local Plan, as it is reliant on the Local Plan being adopted as a basis for the charges sought. The timetable for the Local Plan was set back three months and therefore the CIL timetable has to take an equivalent set back. This has caused a clash with the Purdah period and therefore a further month of delay. As a result the Draft Charging Schedule is now likely to be submitted to the Planning Inspectorate for examination in Q2 2018/19.  The adoption of a new Charging Schedule is likely to generate higher rates and hence higher income of funding towards local infrastructure. This will benefit all residents.
	Update the Infrastructure Delivery Framework projects list and evidence base bi-annually, to support decision making regarding the allocation of infrastructure funding	Owen Whalley (PLACE)	31/03/18	On Target	50%	A cut of the infrastructure evidence base provides the Infrastructure Delivery Plan that supports the Local Plan and was made publicly available on the Council website in October. was presented to Infrastructure Delivery Board in December 2017, with a report regarding the allocation of infrastructure funding due to go to Cabinet in January. The evidence base has been reviewed in accordance with the timings required.  The evidence base is essential in understanding infrastructure needs, both now and in the future. It supports the approval of and delivery of all infrastructure projects and is therefore beneficial to all local people.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.1.5	5. Improve air quality and enhance the environmental sustainability of the borough; reduce carbon emissions, enhance biodiversity and alleviate fuel poverty	Cabinet Member for Strategic Development, Cabinet Member for Environment, Cabinet member for Health and Wellbeing	31/03/18	On Target	60%	Delivery of carbon reduction projects are currently on target for completion to deadlines. Residents have benefitted from programmes through reduced energy bills and advice on improving their environment, both living space and surroundings. The carbon fund is now delivering a number of carbon emission reduction projects and the air quality and climate change strategy was adopted at October Cabinet. To date we are in the process of delivering projects in excess of £1m, and we have approx. £8m in the carbon fund of signed section 106 agreements which we will utilise to deliver further projects.  The first fuel switching auction for residents in 17/18 saw an average annual saving of £191 for those that actually switched energy tariffs. The programme continues to offer huge financial savings to residents and offers a significant benefit especially in light of recent rises in energy prices. Targets in the five-year Local Biodiversity Action Plan are on track and many will be greatly exceeded.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Implement the Climate Change Strategy to reduce borough wide carbon emissions and engage community groups to take individual actions on tackling climate change.	Mark Baigent (PLACE)	30/06/17	Delayed	80%	A combined strategy for Air Quality and Climate Change is scheduled for 31st Oct 2017 Cabinet. The strategy was approved at MAB in Sept 2017. The combined strategy will provide a targeted approach in reducing carbon emissions and combating the boroughs toxic air improving the wellbeing of our residents including the young. Projects to deliver CO2 emission reductions in accordance with the draft Climate Change Strategy are currently being delivered including: Schools emission reduction project; residential retrofit project; fuel poverty advice (Warmth); Schools energy retrofit programme; business carbon reduction programme; idea stores programme.
	Deliver the residential carbon reduction programme to utilise the money from the Carbon Fund and reduce domestic emissions and reduce fuel poverty.	Mark Baigent (PLACE)	31/12/17	On Target	60%	<b>This deadline needs to be amended to 31/03/2018.</b> Infrastructure Delivery Board Approved funding to deliver the residential carbon reduction programme. This programme is now in the process of procuring a contractor and is on target to deliver projects from October 2017. The programme will provide energy measures including boiler replacements for the vulnerable and low income households to unto 100 homes. It will contribute to the councils work in reducing carbon emissions and alleviating fuel poverty. LBTH is in the process of delivering the WARMTH programme providing energy efficiency advice to residents. Phase 1 of WARMTH delivered interventions to 210 vulnerable households saving 16,573 CO2e.  The residential retrofit programme will commence in site visits from October and installations from November 2017 following the open procurement process. The residential retrofit programme will be hugely beneficial for eligible residents as well creating jobs in the borough through the installation process.

	Continue to promote the fuel switching scheme and deliver home energy efficiency projects to reduce household energy bills.	Mark Baigent (PLACE)	31/03/18	On Target	55%	One out of three yearly energy auctions has been successfully delivered and the second energy auction is currently in progress. The first energy auction saw an average annual saving of £127 per resident who registered and £191 average annual saving for those that switched energy tariffs.  The formal contract between iChoors (the delivery agents) and the Council has expired, negotiations with Legal continue to extend this partnership although this has been delayed, resulting in a reduction in the amount of publicity that can be done, focusing more on sign posting. Nevertheless the programme continues to offer huge financial savings to residents in the borough, this is widely appreciated more so because of recent energy price rises.
	Implement the council's biodiversity strategy and deliver year 3 of the action plan to protect and enhance the boroughs biodiversity	Mark Baigent (PLACE)	31/03/18	On Target	50%	We are on course to meet most of the targets in the five-year Local Biodiversity Action Plan, and many will be greatly exceeded. Significant projects completed this quarter include a new therapeutic garden in Whitechapel, floating reed beds at Bow, and lots of nectar-rich flowers planted to benefit pollinating insects. Surveys proved that the rare great crested newt is present at Spitalfields City Farm. Great Crested Grebes nested successfully in Victoria Park for the first time in many years. The borough continues to support more wildlife, benefitting all residents through greater contact with nature.
	Review and publish the Air Quality Action Plan to improve monitoring of local air quality, regulate emissions from developments and raise awareness of air quality issues, as well as modifying the borough's fleet transport and encouraging cleaner transport.	Roy Ormsby (PLACE)	31/03/18	Completed	100%	Consultation undertaken, report on track to go through to Cabinet at the end of October
2.2 Better quality homes for all						
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.2.1	1. Increase the availability of good quality housing, including family-sized homes, across all tenures *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Strategic Development	31/03/18	On Target	66%	Cumulative total affordable homes delivered for Q1 and Q2 is 438 units with an anticipated 975 expected by year end. These units have been allocated to families with identified housing needs, often subject to overcrowding and will certainly have made a positive improvement to their lives. The delivery was achieved by the team working well with its RP partners and with developers through the planning process and enabling the delivery of more affordable units by supporting grant applications to the GLA and our own grant programme. In the first two quarters of this financial year alone a total of 920 families have been rehoused of which 506 were overcrowded.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	An enhanced offer of support to young people leaving care that reduces the dependency on private landlords. Commission an enhanced offer of supported accommodation *	Nancy Meehan (CS)	31/03/18	On Target	20%	We are in the process of developing an accommodation commissioning strategy for young people leaving care and will work in partnership with local housing providers to further develop our current offer
	Deliver the 148-home Watts Grove scheme and make available for letting *	Ann Sutcliffe (PLACE)	30/06/17	Completed	100%	The scheme was completed in August and all 148 homes are now let out. The scheme overran by 24 weeks from the original completion date, this was due to the contractor not meeting the statutory services connection target dates in a timely manner. This has had a subsequent knock on effect to supply power to the Energy Centre in order to service the residential units accordingly.  New residents are pleased with layouts of new homes, sizes and location. The new homes are being built to high sustainability standards to help minimise residents' fuel bills and carbon emissions. The scheme benefits from a well-designed central courtyard for residents use, under 5s play space, 5-11 play space and community garden.
	Start on site with 125-140 new homes on infill schemes and identify sites for an additional 500 units*	Ann Sutcliffe (PLACE)	31/12/17	On Target	60%	Bouygues UK Ltd Contractor has been appointed for stage 1 of 2 stage works contract for the infill sites Jubilee Street 24 Homes, Baroness Road 20 Homes and Locksley Estate 70 Homes. Planning permission has been granted for 3 of schemes. 2 infill schemes have been delayed following resident feed back. Additional infill schemes have been identified and are being assessed for feasibility and member/stakeholder and public consultation organised for Q2 & Q3. New homes proposed will help reduce waiting list to benefit local resident go towards fulfilling the Mayors ambition of 1000 council homes.
	Start on site with the Arnold Road and Tent Street Council housing schemes *	Ann Sutcliffe (PLACE)	31/12/17	Delayed	80%	Arnold Road currently delayed due to Judicial review, awaiting hearing date likely for the end of the Q3. Tent street submitted for planning consideration on 31.07.2017 Development committee date for end of Q3 awaited. Local residents and stakeholder consulted on schemes, comments and feed back incorporated into the design were appropriate. New homes proposed will help reduce waiting list to benefit local resident go towards fulfilling the Mayors ambition of 1000 council homes.

	Support more residents into accessible housing by matching clients with new bespoke adapted affordable homes for disabled people on P120*	Mark Baigent (PLACE)	31/03/18	On Target	50%	<p>27 wheelchair accessible and adaptable units were completed in Q2, bringing the cumulative total to 80 units, or 18% of the total affordable units completed, which is substantially above the target of 10%. Of these 80 units, 68 were for rented tenures. New occupants of those homes will be much better off living in homes designed and built to the best modern wheelchair accessible standards. Of the 27 wheelchair units were delivered in Q2, these included 13 units at Watts Grove which were all allocated to families in need of wheelchair housing, 10 units were delivered as easily adaptable units for shared ownership. The process of liaison between the affordable housing team and the lettings team which matches applicants to properties is working well.</p> <p>Project 120 was initiated to tackle problems in the development of suitable wheelchair properties and the Council and its RP partners are actively working with developers to ensure that future wheelchair units are more suitable to meet the needs of those on the project 120 list. It still remains difficult to enforce a high standard of delivered units, as we continue to see delivery of units which were consented before the introduction of the new Part M national building regulations, where planning permission only required wheelchair units to be easily adaptable rather than wheelchair accessible, so the units produced are sometimes unsuitable for the needs of many families currently on the project 120 list. In addition there is a reluctance amongst families with wheelchair users to bid for properties with irregular / smaller room sizes, above the 5th floor or in car free developments.</p> <p>Officers are also trying to address developmental issues, by exploring the possibility of taking 'commuted sums' from developers on sites which are demonstrably unable to deliver suitable wheelchair units. This is to be addressed as a new policy in the Local Plan which was considered by Cabinet in September 2017 (Reg 19 version) and then subject to independent examination under the authority of the Secretary of State.</p>
	Establish housing delivery vehicles for operation to increase housing supply across tenures	Mark Baigent (PLACE)	31/03/18	On Target	50%	Two housing delivery vehicles have now been established, Mulberry Homes and Seahorse Homes. Boards have been established for both companies and meet regularly. Financial and operational arrangements for the companies are being established. A Cabinet Report regarding this matter is on the Councils website.
	Progress recommendations of the Housing Affordability Commission, and work with Registered Providers and Planning to deliver 'affordable' housing that is affordable to local people *	Mark Baigent (PLACE)	31/03/18	On Target	50%	The rent recommendations of the Affordability Commission was approved by Cabinet on 2nd May 2017. There are now two rent levels the lower London Affordable Rents and the slightly higher Tower Hamlets Living Rents which are lower than old Affordable Rents. These rental levels are now being adopted on schemes as they come forward in the planning process. Cabinet has agreed rent guidance on making RP homes more affordable. These rents have been presented and consulted upon with RPs through Tower Hamlets Housing Forum. RP programmes being negotiated with Partners and the GLA will be at new rent levels. Residents moving into RP properties in the 2016/20 programme will benefit from lower rent where RPs comply with the guidance. The first scheme to come forward on these new rents was the Council's own Watts Grove development which was let to families mainly on the Council's Common Housing Register in Q2. 7 units were 'top sliced' for the Pan London Housing Moves Scheme due to it being grant funded by the GLA. The new THLR will be more affordable to people on median incomes.
	Management of CPO process up to and including Public Inquiry and subsequent Secretary of State decision for Aberfeldy Estate (Phases 3-6) to enable estate regeneration.	Mark Baigent (PLACE)	31/03/18	On Target	70%	CPO has been confirmed. In the past four years, Poplar HARCA, in partnership with the Council, has embarked upon an extensive programme of place-making called 'Reshaping Poplar'. In addition to providing new homes, this programme seeks to transform the built environment and the quality of life in Poplar, with new and improved health facilities, schools, leisure facilities, retail and commercial workspace, green spaces and physical infrastructure. Phased vesting process and on-going monitoring of Council's requirements has commenced to ensure good practice compliance by HARCA as the Council proceeds to implement the CPO in 4 phases. Council officer involvement will continue to the life of the project. The challenge for Poplar HARCA was the land assembly which it required the Council to make the CPO which enabled the Council to acquire land that HARCA did not have ownership of, without the CPO HARCA would have not been able to carryout a comprehensive estate regeneration. The Council was successful in the application of the CPO and resolving the challenges from the objectors with Poplar HARCA. The Council will be vesting the land in 4 phases in line with HARCA's development programme.
	Seek Mayoral approval to proceed with CPO to regenerate Chrisp Street Market area, subject to planning approval, and provide advice and support on further emerging RSL regeneration proposals.	Mark Baigent (PLACE)	31/03/18	On Target	40%	<p>This site is also part of the extensive place-making programme 'Reshaping Poplar'. At Chrisp Street this will involve significant enhancements to the retail and leisure 'offer', improvements to the quality of the environment, improved and more useable public spaces and redevelopment of the physical infrastructure. As a district centre, these improvements will benefit a large cross-section of the local community. There will also be direct benefits for the Council's own redevelopment of the Poplar Baths site by providing a new and enhanced retail area for the benefit of the new residents.</p> <p>The challenge for Poplar HARCA will be the land assembly which it will require the Council to make a CPO which will enable the Council to acquire the land that HARCA do not have ownership of, without the CPO, HARCA will not be able to carryout the comprehensive estate regeneration. Council officers are liaising with Poplar HARCA to review their scheme, ensuring compliance with good practice. The Council will still need to get Cabinet resolution to make the CPO for Poplar HARCA. It is anticipated that a Cabinet report to proceed with the CPO will go forward in early 2018. No further CPOs currently proposed.</p>

	Blackwall Reach Regeneration Project - Start on site for development Phase 2, 268 new homes (including 114 of affordable tenure, 50% affordable by habitable room).*	Mark Baigent (PLACE)	31/03/18	On Target	60%	Anderson House and Woolmore Street houses now demolished and soft strip in progress for Robin Hood Gardens (west) for full demolition to commence in November. Legal meetings in progress for Building Agreement and lease for Phase 2. On programme for start on site by 31 March 2018. LBTH's role as facilitator for scheme delivery continues including land assembly, acquisitions, decants, legal and engagement and remains crucial to enable the phased building agreements and leases. The Council has facilitated the successful implementation of the CPO and is progressing proposals to set up a new legacy charitable Trust for the area, in line with contractual and community commitments, supported by a community charter. The Trust will support local initiatives and activities for the benefit of the local community and enhancing community cohesion. Prior to the Trust being established, community activities at the community hub already includes after school youth clubs, social inclusion projects, book club, exercise classes and with other activities in the pipeline. To this end it obtained from Swan a commitment to join a new charitable company that will safeguard and oversee the new park and crucially to provide funding of £1 Million, plus a contribution from the ground rents of the private homes for sale, for the Trust to use to fund future works to the park and worthwhile projects for the benefit of local residents. <u>Long into the future</u>
	Ocean (Site H), Completion to 'wind/weather tight', 225 new homes (including 50% affordable) *	Mark Baigent (PLACE)	31/03/18	Delayed	80%	London & Quadrant advises they have experienced contractor slippage for a number of reasons which are being reviewed, the main of which is delays with suppliers delivering the material at scheduled times. Handover of the new homes for rent and sale is anticipated in stages from Spring 2018 with final handovers by September 2018. Marketing of new homes for sale will commence in Spring 2018 and should deliver higher than anticipated overage to offset the Council's enabling cost. Ocean Site H CPO has been made and the CPO confirmed. The council has vested the land in the CPO area. The challenge for Ocean Site H was the land assembly which it required the Council to make the CPO which enabled the Council to acquire land that the RSL did not have ownership of, without the CPO the RSL would have not been able to carryout a comprehensive estate regeneration. The Council was successful in the application of the CPO.
	Target Empty Properties by encouraging greater occupation locally, and contributing to the GLA London Wide Research on Overseas Buy to Leave*	Mark Baigent (PLACE)	31/03/18	On Target	50%	Empty properties are monitored on a quarterly basis, cases prioritised and distributed amongst the Housing Strategy/Home Improvement Agency team for action including contacting owners, visiting properties and agreeing further action. Officers have been working with the owners of the properties that have been either left empty for the longest periods, generally several years or blighting a local area. There has been successful engagement with owners who have set out their plans in many case to bring properties back into use. This is ongoing work and discussions continues with a number of owners. It is expected that a report on 2 potential CPO orders will be brought forward shortly, one an empty 3 bedroom house and another a fire damaged residential/commercial site. It is now very difficult to entice landlords to let empty properties at Local Housing Allowance rates in return for grants as the LHA is only around 50% of market rent so a different approach is now required. The Housing Strategy Team is reviewing its Empty Property Grant scheme and will be directly contacting the owners of all properties that have been empty for over 6 months to ask what their intentions are for their properties and to seek comments on the Grant programme and to encourage grant take up under the existing programme. The main beneficiaries will be home owners who receive information on their options, neighbours whose areas can be blighted by empty properties and residents who can benefit from increased housing stock and where possible but to a limited degree made available to the Council for temporary accommodation.  The GLA has completed its research into Overseas Buy to Leave and a briefing has been produced for Members. The Council responded to the Mayor of London on this issue via his consultation on the draft London Housing Strategy which runs until the 7th December 2017.
	Spend £8m in right to buy receipts on purchasing former council homes *	Ann Sutcliffe (PLACE)	31/03/18	Completed	100%	To date £19.7M has been spent of RTB receipts for the year 17/18 on purchasing former council houses with a further £12.5M worth of acquisitions yet to be completed. This includes properties being bought through the buyback project and additional properties being acquired from Poplar Harca. Progress is good and exceeding original target figure £8m. Additional opportunities to spend the RTB money have come forward which enables us to spend a lot more than originally envisaged. The properties being bought back will need some refurbishment works before being put into use as Temporary Housing - this is being managed by THH. The Council has secured additional properties self owned to deliver temporary accommodation rather than having to rely on renting in from the private sector - so homeless families will be able to be accommodated more quickly and in better accommodation.

Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2.2 2. Maintain and improve the quality of Council housing stock and housing management services *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18	On Target	40%	<p>£26m major works worth of works encapsulating, windows, roofs, communal lights, and communal decks have been programmed for 17/18 covering 39 block. Fifteen of the 39 blocks on the Better Neighbourhoods Programme are now on site.</p> <p>Delivery of the works is in progress circa £8m of the budget has been spent against a profile expenditure of £8m. Also, following fire on Grenfell Tower, fire safety works have been prioritised in the programme, including installation of fire-rated entrance doors in high-rise blocks to protect the fire integrity of the building. To improve resident experience, from October 2nd, up to 2 Sergeants and 12 Officers will work in partnership with THH and LBTH services initially tackling those areas where disruption caused by gangs and drug dealing are felt most by Residents.</p> <p>The New Deal for leaseholders was launched in June, inter alia, offering leaseholders:</p> <ul style="list-style-type: none"> <li>• to view their service charge accounts online</li> <li>• to view communal repairs ordered to the blocks where they live</li> <li>• to see if their block is in the new 6 year programme</li> </ul> <p>This, in addition to the repayment support options agreed last year, have gone a long way to enhance leasehold experience. From April 2017, a total of 47 leaseholders have taken up the early 5% payment discount. These leaseholders received a total discount of £60,422 in turn brought in £1,209m of major works payments.</p>
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Deliver the £26m agreed 17/18 Major Works programme	Mark Baigent (PLACE)	31/03/18	On Target	40%	Better Neighbourhood Programme comprise 39 block across 9 neighbourhoods. Fifteen of the 39 blocks on the Better Neighbourhoods Programme (BNP) are now on site. Spend to date on the BNP is £3.282m against a cash flow forecast of £2.843m. There are an additional six 'Better Neighbourhoods' blocks scheduled to start in October. Also, following fire on Grenfell Tower, fire safety works have been prioritised in the programme, including installation of fire-rated entrance doors in high-rise blocks to protect the fire integrity of the building. Expenditure at the end of Q2 was circa £8m against a target of £8m. Percentage of residents rating capital works as excellent, good or fair: Target = 75%, Outturn = 96.2%
Work with THH to introduce enhanced service responses to anti-social behaviour on council estates	Mark Baigent (PLACE)	31/03/18	On Target	50%	<p>Following a partnership agreement between the Police, LBTH and THH involving a match-funding arrangement, a new Police team has been recruited to respond to concerns Residents have raised about endemic anti-social behaviour on Council owned housing estates. From October 2nd, up to 2 Sergeants and 12 Officers will work in partnership with THH and LBTH services initially tackling those areas where disruption caused by gangs and drug dealing are felt most by Residents. This partnership working will allow THH access, through the police, to greater powers for use on our estates and improve our ability to gather evidence leading to increased enforcement action being taken.</p> <p>The priority of this new service is to tackle a hard core of behaviour that is affecting the rights of Residents to live peacefully in their homes. The ability to target patrols in the most affected areas at the most appropriate times including evenings and weekends will not only have a significant impact on reducing ASB through enforcement but will also provide a visible deterrent to the perpetrators of ASB, as well as being a reassuring presence for our residents.</p> <p>Capacity at THH has been enhanced within the ASB team, as 3 new Liaison Officers have been appointed to ensure a greater level of expertise when dealing with new reports of anti-social activity as well as a greater level of Management Support. The % of ASB cases successfully resolved was 90%.</p>
Deliver leasehold engagement model	Mark Baigent (PLACE)	31/09/17	On Target	50%	<p>Some of the milestones set out in the THH Service Improvement Plan for (Q2) 2017-18 have been delivered, they include:</p> <ul style="list-style-type: none"> <li>* Processes for drivers of complaints revised</li> <li>* Searchable 5 year capital programme available</li> <li>* Online service charge, ground rent a major works statements available</li> </ul>
Deliver 1,000 new Council homes *	Mark Baigent (PLACE)	31/03/18	On Target	75%	148 units at Watts Grove complete and occupied. 304 further units are now in contract. The programmes combination of purchasing existing property, utilising s106 and developing on council sites is on track to ensure commitment to 1,000 units on target. Units delivered will meet housing needs and reduce overcrowding, and make more properties available for use as temporary accommodation owned by the borough.
Client manage THH to deliver £2m savings in 2017/18	Mark Baigent (PLACE)	31/03/18	On Target	25%	Progress report earmarked for the THH /LBTH Client meeting in December and y/e in March.

Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2.3 3. Improve the quality of privately rented stock in the borough *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance / Deputy Mayor and Cabinet Member for Community Safety	31/03/18	On Target	75%	<p>The aim is to improve the quality of private rented stock in the borough by introducing a Private Section Charter, registering properties through the Housing Licencing scheme and taking actions to tackle bad conditions in the private rented sector.</p> <p>The PRS Charter was approved by the Mayor and launched in June 2017. The Charter aims to promote awareness of private tenants' rights, and sets out landlord's legal duties. The Charter will support a healthy private rented sector in the Borough, where responsibilities and management standards are clear, private tenants are provided with safe and secure accommodations and are treated fairly. The Tower Hamlets website has been visited by hundreds seeking advice. Area based promotions of the Charter will run from October 2017 to March 2018.</p> <p>The Council in conjunction with the London Landlord Accreditation Scheme (LLAS) is running quarterly training sessions for landlords in the Borough, hosted on Council premises. The LLAS accreditation aims to recognise good practice and improve conditions in the private rented sector, giving tenants more confidence in their landlord or agent, through accreditation.</p>
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop a Private Sector Charter	Mark Baigent (PLACE)	30/09/17	Completed	100%	The PRS Charter was approved by the Mayor and launched in June 2017. The Charter aims to promote awareness of private tenants' rights, and sets out landlord's legal duties. Initial interest to the Charter was high and dedicated webpages on the Tower Hamlets website has been visited by hundreds of interested parties seeking advice. Area based promotions of the Charter aimed at tenants, landlords, lettings agencies and Community Groups are being planned to run from October 2017 to March 2018 to raise further awareness of the Charter. Private renters in the Borough will benefit from having all the relevant advice they need on how their tenancy should be managed on one place (TH website) and advice on how they can seek redress with the support from both the Council and its community partners who have signed up to the Charter. The Charter provides clear guidance to landlords as to their legal duties and sets key standards to the quality of accommodation and management standards expected. The Charter will support a healthy private rented sector in the Borough, where responsibilities and management standards are clear, private tenants are provided with safe and secure accommodations and are treated fairly.
Develop enhanced support for landlords through the Landlord Accreditation Scheme	Mark Baigent, Roy Ormsby (PLACE)	31/03/18	On Target	50%	The Council in conjunction with the London Landlord Accreditation Scheme (LLAS) is running quarterly training sessions for landlords in the Borough, hosted on Council premises. Two courses has been run so far, with a total of 16 landlords attending. All 16 landlords have become LLAS accredited. The LLAS accreditation aims to recognise good practice and improve conditions in the private rented sector, giving tenants more confidence in their landlord or agent, through accreditation. In addition quarterly meetings to discuss topical issues with local landlords are also being held. Landlord representative groups were also involved in the development and supportive of the Private Renters Charter. Both landlords and by extension, private tenants will benefit from the support as landlords will be better informed of their legal duties.
Deliver statutory responsibilities in relation to investigations and enforcement actions to tackle bad conditions in the Private Rented Sector	Mark Baigent, Roy Ormsby (PLACE)	31/03/18	On Target	50%	<p>40 unlicensed HMO's have been identified and that they are now pursuing for licences. All of them will get a visit before the licence is granted.</p> <p>We have also identified a further 40 currently unlicensable properties, many of which may become licensable by the end of this financial year. We have now received applications for 55% of our licensable properties in the SL area. These are landlords that otherwise would not have been on our radar and who must comply with conditions designed to ensure that properties are maintained in proper condition. We are devising processes for compliance inspections and will have a programme of such visits up and running as soon as we can.</p>
Carry out quarterly partnership operations against identified rogue landlords, working with all relevant agencies	Roy Ormsby (PLACE)	31/03/18	On Target	50%	Working with police and other Council Teams to address rogue landlords operating the borough. There has been two operations so far one with the police and one council officers only.
Drive up registrations under the Housing Licensing Scheme to a minimum of 3000 properties	Roy Ormsby (PLACE)	31/03/18	Completed	100%	Target completed. 3296 applications received so far at the end of Qtr2.
Explore the introduction of additional licensing scheme for the licensing of houses in multiple occupation and consider extending the current selective licensing scheme	Roy Ormsby (PLACE) / Somen Banerjee (HAC)	31/03/18	On Target	50%	<p>A review of the current licensing schemes, including selective and mandatory types, was undertaken to establish whether it can be extended to houses in multiple occupation (HMO's).</p> <p>Public Health have appointed consultants to link datasets to characteristics of people who might live in HMO's. A draft report has been circulated for comments from Officers and lead Member. Public health has reviewed all data held by the Council and this will inform a future Cabinet report for next year. Report from consultants being reviewed, on track for cabinet report before end of the year.</p>

Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2.4 4. Improve the quality and management of Registered Provider stock in the borough	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18	On Target	75%	<p>The Section 106 Design Guide was approved by the THHF Development Sub Group in May 2017. Since then the Grenfell Fire took place. The event prompted us to revisit the guide to see what else might be included to tighten the approach we would want developers to take on fire safety. We embarked on developing this document with RPs to help raise the standard of components on Section 106 developments. The guide explains the minimum requirements that should be included in Development Agreements, Build Contracts or similar and a quality benchmark for materials that are used both internally and externally. This will ensure developers are aware of the standards the borough expects. It will mean better quality homes for residents, and in the longer term, it will also assist in reducing maintenance costs. The official launch took place on 7th December 2017. All the main RPs we work with have been consulted on its contents and have indicated they are committed to trying to make it work. Developers submitting at pre app stage will be expected to indicate to what extent they are complying with the borough's requirements.</p> <p>The Council monitors on a quarterly basis the performance of the key RPs who operate in the borough against key customer - facing PIs. Results are fed back to Cllr Islam, THHF Executive and the THHF benchmarking and housing management sub-groups. The Housing Scrutiny Sub-Committee also receive performance information about the key RPs who operate in the borough. A key benefit of this data is that there are various presentations at various THHF sub-groups to share any good practice identified. This may support RPs to improve performance in key housing management areas.</p>
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Review performance and challenge underperforming Registered Providers	Mark Baigent (PLACE)	31/03/18	On Target	50%	The Tower Hamlets Housing Forum (THHF) Performance Management Framework (PMF) continues to work well and we also produce benchmarking data which is assessed by the THHF benchmarking club. Where best practice is found this is presented and shared among the various THHF sub-groups and with Cllr Islam. For example, we had a presentation on introducing Direct Labour Organisation's into the maintenance service of one RP and it was explained how this improved service delivery. We also had a presentation on satisfaction with the outcome of ASB cases and how high performance was achieved here. We continue to meet quarterly with Cllr Islam to look at RP performance and assess both poor performance as well as look at good practice. This work involved devising various performance reports in various formats. It remains unclear how this will lead to improved performance with RPs as the Council is not the regulator of RPs and therefore does not have significant authority to challenge RP performance issues. We continue, however, to address these at senior levels in meetings with senior managers of the RPs.
Support THHF and its sub-groups to develop and implement key action plans from joint initiatives and projects	Mark Baigent (PLACE)	31/03/18	On Target	50%	<p>The two Partnership Officers continue to work with Registered Providers to fulfil the objectives detailed in their respective actions plans for 2017/18. The RP Partnerships officer has organized an event for RP Estate Services conference across the borough to raise the profile of what key staff on the ground need to do to prevent fires on estates and safeguard residents and themselves in the event of a fire. The Counter Terrorism Unit also provided training at the event to raise awareness amongst a key group of staff they have previously not had access to. The Tower Hamlets Public Realm Team ran a workshop to begin a dialogue with RPs on what might be included in the borough's forthcoming refuse and recycling contract.</p> <p>A considerable amount of work has been done with RPs to share information, and compile data on tower blocks in the borough affected by defective cladding. This is to ensure we have a common understanding on which stock is affected, who the key personnel are that need to be contacted and how the blocks are to be dealt with. All these initiatives demonstrate the ongoing nature of the partnership work the Council and its officers do with RPs to facilitate a coordinated approach to dealing with some of the key issues that affect all social housing providers in the borough. By so doing we create an environment where RPs and council Officers share learning, resources and expertise that improves the level of service residents receive in the borough. As a result of the joint work on fire safety, most RPs have adopted a zero tolerance approach to any articles left on communal areas on estates.</p>
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.2.5 5. Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18	On Target	63%	At the end of quarter 2 there were a total of 2193 households in temporary accommodation, a reduction from 2210 at 31/3/17; of these 2094 were owed the full homeless duty, a reduction from 2096 at 31/3/17.
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop new Council owned temporary accommodation portfolio - 100 units by 2019 *	Mark Baigent (PLACE)	31/03/18	On Target	75%	<p>43 Polar HARCA properties and 34 right to buy properties have been purchased. A further 57 Poplar HARCA units scheduled for Q3. Whilst the target will have been achieved ending Q3, there are an additional 46 right to buy units in the pipeline for completion by year end.</p> <p>Properties procured will be in borough and let to homeless households. This will increase in borough stock levels, in a borough which is seeing a significant reduction in the number of properties available for use as temporary accommodation.</p>

	Achieve a reduction in the number of single adult households accommodated in B&B compared to 31/3/16 (112) & 31/3/17	Mark Baigent (PLACE)	31/03/18	On Target	50%	There were 90 adult-only households in B&B at the end of quarter 2 (figures are unaudited at present). The numbers in B&B have fluctuated between 78 and 114 during the first two quarters of this year and represent both fluctuating demand and availability of alternative accommodation for adult-only households. In particular the roll-out of the hostels commissioning programme is beginning to have an impact on the availability of hostel accommodation as some hostels are decanting pending remodelling and/or refurbishment. This accommodation assists the most vulnerable homeless households many of whom would otherwise be at risk of rough sleeping. Improved casework has seen the throughput of applicants in B&B increase, and a reduction in the average number of adult-only households in B&B over the first two quarters this year, compared to last year.
	Implement blue light project to engage a minimum cohort of 20 treatment resistant individuals, to prevent homelessness related to substance misuse. *	Rachael Sadegh (HAC)	31/03/18	On Target	50%	The 'Blue Light' project is Alcohol Concern's national initiative to develop alternative approaches for resistant drinkers with the aim of developing responses by using existing responses more effectively. The Drugs & Substance Misuse Team together with Alcohol Concern have contacted a wide range of partners to inform them of the project; and developed a survey to gather views and inform the development of the model. Also seeks to gather information about partners' experience of problematic drinkers, establish how significant the issue is in the borough, and how we should prioritise this work; and established a small multiagency working group to lead on the development of this project.  A partnership workshop held on 14th September: Shared findings from the survey; Enabled attendees to develop a better understanding of the national guidance on working with problematic drinkers; reviewed the impact of this cohort in Tower Hamlets; develop a local strategic and operational model to respond to this cohort; explore potential responses to this group and CMARAC intervention; and actions to take forward.  Between October – January, we will hold a 'Train the Trainer' session and a number of general training sessions targeted at staff from a wide range of agencies. We aim to identify champions for 'Train the Trainer' shortly. The project will be evaluated towards the end of 2017 (Dec) and is scheduled to conclude in January 2018.
2.3 People feel safe and places have less crime and anti-social behaviour						
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.3.1	1. Work with our partners to target resources to reduce crime *	Deputy Mayor and Cabinet Member for Community Safety	31/03/18	On Target	50%	These deliverables are designed to target crime and ASB whilst mitigating causes of crime and ASB, making this borough a safe place for those who live, work and visit.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Support Integrated Offender Management (IOM) Programme with a dedicated co-ordinator to reduce reoffending of high-risk individuals	Rachael Sadegh (HAC)	31/03/18	On Target	50%	Integrated Offender Management (IOM) brings a cross-agency response to crime and re-offending threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together. IOM helps to improve the quality of life in communities by: •reducing the negative impact of crime and reoffending •reducing the number of people who become victims of crime •helping to improve the public's confidence in the criminal justice system.  The Council has secured on-going MOPAC funding for the IOM co-ordinator post and who is based at Bethnal Green police station working with specialist police officers. The IOM project is about managing the borough's most prolific offenders (roughly 200 individuals who cause approx. 10% of all crime in the borough). The co-ordinator works collaboratively with police and probation officers to actively engage these high risk individuals into specialist national programmes to reduce their offending.
	Support joint operations with partners such as Police and THH to tackle hot spot areas, identified at weekly partnership meetings *	Roy Ormsby (PLACE) / Divisional Director Community Safety (HAC)	31/03/18	On Target	50%	The council has committed £4.3m over 3 years to increase council funded Police Officers to 39 to tackle crime and ASB. 14 police officers will be responsible for tackling crime on estates and 25 additional officers will work across the borough. The police officers will tackle crime and ASB where it is an issue.  Existing Council funded Partnership Taskforce (6 Police Officers) Q2 (1st July - 30th Sept) Update: * 852 individuals stopped in hotspot areas; * 77 Stop and Searches; * 50 Arrests; * 14 Cannabis Warnings & Penalty Notice for Disorder; * 15 Prostitutions cautioned; * 19 Suspected Brothels investigated; * 12 women referred to specialist support networks to exit prostitution; * 20 Kerb Crawling Warning Letters issued; * 74 ASB warnings issued.
	Introduce late-night levy to secure funding from night-time businesses to address the impact of the night-time economy	Roy Ormsby (PLACE)	01/10/17	Completed	100%	Scheme approved and introduced

Activity	Lead Member	Deadline	Status	% Comp	Comments
2.3.2 2. Step up activity to tackle anti-social behaviour 24/7	Deputy Mayor and Cabinet Member for Community Safety & Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance / Cabinet Member for Health and Adult	31/03/18	On Target	70%	This activity is on track.
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Introduce a schedule of Drug & Alcohol treatment conditions to ASB orders to reduce drug / alcohol related ASB	Rachael Sadegh (HAC)	31/03/18	On Target	50%	<p>Two Criminal Behaviour Orders (CBO) currently granted. There are a further 22 in progress. A CBO breach can result in a custodial sentence. CBO's is a legal provision for tackling anti-social behaviour, part of the Crime &amp; Policing Act 2014. CBO's include prohibitions to ASB and can require underlying causes of the offender's behaviours to be addressed as part of treating drug and alcohol users. Tower Hamlets has the highest numbers of persistent drug users in London.</p> <p>The Council has a formal process with the police for addressing drug and alcohol ASB - the Standard Operating Procedure (SOP) is being drafted. The process is split in 3 stages. At Stage 1, the police can signpost cases directly to the RESET Treatment Centres* in the borough. If the same individual is stopped again, the police conduct a home visit, then book them an appointment with the Drug Intervention Programme (DIP). If they are of No Fixed Abode (NFA), then the outreach team are notified and look for them at the last sighted location. If they are stopped a third time, then a civil injunction process is triggered. At this stage, the Council can provide evidence of extensive work done with the individual on a voluntary basis. When the civil injunction process starts, the team include a 'positive requirement' to engage with the drug/alcohol treatment offered as part of the rehab.</p> <p>* Reset is a free service offered to residents in Tower Hamlets to help people reduce their alcohol and/or drug dependency. Providence Row run the Reset Outreach and Referral Service, in partnership with Mind in Tower Hamlets and Newham (MiTHN) and Thames Reach.</p>
Increase the number of mobile deployable CCTV cameras by 8 to tackle ASB	Roy Ormsby (PLACE)	31/03/18	Completed	100%	10 mobile deployable CCTV cameras have been acquired to tackle ASB in the borough. The cameras are used catch perpetrators of ASB and to use the images as evidence in court. This measure is designed to deal with ASB in the borough therefore making it safer for those who live, work and visit.
Develop a new strategy on ASB by working closely with Police, THHF and other partners	Denise Radley/ Mark Baigent (PLACE)	30/09/17	Completed	100%	Neighbourhood management being piloted. Following an ASB review completed in April 2017, recommendations include: 1. Review of the Council ASB structure; 2. Improve customer service and clarity; 3. Focused partnership resources to priority areas and info sharing; 4. CCTV - a partnership vision; 5. a neighbourhood approach to problems in communities; 6. Dealing with victim and perpetrators of ASB with high complex issues and vulnerability issues; 7. Tackling not tolerating ASB; 8. Breaking down the barriers to information sharing; 9. Working together with partners & communities; 10. Communications working together; 11. Customer Service review to encourage engagement and involvement; 12. Healthy and engaged communities. Progress of these recommendations is currently being measured through a performance management dashboard. The Mayor has prioritised extra investment for this service.
Deliver an action and improvement plan for the THEOs and ASB service identified by the ASB service review	Denise Radley (HAC) & Roy Ormsby (PLACE)	31/03/18	On Target	50%	Further review of the service requirements to be carried out.
Continue to lead the fortnightly ASB tasking group and tackle ASB hotspot areas using partners' resources and report back on successes to inform local people	Divisional Director Community Safety (HAC)	31/03/18	On Target	50%	The Community Safety Team provides officer support for the co-ordination of the Task Group meetings. The Group will be formally reviewed to improve the way that it tasks resources across the partnership to hotspot locations. This is to ensure that this includes additional police officers that the Council are purchasing to address ASB and criminal community safety issues in the borough that are of most concern to the community and the Council.
Tackle problem issues and areas identified by 20 Community Safety ward walkabouts	Denise Radley (HAC)	31/08/17	Completed	100%	All 20 Community Safety Ward Walkabouts have been completed. The full programme of completed walkabouts will be reviewed to measure their effectiveness in addressing community safety concerns highlighted to partner agencies.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.3.3	3. Reduce the prevalence of illegal activity in relation to the sex industry *	Deputy Mayor and Cabinet Member for Community Safety	31/03/18	On Target	75%	This activity is on track.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Commission and implement a new service to protect vulnerable sex workers and support them to exit prostitution *	Rachael Sadegh (HAC)	30/09/17	Completed	100%	The Council awarded the contract to –Beyond the Streets* - in August 2017, the re-commissioned service will commence on 1st October. The service will provide 8 outreach sessions per month, 2 drop-in sessions per week, and case manage 60 women annually. The Council identify women on the streets through targeted outreach work and work with the Police Diversion Scheme to support women to exit prostitution. The project also targets perpetrators through proactive council funded police team activity. Q2 updates show that: * 19 Suspected Brothels investigated; * 12 women referred to specialist support networks to exit prostitution; * 20 Kerb Crawling Warning Letters issued; and * 74 ASB warnings issued.  * Beyond the Streets is a UK charity working to end sexual exploitation by Creating Routes Out through working directly with women. Beyond Support offers a Freephone telephone number (0800 1337870) for those who want help.
	Continue to fund and deliver the Prostitution Programme for two years including outreach and exit from prostitution support *	Denise Radley (HAC)	31/03/18	On Target	50%	The Substance Misuse Service run a Tower Hamlets Prostitution Partnership MARAC where partners come together monthly to discuss the most vulnerable cases. This will now be chaired by Beyond Streets. The Council has secured MOPAC funding up until March 2019 for the Prostitution Programme. We have also signed up to be partners with a cross-borough MOPAC funded initiative to address and support women to exit prostitution. A bid has been recently submitted for this cross- borough working to MOPAC (GLA).
2.4 Communities are engaged, resilient and cohesive						
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4.1	1. Engage and communicate effectively with local people *	Executive Mayor	31/03/18	Delayed	25%	
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Deliver Year 1 of the Community Engagement Strategy Action Plan, including providing support, capacity building and advice to the Council departments to improve effective engagement	Sharon Godman (GOV)	31/03/18	Delayed	10%	Year 1 of the action plan will start once the Strategy has been agreed. This timetable has been put back due to the need to delay and extend the consultation period and the strategy is shortly due to enter the first stage of the committee process. Some work has been done in progressing some elements of the strategy nevertheless.
	Provide support and capacity building to empower the community to come together to take action to improve their local neighbourhoods *	Sharon Godman (GOV)	31/03/18	Delayed	10%	See above comment in relation to Community Engagement Strategy.
	Continue to increase channels for communication, including two way communication and discussions with residents using digital channels	Andreas Christophorou (GOV)	31/03/18	On Target	75%	New channels include plasma screens in Ideas Stores and council buildings, more social media channels and content, double the number of subscribers to our newsletter, a new weekly electronic newsletter for staff. In Q3 we want to bring in Granicus (formerly gov.delivery) to provide an intelligent newsletter that segments our audience.
	Work with the voluntary sector and community to develop a community engagement toolkit to drive improvement in outcomes.	Sharon Godman (GOV)	31/03/18	Delayed	10%	Delayed due to delays in Community Engagement Strategy (see above), however research work has been done and we will be working with THCVS over the next few months to develop a specification for the toolkit.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4.2	2. Establish a new collaborative relationship with the voluntary and community sector to deliver priority outcomes and build strong communities	Executive Mayor, Deputy Mayor Education and Children's Services	31/03/18	On Target	60%	Deliverables on target to be completed by the end of the financial year.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Complete year 2 actions from the Voluntary and Community Sector Strategy Delivery Plan	Zena Cooke (RES)	31/03/18	On Target	50%	We have completed Year 2 actions and have reviewed and prioritised and 4 working groups that have been established to deliver the actions. The working groups include both the council and VCS representatives. The sub groups are overseen by a VCS Strategy action plan delivery group.
	Increase the investment and CSR activity made by businesses to Tower Hamlets	Zena Cooke (RES) / Andy Scott (PLACE)	31/03/18	On Target	50%	As a Council, we have implemented a crowd funding platform that businesses can pledge funds too. We are developing a social value procurement portal which will ensure the social value element of council procurement identifies projects and initiatives identified by the VCS. The businesses working group which includes ELBA, EBP, EECF and Economic Development is leading on developing initiatives that will increase investment and CSR from businesses.

	Work with the voluntary sector to develop a voluntary sector compact	Sharon Godman (GOV)	31/03/18	On Target	50%	Initial consultation has taken place including a coproduction workshop, subsequent desktop research has taken place and next steps are a feedback meeting with the sector in Q3
	Review and update the Council's grants policy, working closely with services	Sharon Godman (GOV)	31/03/18	On Target	60%	We have done desktop research and analysed current grants. We have now moved to the coproduction of the new Grants Policy Framework. This was launched by the Mayor in October and events have been held during November and December with voluntary and community sector organisations and other stakeholders. These have included open events as well as more targeted focus groups. Some further work is planned early in the new year to involve and engage with areas of the community where there are gaps which need to be addressed. The policy framework will go through an internal consultation process before being presented to Cabinet on target in the spring. In the new year we will be carrying out a further co-production process with the voluntary and community sector to develop the detail of the scheme and the processes which will underpin the final grants programme. It is anticipated the new grants programme will be launched in the summer and the first new grants should be paid in April 2019.
	Develop relationship with the THCVS to help local charities and not for profit organisations and provide support where we can and give greater clarity on charitable and small business rate relief	Roger Jones (RES)	30/06/17	Completed	100%	The review of the criteria used to assess charities and not for profit organisations is now completed with THCVS and will now form part of the revised process to be presented to members and CLT
	Work across the organisation to conduct a comprehensive review of contracts and grants to inform the development of the Council's new approach to commissioning that is focussed on improving outcomes	Zena Cooke (RES)	31/03/18	On Target	50%	We have undertaken a review of grants, led and undertaken by the SPP team, with support from the VCS Delivery Team with a view to presenting a report to the Mayor in Cabinet in January 2018. A report to the grants determination sub committee will also set out the review of the committee and the grants it considers.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.4.3	3. Co-produce services with local residents *	Executive Mayor	31/03/18	On Target	10%	Initial research and development work to develop a commissioning framework has taken place.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Enable more co-production of Council services in appropriate areas *	Zena Cooke (RES)	31/03/18	On Target	30%	We have produced and commissioned The Community Cohesion theme of MSG alongside a co-production with a planned VCS for Youth Service commissioning. The other MSG themes are being reviewed to consider the timetable for co-production. The MSG grant period has been extended to the end of March 2019 to provide sufficient time for planning and implementation of co-production.
	Co-produce a Council wide commissioning framework that is focussed on improving outcomes and embeds best practice. Working in partnership with local residents, voluntary and community sector and other local providers *	Sharon Godman (GOV)	31/03/18	On Target	10%	Initial research and development work to develop a commissioning framework has taken place.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.4.4	4. Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships *	Deputy Mayor and Cabinet Member for Community Safety, Cabinet member for Resources	31/03/18	On Target	70%	The first Community Hub, Christian Street was opened by the Mayor in September 17. Location on the second hub has recently changed, therefore delivery of this hub has now slipped from September 17 - March 18.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Utilise developer contribution to deliver community cohesion projects, including in Mile End and Aldgate East with activities that are determined by the community in those areas *	Sharon Godman (GOV)	31/03/18	Delayed	30%	The overall project timeline has been put back due to purdah affecting arrangements for stakeholder engagement. Delivery groups have been scheduled for both areas and residents and stakeholders have been invited. Project outlines have been developed and the Council will finalise these with the delivery groups ready for going out to tender in January.
	Through the delivery of the local equality engagement forums and wider work programme support local community groups to work with partners to address inequalities faced by their communities, including refugees, LGBT+ people and those with disabilities *	Sharon Godman (GOV)	31/03/18	On Target	50%	LGBT Forum has achieved all of their targets (some areas overachieved) in the contract and a new contract has therefore been offered for a further 12 months. New Residents and Refugees Forum held themed workshops around Access To Health Services and actions were discussed which are currently being finalised to be delivered by partners.

	Working closely with the community review and develop the Council's approach to community cohesion and integration *	Sharon Godman (GOV)	31/03/18	Delayed	10%	Delayed due to delay in Government response to Casey Review. A need for wider consultation and engagement has also been identified which means that the strategy is unlikely to be completed in this financial year.
	Ensure the Christian Street community hub is open and operational *	Ann Sutcliffe (PLACE)	30/06/17	Completed	100%	The first Community Hub was launched by the Mayor in September 2017. The Hubs are designed to offer local versatile, bookable spaces with priority given to voluntary and community sector organisations. The spaces are available at affordable hourly rates. Active marketing of the premises is ongoing and Facilities Management are in the process of agreeing customer use and taking up bookings. It is envisaged that an increase in the availability of space for community use will strengthen community cohesion and support social inclusion.
	Deliver a second community hub in the borough *	Ann Sutcliffe (PLACE)	30/09/17	Delayed	50%	The second community hub location recently changed and other available options are being considered. The Council has identified the Tram shed as a possible second hub. This site is being actively marketed for short term community use but a feasibility study is considering building work in the medium term to add a mezzanine floor. These two work streams will be managed. Once opened the community hub will offer local versatile, bookable spaces at affordable prices to residents and the wider community.
	Develop and deliver a programme of activities within schools which raises awareness of community cohesion and helps foster the principles of One Tower Hamlets. *	Christine McInnes (CS)	30/09/17	Completed	100%	The new Tower Hamlets agreed syllabus for RE (launched in July 2017 is being implemented in schools from September 2017). There are specific units of work that have been developed that support community cohesion: a) Faith in Tower Hamlets provides speakers and support to schools to foster understanding of our multi-faith society. b) Ambassadors of Faith and Belief (a group of young people selected from our schools) also work in a range of LA primary schools to share their own experiences with others.  5 primary schools and 2 secondary (in total 7schools) took part to strengthen cohesion work around addressing homelessness, clean air, working with the community, visiting the elderly, care packages for the elderly and homeless, homelessness and "Community United". The training was delivered as part of the lesson plans and a final event was held at the Golden Hinde.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.4.5	5. Work together with partners and communities to tackle the threat of radicalisation and extremism.	Deputy Mayor and Cabinet Member for Community Safety	31/03/18	On Target	50%	The Activity is on track. This work cuts across Health Adults Communities, Children Services and the Governance Directorates.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Deliver two training and awareness sessions to Members re: Prevent priorities and support in the borough to further strengthen support for the community	Denise Radley (HAC)	31/03/18	On Target	50%	The Home Office require quarterly reporting on quantity of visits to faith establishments, educational establishments, engagement activity and WRAP presentations as part of the performance measurements of the Home Office funded staff.  Community Safety are currently scheduling a half day session for Cllr Begum on Prevent. Additional training and awareness for members will be scheduled in November/December as soon as the new version of the Counter Terrorism Local Profile is published.
	Support the community and schools to build resilience through advice and projects led by Prevent-funded Schools officers and Community Coordinators	Denise Radley (HAC)	31/03/18	On Target	50%	All schools in the borough are receiving support in the form of curriculum design, training sessions for staff, lessons for students, development of safeguarding policies and case management of radicalisation risk.  A dedicated Prevent Co-ordinator is in place, funded by the Home Office. Their role is to engage with the education sector and ensure that all schools are complying with the Prevent duty as well as considering their safeguarding duties to the required standards. This post has been in place for the last 3 years and is now well established. Additionally, a Higher Education and a Further Education Co-ordinator at a regional level work with colleges and universities. The Co-ordinators report back to the PREVENT Board as to progress made, and the figures are reported back to the HO on a quarterly basis. This work is also supported by the Prevent Education Officer based in the Children Services Directorate.
	Develop a local Prevent Delivery Plan Action Plan, outlining how the partners will deliver the Prevent Duty	Denise Radley (HAC)	31/03/18	On Target	50%	The local Prevent Delivery Plan is developed every year and runs from April to March. However, it is regularly reviewed in light of changing risk and threat in conjunction with the police, faith groups, HO, the voluntary sector as well as statutory agencies. The local authority is responsible for overseeing the Plan. This is overseen by the Prevent Board, which is chaired by the Council's CEO. The Board was set up as part of legal and Home Office requirements, and meets quarterly. This Board gives oversight and accountability for the delivery of the Action Plan.

	Make a minimum of 100 contacts with local community groups to offer ongoing support and enable them to access grants which can be used to increase community cohesion and resilience	Denise Radley (HAC)	31/03/18	On Target	50%	Through Home Office funding relating to Community Cohesion and Countering Extremism. 48 contacts has been made with local community groups since January 2017.  48 local community groups have been contacted so far. Contacts are made for various reasons such as: training, joining the No Place for Hate forum, joining the Violence Against Women and Girls network, and creating partnerships between external groups working towards building community cohesion. Of those, 20 applications for additional funding have been submitted and awaiting a decision. These are related to: • Building a Stronger Britain Together grant funding; • Building a Stronger Britain Together in-kind support- Places of Worship Security Funding; • Vulnerable Faith Institutions Scheme- • Hate Crime Demonstrations Project Funding.  Work is in progress to build a network of faith and community groups who can champion and promote cohesion through their daily activities. Some of the groups will also be attending a Social Media training session on the 13th September, to be delivered by the Building a Stronger Britain Together funders from the Home Office.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.4.6	6. Deliver an effective and broad leisure, cultural and learning offer that reaches people living and working in the borough. *	Cabinet Member for Culture	31/03/18	On Target	60%	On track to be completed by the end of the financial year.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Contribute to early literacy by delivering 2,100 Story time sessions for children under five across all Idea Stores and libraries *	Shazia Hussain (RES)	30/03/18	On Target	50%	In the first half of the year, we delivered more than 1,000 Story Time sessions for young children across all Idea Stores and Libraries, making a positive contribution to child development.
	Promote enjoyment of reading and contribute to the achievement of KS2 pupils by delivering the Summer Reading Challenge to schools *	Shazia Hussain (RES)	30/09/17	Completed	100%	Before the summer, we engaged with primary schools in the borough to promote the Summer Reading Challenge. The Summer Reading Challenge ran over the summer holidays and over 3,400 children participated. We will now carry out an evaluation to review the level of participation and impact.
	Combat social isolation by delivering the Friends & Carers scheme to people who are not able to visit Idea Stores regularly (housebound) *	Shazia Hussain (RES)	30/06/17	Delayed	50%	The formal launch of the Friends & Carers Scheme has been delayed to December 2017. We have started to promote the scheme and trained our staff so that they are able to advise customers once the scheme launches formally.
	Combat social isolation by delivering 300 Prime Time sessions for residents aged 50+ *	Shazia Hussain (RES)	31/03/18	On Target	50%	In the first half of the year, we delivered more than 140 Prime Time sessions for older residents across all Idea Stores and Libraries, making a positive contribution to reducing isolation by bringing older people together.
	Promote enjoyment of reading by delivering 350 Book Break reader development sessions *	Shazia Hussain (RES)	31/03/18	On Target	50%	In the first half of the year, we delivered more than 170 Book Break e-sessions for residents across all Idea Stores and Libraries, making a positive contribution to cohesion by bringing people from different backgrounds together.
	Promote enjoyment of world class culture through the hosted return of the "Draped Seated Woman" sculpture to the borough, together with an education and community engagement programme over 5 years.	Judith St. John (CS)	30/11/2017	On Target	90%	"Draped Seated Woman" remained at Yorkshire Sculpture Park for the park's 40th anniversary celebrations. The sculpture was removed from public display at the end of September in preparation for installation in Cabot Square at Canary Wharf. It was installed and launched in October. The education, outreach and engagement programme has been prepared and will launch at the time of installation.

<b>Priority three: Working smarter together as one team with our partners and community</b>					
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
3.1 1. Make best use of council resources through effective procurement and commissioning exploiting greater value for money and use of assets and maximising income from local growth	Cabinet Member for Resources	31/03/18	On Target	65%	The need to secure agreement for extended use of Mulberry Place is less urgent following professional advice. The re-procurement of the Annual Asset Valuation and Rating Services is in progress with returned bids expected in early August, and new contracts mobilised in October 17.
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop and agree a Mulberry Place accommodation strategy (to cover the period until the new civic centre is ready for occupation) and a satellite offices accommodation strategy	Ann Sutcliffe (PLACE)	31/07/17	Delayed	50%	The need to secure agreement for extended use of MP is less urgent following professional advice. A strategy has been established, which will be followed whilst negotiations are being pursued with the landlord over the coming months, this follows further extensive negotiation and advice being obtained from consultants. The delay in meeting the target is deliberate and not a concern at this stage as we have almost 2 years before the formal legal process required to renew the lease would start. It is in the Council's interest to have an agreement for the extension in place before this date to provide additional certainty - target now to have a formal report for cabinet approval to follow the Mayoral and local elections in May / June 2018. The option to deliver a satellite accommodation strategy is being reconsidered as the proposal is for all staff (mainly) to be accommodated at the new Civic Centre.
Secure efficiencies by reprocurring the Annual Asset Valuation and Rating Services	Ann Sutcliffe (PLACE)	31/12/17	On Target	85%	Previous contract was due to expire therefore a procurement exercise was undertaken to re-procure a contractor to the Annual Asset Valuation and Rating Services. Tender bids were received in early August and evaluation undertaken. Tender award has been signed off and the contract is to be awarded by legal. Mobilisation planning in place to take forward imminently.
Develop and procure the contract for the delivery of facilities management hard services (mechanical, electrical and building fabric)	Ann Sutcliffe (PLACE)	31/03/18	On Target	50%	Existing contracts have expired and an invitation to Tender has been issued to reproduce this service. This procurement is on track. FM will be actively managing the process to ensure best value duties are taken into consideration when evaluating bids with an emphasis on securing financial savings to the Council.
Review and agree a revised Capital Strategy	Neville Murton (RES)	01/02/17	Completed	100%	The Council's capital strategy was adopted by the Mayor in Cabinet in February 2017. In the first half of 2107/18 we have developed a prioritisation framework, linked to outcomes, to inform the future capital programme.
Ensure that Transformation Savings and Investments are monitored and delivered.	Neville Murton (RES)	01/03/18	On Target	50%	We have put in place a programme office to monitor and manage transformation savings and investments on a day to day basis. Delivery is overseen by the Mayor and Lead Member for Resources through quarterly budget monitoring reports to Cabinet and budget challenge sessions.
Use outcome based measures to assess financial and non-financial progress and performance	Sharon Godman / Neville Murton (RES) (GOV)	01/03/18	On Target	50%	We are continuing to embed and refine our outcome based budgeting approach which underpinned the three year financial strategy for 2017/18 to 2019/20. We have started the process to identify revisions to the new three year financial strategy to 2020/21 and will run a series of member workshops in the early autumn to fully embed outcome based budgeting from the beginning of the budget setting cycle.
Maximise income from local growth and assure all income from the Council's assets is billed accurately and promptly	Roger Jones (RES)	31/03/18	On Target	75%	Work is continuing around asset management and analysing data on the Council's applications to ensure charging is both accurate and up to date.
Complete the analysis of all income streams to ensure the best collection processes and techniques are adopted corporately and established good practice is adhered to.	Roger Jones (RES)	30/09/17	Completed	100%	The analysis of debts across all income streams is completed.  Work commenced on process re-design and behavioural insight in the autumn with Council Tax and this model will be used as a template to look at all income streams over the coming months

	Activity	Lead Member	Deadline	Status	% Comp	Comments
3.2	2. Support an organisational culture based on transparency, trust and effective relationships	Executive Mayor	31/03/18	On Target	63%	
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Evaluate & review actions arising from Organisational Culture Plan	Asmat Hussain (GOV)	01/09/17	Completed	100%	Culture Plan work streams have been taken forward through a range of work programmes which have delivered the review of the Council's constitution, Members Code of Conduct, Member Officer Protocol, launch of revised Whistleblowing policy & procedure, implementation of actions in the Mayor's Transparency Protocol and Transparency Commission recommendations, review of employee policies and HR Strategy. Organisational Culture will continue to be a key focus for the Best Value Improvement Board and a number of other projects will be delivered over the next six months.
	Improve staff engagement and feedback on working culture evidenced by positive staff survey	Heather Daley (RES) (RES)	31/01/18	On Target	80%	Over the last six months, we have undertaken a number of initiatives to improve staff engagement. We have introduced weekly email staff newsletters, including instant feedback functionality, to be more responsive to emerging issues. Our new organisational values were co-produced with staff through a series of engagement workshops, focus groups and a staff conference. The organisational values were soft launched in September. We have introduced structured feedback exercises called Team Talk, which enable managers to gather staff feedback on specific topics in a consistent manner.
	Build effective workforce relationships using staff fora, coaching and development activities as evidenced by liP reaccreditation	Heather Daley (RES) (RES)	31/01/18	On Target	50%	In the early summer, we relaunched our LGBT staff forum with a stronger focus on staff development and engagement. In August we reviewed the arrangement for our corporate trade union forum and put in place fortnightly consultation meetings. We have launched an internal coaching programme and have trained volunteers to lead group coaching sessions with managers.
	Ensure Council constitutional and related Code changes are embedded	Asmat Hussain (GOV)	31/12/17	Delayed	50%	We have concluded an audit of last year's staff declarations of interest and the findings have informed changes to processes to ensure any potential conflict of interest is carefully considered by senior management. We ran a comprehensive campaign over the spring and summer to ensure that staff were submitting declarations for the current year. We will follow this up with a further audit in the winter to check that process changes are being embedded.
	Develop and deliver a Best Value Improvement Plan and an Ofsted improvement plan	Sharon Godman (GOV) Debbie Jones (CS)	31/03/18	On Target	50%	Following the Ofsted inspection, we were required to submit an improvement plan to the Department for Education (DfE). This was to be submitted within 70 working days following publication of the Ofsted report. The Tower Hamlets Children's Services Improvement Plan was submitted to the DfE on the 20th June 2017 to address the concerns highlighted in the inspection report. The Improvement Plan addresses each of the recommendations from the inspection report. It also responds to additional areas which were not directly related to a recommendation but have been considered by the council to require improvement. The plan also links to the overall transformation programme "Smarter Together". The Plan is built around four themes (with each theme containing a number of additional actions): a) leadership, management and governance; b) a robust model of social work practice; c) a sufficient and skilled workforce; d) quality assurance and audit The plan is iterative and will be updated on a monthly basis to ensure that it contains the most up to date information as well as being responsive to changing demands and priorities as the improvement journey progresses. The main area of focus has been the front door teams (Multi-Agency Safeguarding Hub (MASH) & Assessment and Intervention (AI)) and a significant amount of work has been put into reduce delay in assessment and ensure that decision making and thresholds are consistently applied. A number of new staff have been brought in to support this process and performance is improving month on month. Work in Family Support and Protection has focused on ensuring that CIN and CP home visits are taking place within timescale. This is being monitored regularly and is showing strong signs of improvement, which must again be sustained.
						Ofsted 1st monitoring visit feedback: "A complete review of the MASH and AI teams, aligned with increased resources, is beginning to create an environment in which staff have the support to respond swiftly to safeguarding referrals. As a result, children in need of help and protection benefit from a more timely response, ensuring that their needs are prioritised. Cases are speedily transferred to the AI teams, where they are allocated promptly." This improvement is relatively recent and will need to be sustained and replicated across the service. Regular performance surgeries, chaired by the Divisional Director along with a much stronger understanding of performance data by managers is driving improvement. Early indications from the 2nd monitoring visit indicate that the improvements have been sustained and are continuing to follow the same trajectory. The Letter will be published on 24 January, 2018  The Council submitted the Best Value Improvement Plan (BVIP) to the DCLG in Mach 2017. Since then the BVIB have met twice and updates have been provided to DCLG on implementation and progress.

	Review and report progress against implementing the actions in the Mayor's Transparency Protocol and the Overview and Scrutiny Committee Transparency Commission Recommendations	Sharon Godman (GOV)	31/08/17	Delayed	70%	Due to staff turnover this piece of work has slightly delayed. Progress update has been reported to Cabinet in December.
	Develop and implement the Overview and Scrutiny Committee and the Housing, Health and Grants Scrutiny Sub Committees 2017-18 work programmes focused on service improvement.	Sharon Godman (GOV)	31/03/18	On Target	50%	The Overview and Scrutiny Committee and sub committees have developed a mock programme focussed on improving services. Reviews and challenge sessions will be completed in the municipal year.
	Deliver a draft programme of work to prepare for 2018 local elections	Louise Stamp (GOV)	31/03/18	On Target	50%	Initial plan detailing preparations organised or in place to date submitted to Will Tuckley and Asmat Hussain.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
3.3	3. Deliver the Smarter Together transformation programme to ensure effective, responsive front line services and efficient and cost-effective support services enabled by ICT and new Civic Centre	Cabinet Member for Resources	31/03/18	On Target	60%	Delivery of activity led by Resources. Opening in 2022, the brand new Civic Centre will be in the most accessible part of Tower Hamlets. Situated next to the new transport hub in Whitechapel. Not only will the new Civic Centre bring economical and environmental benefits but in doing so, the heritage of The former Royal London Hospital site where the new Civic Centre will be located will be protected. The new Civic Centre will strengthen partnership working, by bringing partners together, healthcare and housing providers being one example. The Civic Centre will be a building where residents can access a range of public services in one location.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Cabinet approval of Stage 2 (concept design) scheme and adoption of capital estimate for the new Civic Centre	Ann Sutcliffe (PLACE)	30/09/17	Completed	100%	Cabinet approved the Stage 2 (concept design) scheme and capital estimate for the new Civic Centre on 27 June. This was successfully achieved and the next phase of the project can now proceed.
	Secure planning and listed building consent for the new civic centre	Ann Sutcliffe (PLACE)	31/03/18	On Target	70%	Planning submission scheduled towards the end of Oct 2017 to secure planning and listed building consent. Planning approval expected by Feb/Mar 2018.
	Deliver a new Telephony System for the organisation and our contact centres	Adrian Gorst (RES)	31/04/17	Completed	100%	We have installed the new telephone system rolled out staff training.
	Deliver a transformed network for the organisation whilst ensuring stability during the period of transition to our new networking systems and solutions	Adrian Gorst (RES)	31/03/18	Delayed	25%	We have completed site surveys at all major office buildings. These have identified the possible need to carry out additional security enhancements. We will carry out further detailed work in the autumn to adapt the project scope. Depending on the scale of additional work required, the project may extend to May 2018.
	Deliver new mobile devices to the organisation and migrate off Blackberries	Adrian Gorst (RES)	31/12/17	Completed	100%	The new corporate mobile device has now been rolled out and the old devices have been replaced. There is a small number of old devices that have been kept in use to ensure continuity in the service. We will replace these on a rolling basis as the replacement project is now completed.
	Deliver mobile applications for more efficient working for field workers in public realm and Social Services	Adrian Gorst (RES) / Shazia Hussain (RES)	31/12/17	Delayed	0%	We had to delay the start of the project as contract negotiations took longer than expected. Concluding these negotiations carefully was important to ensure we were able to demonstrate best value. Project timelines are now being revised to take into account the additional negotiation time. We expect the first element of the system to be operational in February 2018.
	Develop and implement the council's Digital Transformation Programme which is enabled through an efficient ICT infrastructure and a skilled and empowered workforce	Adrian Gorst (RES) / Shazia Hussain (RES)	31/03/18	On Target	30%	The council has consulted on its aim to make most of our services and transactions digitally available. We have also developed our high level requirements for the technology infrastructures that will be needed to support our future operating model. A specification is now being developed for market testing.
	Develop the strategic ICT partnership	Adrian Gorst (RES)	31/03/18	Completed	100%	We have put in place a jointly agreed continuous improvement plan aimed at driving up performance of the ICT Partnership. This plan is monitored monthly by a joint board. We have started a review of future ICT needs to inform our options beyond the lifespan of the current ICT partnership contract.
	Co-locate and integrate idea Store and One Stop Shops as part of the local presence model	Shazia Hussain (RES)	31/03/18	On Target	70%	In June, Cabinet received an update on the council's future face to face customer access locations (known as Local Presence). We have completed outline designs for Idea Stores to provide access to wider council services. We have also started our early engagement with staff in the two services to help us inform the design of the future service.
	Develop the feasibility and phase 1 of "My account"	Shazia Hussain (RES)	31/03/18	On Target	30%	The council has developed its high level requirements with Members and senior service managers. We have also been working with other local authorities and the Government Digital Service to develop our understanding of the emerging standards and technologies and the approaches that are being successfully adopted elsewhere. A specification is now being developed for market testing.

	Consolidate customer contact centres – phase 1 Resources Directorate	Shazia Hussain (RES)	31/03/18	<b>On Target</b>	<b>50%</b>	We have analysed work processes, call volumes and call content to understand how we can merge the management of existing contact centres in the Resources Directorate (Council Tax, Housing Benefits and Corporate Contact Centre). In the winter we will be bringing these contact centres together in our Customer Service Division.
	Programme delivers to MTFS timetable with exceptions managed through Smarter Together Board	Neville Murton (RES)	01/04/17	<b>Completed</b>	<b>100%</b>	The Smarter Together Board and overall governance structure, including its theme boards, were in place by April 2017. The board is overseeing and enabling the implementation of savings and transformation initiatives and receives programme highlight reports.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
3.4	4. Deliver the One HR Plan *	Cabinet Member for Resources	31/03/18	Delayed	60%	We are delivering a number of interlinked activities to deliver a transformed Human Resources Plan (One HR Plan). To achieve our goal, measures such as a Staff Wellbeing strategy and are reviewing our Occupational Health service to meet the needs of the staff in the organization. Alongside this, we have started to review the sickness absence management procedure and will be providing training to managers and staff on the procedure once it has been finalised. We are changing the way we are reporting sickness absence levels to focus on outcomes instead of compliance with procedures.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Revise employment policies & practice *	Heather Daley (RES)	01/09/17	Delayed	50%	Late last year we concluded a review of industrial relationships in partnership with the trade unions. Based on this review, we have started the first phase of our review of employment policies and practice. This phase will focus on conduct, performance and improvement, staff wellbeing, collective consultation, employee grievances, and managing discipline. In the autumn we will start the formal approval process for our new whistleblowing procedure and our new officer/member code of conduct.
	Implement an Engaged Manager programme including appropriate systems, processes, and support	Heather Daley (RES)	31/12/17	On Target	70%	We launched the Enabled Manager concept at our senior managers' conference in the spring time. Over the summer we ran a number of workshops with over 140 managers and team leaders to help us develop a new competency framework and support programme for managers. In parallel, we have launched coaching, mentoring and leadership programmes for our more senior managers.
	Deliver a revised learning & development offer for staff and managers	Heather Daley (RES)	01/06/17	Delayed		We have procured a new learning management system, which we are piloting with one service in the winter prior to going live across the organisation from April. In parallel we have developed our core training offer for staff for approval by Corporate Leadership Team in November. We will then procure and launch the new learning offer in April. Since April, we have rolled out a number of leadership development activities for managers, including mentoring, coaching, online learning tools, formal qualifications as well as networking and creative thinking opportunities through our senior managers' forum meetings.
	Ensure that the HR function is structured and equipped to deliver the emerging new ways of working as part of Smarter Together	Heather Daley (RES)	31/03/18	On Target	70%	We have analysed business needs and financial information and have started early engagement with staff to help us inform the future HR structure and business offer. In advance of the review, we have moved our technology and data team into the ICT service and identified staff who may move into the new central business support function of the council.
	Deliver a range of activities to reduce staff sickness and improve staff wellbeing	Heather Daley (RES)	30/09/17	Delayed	50%	We have developed a Staff Wellbeing Plan and have started to review our Occupational Health service to ensure it meets the needs of staff and the organisation. Alongside this, we have started to review the sickness absence management procedure and will be providing training to managers and staff on the procedure once it has been finalised. We are changing the way we are reporting sickness absence levels to focus on outcomes instead of compliance with procedures.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
3.5	5. Re-invigorate our partnership relationships nurturing an outward looking culture, by asserting our place and relationships in London	Executive Mayor	31/03/18	On Target	60%	Deliverables on target to be completed by the end of the financial year.
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Establish a formal partnership that brings leaders of key local organisations together to shape the strategic direction of the borough through the development of a new Tower Hamlets Community Plan	Sharon Godman (GOV)	31/03/18	On Target	60%	The Strategic Partnership has been meeting on a bi-monthly basis and have held 5 meetings to date. Work has progressed in understanding engagement with a range of stakeholders and financial analysis of public sector spend to support the development of a new Community Plan.
	Provide opportunities for senior managers from partner agencies to network by running at least one conference	Sharon Godman (GOV)	31/03/18	Delayed	30%	Tower Hamlets Strategic Partnership has been considering how to integrate reasons to deliver better outcomes for local people. The ongoing work on delivering the Community Plan will help deliver themes for future networking events.
	Provide two strategic partnership conferences for key stakeholders across the borough	Sharon Godman (GOV)	31/03/18	On Target	50%	The Tower Hamlets Strategic Partnership is organising the first TH summit in January which will launch the refresh Tower Hamlets Partnership and support the development of the new Community Plan.
	Review partnership boards and groups to ensure alignment with the new strategic partnership and delivery of new community plan	Sharon Godman (GOV)	31/03/18	On Target	30%	A scoping paper has been developed to review the partnership boards and groups and this work is expected to be completed by March 2018. The development of the new Community Plan ensures that partnership boards and groups are geared towards delivering the priorities of the Community Plan.

	Activity	Lead Member	Deadline	Status	% Comp	Comments
3.6	6. Deliver an effective communication plan	Executive Mayor	31/03/18	Completed	100%	
	<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
	Develop and deliver 2017/18 Communications Strategy	Andreas Christophorou (GOV)	31/03/18	Completed	100%	Communications Strategy 17/18 was signed off in June 2017 and is being delivered.
	Deliver a range of Gold, Silver and Bronze campaigns throughout the year linked to the Communications Strategy	Andreas Christophorou (GOV)	31/03/18	Completed	100%	These campaigns have been decided as part of the Communications Strategy 17/18 and are being delivered.

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<p><b>Cabinet</b></p> <p>30 January 2018</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Zena Cooke – Corporate Director Resources</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Contracts Forward Plan – Quarter Four (FY2017-2018)</b></p>	

<b>Lead Member</b>	Cllr David Edgar
<b>Originating Officer(s)</b>	Zamil Ahmed – Head of Procurement
<b>Wards affected</b>	All wards
<b>Community Plan Theme</b>	One Tower Hamlets
<b>Key Decision</b>	Yes

**1. EXECUTIVE SUMMARY**

- 1.1. The Council's Procurement Procedures require a quarterly report to be submitted to Cabinet, setting out a forward plan of supply and service contracts over £250K in value, or capital works contracts over £5m. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides the information in quarter two of the current Financial Year.
- 1.2. Only contracts which have not previously been reported are included in this report.

**2. DECISION REQUIRED:**

**Cabinet is recommended to:**

- 2.1. Consider the contract summary at Appendix 1, and identify those contracts about which specific reports – relating to contract award – should be brought before Cabinet prior to contract award by the appropriate Corporate Director for the service area
- 2.2. Confirm which of the remaining contracts set out in Appendix 1 can proceed to contract award after tender
- 2.3. Authorise the Divisional Director - Legal Services to execute all necessary contract documents in respect of the awards of contracts referred to at recommendation 2.2 above
- 2.4. Review the procurement forward plan 2018-2022 schedule detailed in Appendix 2 and identify any contracts about which further detail is required in advance of the quarterly forward plan reporting cycle

### **3. REASONS FOR THE DECISIONS**

- 3.1. The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £250K, and any contract for capital works with an estimated value exceeding £5m shall be approved by the Cabinet in accordance with the Procurement Procedures". This report fulfils these requirements for contracts to be let during and after quarter two of the current financial Year.

### **4. ALTERNATIVE OPTIONS**

- 4.1. Bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity; therefore no alternative proposals are being made.

### **5. BACKGROUND**

- 5.1. Council's procurement procedures and processes have undergone major improvements to ensure they are clear, concise and transparent. Our systems, documentations and guidance to suppliers have been transformed to ensure they reflect best practice in Public Sector procurement. Our efforts in maintaining effective dialogue with our bidders during the procurement process has helped to minimise procurement challenges.
- 5.2. To ensure the Council continues to be recognised for its sound procurement practices and effective engagement with the supply community, it is imperative that delays in contract award are minimised and adherence to the timetable outlined within our Invitation to Tender documentations.
- 5.3. The importance of procurement as an essential tool to deliver Councils wider social, economic and environmental aims has resulted in the need to ensure effective elected Member engagement in the pre-procurement and decision making process as identified in the recent Best Value audit.
- 5.4. This report provides the forward plan for quarter four of the current financial Year in Appendix 1, and gives Cabinet Members the opportunity to select contracts about which they would wish to receive further information, through subsequent specific reports.
- 5.5. Additionally, the report also includes a Procurement Forward Plan 2018-2022 to provide Mayor and Cabinet members with high level visibility of our planned procurement activity and the opportunity to be engaged in advance of the procurement cycle.

### **6. FORWARD PLAN OF CONTRACTS**

- 6.1. Appendix 1 details the new contracts which are planned during the period Q4 of the Financial Year. This plan lists all of the new contracts which have been

registered with the Procurement Service, and which are scheduled for action during the reporting period.

- 6.2. Contracts which have previously been reported are not included in this report. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.
- 6.3. Cabinet is asked to review the forward plan of contracts, confirm its agreement to the proposed programme and identify any individual contracts about which separate reports – relating either to contracting strategy or to contract award – will be required before proceeding.
- 6.4. Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the Council’s Tollgate process which provides an independent assessment of all high value contracts, and ensures that contracting proposals adequately and proportionately address both social considerations and financial ones (such as savings targets). The work of the Competition Board and Corporate Procurement Service ensures a joined-up approach to procurement.
- 6.5. The Tollgate process is a procurement project assurance methodology, which is designed to assist in achieving successful outcomes from the Council’s high value contracting activities (over £250K, for revenue contracts, and £5m, for capital works contracts which have not gone through the Asset Management Board approval system). All Tollgate reviews are presented to Strategic Procurement Board; contracts require approval of the Board before proceeding.

## **7. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 7.1. This report describes the quarterly procurement report of the forward plan for quarter four of the Financial Year and beyond, to be presented to Cabinet for revenue contracts over £250K, in value and capital contracts over £5m.
- 7.2. Approximately £63.88m of goods, services and works will be procured from external suppliers. Procured services comprise around 40% of the Council’s annual expenditure and control of procurement processes is thus crucial to delivering value for money for tax payers as well as managing the risks that may arise if procurement procedures go wrong. Consideration of the plan by Cabinet operates as an internal control and also provides the opportunity for the Mayor to comment on specific procurements at an early stage.

## **8. LEGAL COMMENTS**

- 8.1. The Council has adopted financial procedures for the proper administration of its financial affairs pursuant to section 151 of the Local Government Act 1972. These generally require Cabinet approval for expenditure over £250,000 for revenue contracts and £5m for capital works contracts.
- 8.2. Cabinet has approved procurement procedures, which are designed to help the Council discharge its duty as a best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 2015. The procurement procedures contain the arrangements specified in the report under which Cabinet is presented with forward plans of

proposed contracts that exceed specified thresholds. The arrangements are consistent with the proper administration of the Council's financial affairs.

- 8.3. Pursuant to the Council's duty under the Public Services (Social Values) Act 2012, as part of the tender process and where appropriate, bidders will be evaluated on the community benefits they offer to enhance the economic social or environmental well-being of the borough. The exact nature of those benefits will vary with each contract and will be reported at the contract award stage. All contracts delivered in London and which use staff who are ordinarily resident in London will require contractors to pay those staff the London Living Wage. Where workers are based outside London an assessment will be carried out to determine if the same requirement is appropriate.
- 8.4. When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment as part of the procurement strategy, which is then considered as part of the tollgate process.

## **9. BEST VALUE (BV) IMPLICATIONS**

- 9.1. The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. The Council procures annually some £350m of supplies and services with a current supplier base of approximately 3,500 suppliers. The governance arrangements undertaking such buying decisions are set out in the Council's Procurement Procedures, which form part of the Financial Regulations.
- 9.2. Contracts listed in Appendix One are all subject to the Council's Tollgate process which involves a detailed assessment by Procurement Review Panel and Strategic Procurement Board of the procurement strategy to ensure compliance with existing policies, procedures and best value duties prior to publication of the contract notice.

## **10. ONE TOWER HAMLETS CONSIDERATIONS**

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

## **11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 11.1. Contracts are required to address sustainability issues in their planning, letting and management. This is assured through the Tollgate process, and supported through the Corporate Social Responsibility work stream.

**12. RISK MANAGEMENT IMPLICATIONS**

12.1. Risk management is addressed in each individual contracting project, and assessed through the tollgate process.

**13. CRIME AND DISORDER REDUCTION IMPLICATIONS**

13.1. There are no specific crime and disorder reduction implications.

**14. EFFICIENCY STATEMENT**

14.1. Contract owners are required to demonstrate how they will achieve cashable savings and other efficiencies through individual contracting proposals. These are then monitored throughout implementation.

**15. APPENDICES**

Appendix 1 – new contracts planned: Q4 of the Financial Year and beyond.

Appendix 2 - Procurement Forward Plan 2018 -2022

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

- None.

**Officer contact details for documents:**

N/A

## Appendix one – new contracts planned: Q4 of the Financial Year 2017-18

Contract Ref & Title	<b>AHS5141- Albert Cottages, Fenton Street and Buckfast Street</b>		
Procurement Category:	Health and Social Services	Funding:	General Funds
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	January 2018	Contract Duration and Extensions: 5 years	5 years (3+1+1)
Value P/A:	£194,012	Value Total:	£970,060
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

The Contract supports the delivery of the Adults Learning Disability Strategy, Living Well in Tower Hamlets. The Strategy was approved by the Mayor in Cabinet on 19<sup>th</sup> September 2017 and sets out 6 outcomes areas and a number of improvements that adults with learning disability in Tower Hamlets said were important to them. Developing a greater range of local supported living accommodation and support options was an area of improvement people with learning disabilities felt would make a difference as this would enable them to live in their own accommodation, closer to their families, friendship networks and local community. Due to an undersupply of supported accommodation, people with learning disability are being offered placements outside of the borough.

The borough is therefore seeking to increase the capacity of learning disability supported accommodation as an alternative to high cost out of borough residential care and is seeking to create an accommodation pathway for people with learning disabilities that enables them to move on from high support accommodation such as this to live independently in the community or in lower level accommodation with some support.

This service delivers flexible person-centred support and accommodation to 16 people across three sites. There are 7 service users in self-contained 1 bedroomed accommodation at Albert Cottages, 8 service users in shared accommodation at Fenton Street and 1 service in self-contained 1 bedroom accommodation at Buckfast Street. Service users at these schemes have a broad range of learning disability support needs and the service provides life skills development to prepare and enable people to move on from this accommodation to other accommodation with less support when they are able to do so. Staff are deployed across all three sites and the service provides tailored flexible support delivered in accordance with individual need 24 hours a day 7 days a week.

### **Contracting Approach**

The preferred procurement approach is to undertake an open OJEU tender under the Light Touch Regime. Representatives from Adult Services, the Community Learning Disability Team (CLDT) and the Clinical Commissioning Group will be invited to participate in the evaluation of the bids and sit on the tender panel, reviewing the specification and evaluating submissions to ensure that the most economically advantageous tender is selected for future delivery of the service.

The tender will offer a 3 plus 1 plus 1 contract to give both stability to service and facilitate changes and focusing to meet future as well as current need. The tender will be aligned to Living Well in Tower Hamlet, The Adult Learning Disability Strategy 2017-2020.

### **Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements, volunteer opportunities etc.

Contract Ref & Title	<b>LPG5297 - Print and Design Framework (2018)</b>		
Procurement Category:	Communications	Funding:	GF and Departmental
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/01/2018	Contract Duration and Extensions:	2+2 years
Value P/A:	£500,000	Value Total:	£2,000,000
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

The purchase of external printing and occasional design services for marketing and design collateral for a consolidated design and print framework centred on the council's communications service, in particular its professional in-house design and print buying team, Tower Design.

The framework will be underpinned by the web-based project management system for all design and print projects, Panacea, procured under contract CE4067.

Using price matrices pre-loaded into Panacea by all suppliers on the framework, the system will interrogate all supplier prices for any and every job that they are qualified to fulfil, providing instant quotations and reducing administration time. This ensures that any given print quotation will go out to all suppliers capable of fulfilling a job, encouraging regular market testing, increasing competition and producing more competitive pricing and best value for the council. Together with the Panacea software, the framework aims to offer the following benefits:

- One single system for organising all design and print work across the council, ensuring consistent T&Cs, quality of services and contract management with all print and design suppliers
- Enable detailed management information to be captured and monitored in relation to print and design expenditure
- A single, simple interface for staff to request and order design and external printing services
- Ensure that all materials go through the communications team to protect and promote the council brand identity
- Provide a catalogue of all marketing materials produced by the council
- Ensure value for money, using a 'dynamic purchasing tool' within Panacea to auto-calculate costs from all print suppliers and produce the best quotations in real-time
- Make best use of design resources, through the Tower Design in-house design team and collaborating in partnership with local agencies to maximise capacity and creativity
- Ensure the council spends in line with procurement regulations, and is able to support local print and design businesses in Tower Hamlets

This procurement presents an opportunity for the council to consider standardising on paper types, weight and stocks from suppliers for typical items such as flyers, brochures and other materials to leverage economies of scale in quantities of carbon copies, stimulate more competitive rates and encourage availability of supply for standard items.

### **Contracting Approach**

The market for local and other printers is highly competitive, although the economic climate, rising commodity (paper) and other prices are putting strains upon printers to deliver continuing reductions in cost. The Tower Design service is in regular discussions with a wide range of print suppliers both locally and beyond and the council is regularly approached by print suppliers seeking council business.

A restricted EU procedure has been proposed to shortlist effectively and make best use of available resources.

## **Community Benefits**

Sustainability and social responsibility (i.e. community benefits) shall be built in into the council's requirements as part of the tender questions and evaluation. There are questions in the tender quality questionnaire specifically relating to community benefits and sustainability and the environment (the latter includes asking specifically about the tendering organisation's approach to waste minimization and disposal). Community benefits include asking tenderers about the opportunities they can offer local residents in terms of apprenticeships, employment, work placements, etc.

Contract Ref & Title	<b>HAC5303 – Carers' Services</b>		
Procurement Category:	Care & Commissioning	Funding:	General Funds
Invitation to Tender <input type="checkbox"/> Contract Signature <input checked="" type="checkbox"/>	01/07/2018	Contract Duration and Extensions:	3 + 2 years
Value P/A:	C. £550,000-600,000	Value Total:	£3M
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input checked="" type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

## **Scope of Contract**

The Carers' Services contract will provide 'open access' service to carers in Tower Hamlets. The service will focus on working in partnership with health and social care services, universal services to maximise the available resources, and will support carers to plan their caring role proactively, empower them to continue in their caring role and play a larger role in actively providing information, advice and advocacy service to carers. The primary focus of the services will be to ensure carers are supported, advised and have a good quality of life and wellbeing through a range of activities, so carers can continue caring.

Both male and female life expectancy is shorter than the national averages (male life expectancy is 78.1 years compared to 79.4 years and female life expectancy is 82.5 years compared to 83.1 years). On average, a man living in the borough starts to develop health problems from the age of 54, compared to the national average age of 64. For a woman, it is 56, compared to 64. The annual GP consultation rate for adults aged 50-64 in the most deprived parts of the borough is up to twice as high as in wealthier parts of the country. The Census 2011, identified c.19, 000 carers in Tower Hamlets. 43.5% of Carers provide more than 20 hours of care per week, compared to 36.9% in London and 36.4% across England. Based on the Census, 7.6% of the population identified themselves as a Carer; in line with June 2016 TH population this increases the potential number of carers to around 23,000 carers.

Carers are vital to the economy of Tower Hamlets, if carers stopped caring, the Adult Social Care budget would be significantly impacted. If 5% of carers who provided 20 hours care, stopped caring and there was a like for like replacement for personal care services, an estimated cost to Adult Social Care would be £128,000 per annum. The local authority's responsibilities for prevention apply to all adults, including carers, including those who may be about to take on a caring role or who do not currently have any needs for support, and those with needs for support.

The Carers' Strategy approved by Cabinet in March 2017 and the co-designed Carers' Dignity Charter affirms the council's commitment to recognising, supporting and empowering carers and commissioning a range of services dedicated to carers.

The bi-annual carers' survey of 2017 found that carer satisfaction has increased significantly over the last three years, with 64% of respondents stating they are extremely, very or quite satisfied with support or services.

The service outcomes are currently being co-produced with carers and health and social care practitioners and this will be completed by December 2017. This will inform the specification and the procurement process

will start in February 2018, to award the contract by March 2018 and for the carers' contract to commence on 1 July 2018, when the current contracts finish.

Initial feedback from carers and health and social care staff indicate there is still a requirement for elements of information, advice and advocacy service to be delivered from a building. The contract will specify the hub to be based in Tower Hamlets, appropriate to the needs of the service and carers, with a focus on detached, outreach, mobile working for staff to engage and integrate with health and social care services.

The contract will support all adult carers living or caring for someone in Tower Hamlets. It is likely some elements of the contract will focus on meeting current and future health and social care needs of carers with the cared for person experiencing; including Dementia, Learning Disabilities and Autism etc. Incorporating requirement to have a delivery model which meets the needs of our community. The contract will also focus on providing retreats for the carers, mindfulness and wellbeing, peer coaching and access to training through the development Carers' Academy. The academy will enhance the quality of life for the carer and the cared for, provide accredited and soft learning courses, support former carers to return to work; overall this will enhance the resiliency of carers.

### **Contracting Approach**

The procurement will be undertaken as an open tender under the Light Touch Regime in accordance with the Public Contracts Regulations and EU Procurement Rules. The tender will offer a three year contract with the option to extend up to two years. The potential five year contract will provide stability to the service, carers and facilitate the focus to meet current and future needs.

The indications from the co-production feedback are looking for the contract to deliver on outcomes based commissioning for wellbeing approach and this may involve a consortia arrangement. This approach will meet the diverse needs of carers in the borough.

### **Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

<b>Contract Ref &amp; Title</b>	<b>AHS5144 - Selwyn Road and Buxton Street</b>		
<b>Procurement Category:</b>	Care and Commissioning	<b>Funding:</b>	General Funds
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/01/2018	<b>Contract Duration and Extensions:</b> 5 years	5 years (3+1+1)
<b>Value P/A:</b>	£295,211	<b>Value Total:</b>	£1,476,055
<b>Reviewed by Competition Board</b> <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

The Contract supports the delivery of the Adults Learning Disability Strategy, Living Well in Tower Hamlets. The Strategy was approved by the Mayor in Cabinet on 19<sup>th</sup> September 2017 and sets out 6 outcomes areas and a number of improvements that adults with learning disability in Tower Hamlets said were important to them. Developing a greater range of local supported living accommodation and support options was an area of improvement people with learning disabilities felt would make a difference as this would enable them to live in their own accommodation, closer to their families, friendship networks and local community. Due to an undersupply of supported accommodation, people with learning disability are being offered placements outside of the borough.

The borough is therefore seeking to increase the capacity of learning disability supported accommodation as an alternative to high cost out of borough residential care and is seeking to create an accommodation pathway for people with learning disabilities that enables them to move on from high support accommodation such as this to live independently in the community or in lower level accommodation with some support.

The service delivers flexible person-centred support and accommodation to 10 individuals across 2 sites. Buxton Street and Selwyn Road is shared accommodation and both services support people with a broad range of learning disability support needs in particular those with challenging behaviour. The service provides life skills development to prepare and enable people to move on from this accommodation to other accommodation with less support when they are ready to do so. Staff are deployed across both sites and the service provides tailored flexible support delivered in accordance with individual need 24 hours a day 7 days a week.

**Contracting Approach**

The preferred procurement approach is to undertake an open OJEU tender under the Light Touch Regime. Representatives from Adult Services, the Community Learning Disability Team (CLDT) Clinical Commissioning Group will be invited to be members of the tender panel, reviewing the specification and evaluating submissions to ensure that the most economically advantageous tender is selected for future delivery of the service.

The tender will offer a 3 plus 1 plus 1 contract to give both stability to service and facilitate changes and focusing to meet future as well as current need. The tender will be aligned to Living Well in Tower Hamlet, The Adult Learning Disability Strategy 2017-2020.

**Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	<b>P5305 - Goodman Fields</b>		
Procurement Category:	Corporate Services	Funding:	No Funding
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	08/01/2018	Contract Duration and Extensions:	15 years
Value P/A:	In kind benefit of £40,000	Value Total:	In kind benefit of £600,000
Reviewed by Competition Board <input type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

**Scope of Contract**

The council requested and secured a commercial space as part of the development of Goodman Fields through S106 agreement. This was identified by the Growth and Economic Development Service as an opportunity to develop and expand training and employment provision in central key areas of Tower Hamlets.

The proposed use for the premises is for a training centre (office) under class B1 use. The duration of the lease is 15 years and will be rent free; with business rates, insurance of the premises and all associated costs for the space being the responsibility of the sub-tenant. The total rent costing for the location of the premises is of an estimated value of £600,000 for the 15 years. The site will be available for the chosen provider to move in from January 2019. The space will provide an opportunity to establish a local skills and jobs service that will enhance local engagement of workless residents, and assist them on their journey towards economic activity and employment. It is anticipated the new training and employment facility will lead to an increased

volume of local residents taking up job vacancies.

The council will procure a provider to deliver from the facility for the 15 year period, as agreed within the planning heads of terms. The Council will not have any interest in the facility and the lease agreement will be between Berkley Homes (landlord) and the chosen provider. The provider will be selected through the council's procurement process. The provider will be expected to access funding for training from external funding sources such as SFA or ESF as appropriate. The council will not provide delivery funding to the chosen provider and all bidding organisations will be expected to outline and discuss their business model and sustainability within their tender.

For this reason, the tender submissions will be evaluated on a quality-only basis as there is no charge to the Council.

The facility will tap into the local employment market which includes the retail, hospitality and hotels sectors. The facility and its advisers would work alongside other services including Work Path and local partners to co-ordinate the service offer and form part of the Council's overall response to low employment rates and high unemployment rates.

The project is intended to help the council and partners respond to the changes in the economy and labour market, by providing a strategic and coordinated local resource-offer for a wide range of workless residents. The chosen provider will work in partnership with WorkPath and other relevant partners to ensure the necessary outputs are delivered. The training to be delivered from this new service will be classroom based but the service to be provided will not be known until the training provider has been selected.

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

Creating and sharing prosperity – by increased educational and vocational training routes into employment.  
Excellent public services – by a greater targeting of services to the most vulnerable and excluded communities as well as greater engagement opportunities.

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

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

### **Contracting Approach**

The procurement of the training provider will be subject to OJEU procurement rules, and we will ensure the Council's procurement policies and guidelines are followed, including ensuring a transparent process and equal opportunities are provided. In order to allow a fair procurement process, it will be open to all providers, not just locally registered organisations.

### **Community Benefits**

This project is specifically designed to create and enhance training and employment services and opportunities for local residents looking for work, and as such meets the council's criteria in relation to the securing of economic benefits within its project delivery. The training facility will be designed in partnership with the appointed training provider to ensure that services are delivered in a flexible way, via premises that

are accessible and fit for purpose.

The facility will enable the Council to extend its reach into an area of the borough where it does not have a dedicated facility. By working closely with the training provider we are able to generate more work experience placements, apprenticeships, and employment opportunities for local residents with which they may not have originally been able to access. The training assists in bridging the gap between local employers and the community by developing working partnerships that meet the requirements of businesses and the unemployed residents.

Contract Ref & Title	<b>HAC5306 - Framework for the supply of nicotine replacement products</b>		
Procurement Category:	Health And Social Care	Funding:	PH Grant
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/01/2018	Contract Duration and Extensions:	3 years plus up to 1 year extension
Value P/A:	Between £1m to £2m (dependant on the numbers of boroughs who access the framework)	Value Total:	Between £4m to £8m (dependant on the number of boroughs who access the framework)
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input checked="" type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

**Scope of Contract**

To commission a framework with a single supplier for the supply of nicotine replacement therapies/ products (NRT) to council commissioned stop smoking services across named London councils.

Public Health commissions smoking cessation services from both specialist services and community pharmacists. A core part of the smoking cessation service is the provision of NRT such as patches, lozenges, gums, sprays- by attending a specialist service and taking NRT medication a resident can increase their chance of quitting tobacco by up to 4 times and approx. 50% of quit attempts undertaken with support and NRT are successful. Each borough spends between approximately £100k to £200k on NRT products.

NRT products are currently charged back from providers to councils using the prevailing NHS contract price. A PIN was issued and subsequent market engagement exercise event undertaken with five providers. This confirmed that if a framework was put in place for the supply of NRT products consumed across councils in London then it is likely that savings of between 1-5% on the NHS contract price could be achieved. A similar approach is adopted by NHS trusts and other NHS organisation which enables savings to be achieved compared to the NHS contract price.

All London councils were contracted to see if they were interested in being named in the Framework and approximately 15 councils have confirmed their intention to be named in the event that LBTH did decide to commission a framework.

LBTH would be responsible for commissioning and maintaining the framework e.g. updating list of NRT products to be supplied. Each council would be responsible for billing and authorisation of products to be distributed and agreeing which of their commissioned smoking cessation services can use the framework for the supply of NRT products.

The framework would be non-exclusive (i.e. not binding the councils to solely use the supplier) and would be for the direct supply of specific named NRT products from the commissioned supplier to council commissioned providers. No NRT product would be supplied direct to councils and so no council storage would be needed. All products ordered would be distributed direct from the supplier on the framework to the smoking cessation provider for use with residents in that borough.

### **Contracting Approach**

OJEU compliant competitive procedure. A list of NRT products along with a non-contractually binding indication of likely volume per participating council will be published along with a description of how products will be supplied to providers and recharged to councils. Suitably qualified suppliers for the supply of NRT will be invited to provide prices for each product and confirm distribution methods. Cost and quality will be assessed and the most economically advantageous provider will then be awarded a nonexclusive contract for the supply of NRT products within participating council areas to their smoking cessation providers.

### **Community Benefits**

All providers will be asked if they can identify community benefits but due to the nature of the contract it is not expected that many direct community benefits will be possible- however the environmental impact of deliveries and seeking low carbon distribution methods will be a quality criteria.

Contract Ref & Title	<b>AHS5142 - Learning Disability Service</b>		
Procurement Category:	Care and Commissioning	Funding:	General Funds
Invitation to Tender <input type="checkbox"/> Contract Signature <input checked="" type="checkbox"/>	01/01/2018	Contract Duration and Extensions:5 years (	5 years (3+1+1)
Value P/A:	£289,672	Value Total:	£1,448,360
Reviewed by Competition Board <input type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

The Contract supports the delivery of the Adults Learning Disability Strategy, Living Well in Tower Hamlets. The Strategy was approved by the Mayor in Cabinet on 19<sup>th</sup> September 2017 and sets out 6 outcomes areas and a number of improvements that adults with learning disability in Tower Hamlets said were important to them. Developing a greater range of local supported living accommodation and support options was an area of improvement people with learning disabilities felt would make a difference as this would enable them to live in their own accommodation, closer to their families, friendship networks and local community. Due to an undersupply of supported accommodation, people with learning disability are being offered placements outside of the borough.

The borough is therefore seeking to increase the capacity of learning disability supported accommodation as an alternative to high cost out of borough residential care and is seeking to create an accommodation pathway for people with learning disabilities that enables them to move on from high support accommodation such as this to live independently in the community or in lower level accommodation with some support.

The service is required to deliver flexible person-centred support and accommodation to 20 individuals with a broad range of learning disability support needs in particular those with challenging behaviour. The service provides life skills development to prepare and enable people to move on from this accommodation to other accommodation with less support when they are ready to do so. The service provides tailored flexible support delivered in accordance with individual need 24 hours a day 7 days a week.

### **Contracting Approach**

The preferred procurement approach is to undertake an open OJEU tender under the Light Touch Regime. Representatives from Adult Services, the Community Learning Disability Team (CLDT) Clinical Commissioning Group will be invited to be members of the tender panel, reviewing the specification and evaluating submissions to ensure that the most economically advantageous tender is selected for future delivery of the service.

The tender will offer a 3 plus 1 plus 1 contract to give both stability to service and facilitate changes and focusing to meet future as well as current need. The tender will be aligned to Living Well in Tower Hamlet, The Adult Learning Disability Strategy 2017-2020.

**Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	<b>AHS5143 - Old Ford Road and Vulcan Square</b>		
Procurement Category:	Health And Social Services	Funding:	General Funds
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/01/2018	Contract Duration and Extensions:5 years (	5 years (3+1+1)
Value P/A:	£314,985	Value Total:	£1,574,925
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

**Scope of Contract**

The Contract supports the delivery of the Adults Learning Disability Strategy, Living Well in Tower Hamlets. The Strategy was approved by the Mayor in Cabinet on 19<sup>th</sup> September 2017 and sets out 6 outcomes areas and a number of improvements that adults with learning disability in Tower Hamlets said were important to them. Developing a greater range of local supported living accommodation and support options was an area of improvement people with learning disabilities felt would make a difference as this would enable them to live in their own accommodation, closer to their families, friendship networks and local community. Due to an undersupply of supported accommodation, people with learning disability are being offered placements outside of the borough.

The borough is therefore seeking to increase the capacity of learning disability supported accommodation as an alternative to high cost out of borough residential care and is seeking to create an accommodation pathway for people with learning disabilities that enables them to move on from high support accommodation such as this to live independently in the community or in lower level accommodation with some support.

This service delivers flexible person-centred support and accommodation to 16 people across two schemes. There are 7 service users in shared accommodation at Old Ford Road and 9 service users in shared accommodation at Vulcan Square. Service users at these schemes have a broad range of learning disability support needs in particular at Old Ford Road where the majority of service users are senior citizens and have mobility needs and those associated with the ageing process. The service provides life skills development to prepare and enable people to move on from this accommodation to other accommodation with less support, or extra care Sheltered Housing when/if they are able to do so. Staff are deployed across both sites and the service provides tailored flexible support delivered in accordance with individual need 24 hours a day 7 days a week.

**Contracting Approach**

The preferred procurement approach is to undertake an open OJEU tender under the Light Touch Regime. Representatives from Adult Services, the Community Learning Disability Team (CLDT) and the Clinical Commissioning Group will be invited to participate in the evaluation of the bids and sit on the tender panel, reviewing the specification and evaluating submissions to ensure that the most economically advantageous tender is selected for future delivery of the service.

The tender will offer a 3 plus 1 plus 1 contract to give both stability to service and facilitate changes and focusing to meet future as well as current need. The tender will be aligned to Living Well in Tower Hamlet,

The Adult Learning Disability Strategy 2017-2020.

### **Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	<b>P5264 - Water, Waste Water and Ancillary Services</b>		
Procurement Category:	Corporate Services	Funding:	Revenue
Invitation to Tender <input type="checkbox"/> Contract Signature <input checked="" type="checkbox"/>	01/04/2018	Contract Duration and Extensions:	2 years + 2 years
Value P/A:	£460,000	Value Total:	£1,840,000
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input checked="" type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

The Water market in England was deregulated in April 2017 for non-household building/premises. To comply with Public Contracts Regulations 2015, the Council will require a contract for a Water Retailer. Water suppliers (wholesalers) will sell water and waste water supplies/services to licensed retailers.

The services included in the scope of the contract will be:

- Water and Sewerage Services – with the supplier delivering associated services such as, account management, meter reading, invoicing, payment, customer services, Roads and Property Drainage; and;
- Ancillary services – proactive account management, tariff optimisation, leak detection, water audit site services, metering and water demand services (potential to deliver efficiency, financial and consumption savings).

Schools are excluded from the scope.

### **Contracting Approach**

The council is a member of the London Energy Project (LEP) for which Haringey Council is the Lead Authority. On behalf of local and other public sector authorities, The London Energy Project (LEP) will co-ordinate a mini-competition to access a call-off contract(s) through the Crown Commercial Services (CCS) Framework for Water, Wastewater and Ancillary Services (RM3790).

As this is newly deregulated market it is considered that a collaborative procurement the most economically advantageous approach to bring savings and efficiencies.

A total of 29 authorities have signed up to this collaborative procurement.

### **Community Benefits**

Suppliers will be asked as part of the tender submission to explain what they could do to support our aspirations for a low carbon future and to better manage water scarcity and a stressed sewerage system; and to help educate our communities and provide local employment opportunities.

Tenderers will also be required to provide details of additional social and environmental benefits they could bring, such as skills development, apprenticeships, water education packs for schools, free audits, and technology and savings trials and to report on consumption trends and saving per authority and Pan London through the LEP.

	<b>HAC5309 - Learning Disability Spot Purchase Framework</b>		
Procurement Category:	Care and Commissioning	Funding:	General Funds
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/02/2018	Contract Duration and Extensions:5 years	4 years (3+1)
Value P/A:	In the region of £2m	Value Total:	In the region of £8m
Reviewed by Competition Board <input type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

The Borough is seeking to establish a Framework of Providers from whom individual packages of support services that enable adults with learning disabilities to live independently can be purchased. The Framework will ensure robust cost and quality thresholds are in place for all provision where individuals do not wish to take up a directly managed personal budget.

The borough currently spends a minimum of £1.2m on spot purchased individualised packages of support. This amount has, and will continue to grow, in response to the numbers of people who will return to or remain in borough and who will require ongoing support. It is therefore difficult to put a maximum value on this contract as it is based on an individual's need but we can expect to tender a framework Agreement with a projected value of in excess of £2m in order to meet the predicated needs of people with learning disabilities in Tower Hamlets. This figure also takes account of people who are currently placed in out of borough residential care who may return to borough over the next three years as part of a Medium Term Financial Plan savings target aimed at reducing the high cost of out of borough residential care placements.

The introduction of a Framework Agreement will allow the Authority to spot purchase support hours from an established list with competitively tendered prices for hourly rates and clear quality standards.

Providers bidding for a place on the framework will be required to deliver flexible tailored person-centred support to people with learning disabilities living either in supported accommodation commissioned by the borough or an independent tenancy having moved on to independence but still requiring ongoing support. The service will provide support with life skills, budgeting, access to education, training, employment, clinical and health care services, social interactions and so forth which is aimed at supporting people to develop or maintain their independence within the community thus reducing the number of people who might historically be placed in expensive out of borough placements.

### **Contracting Approach**

Advice will be taken from Legal and Procurement on the most appropriate contract approach. However, the preferred procurement approach is to undertake an open OJEU tender under the Light Touch Regime inviting bids from support providers with experience of supporting service users under a spot purchase framework arrangement, via a floating support model. Representatives from Health, Adults and Community, the Community Learning Disability Service (CLDS) and the Clinical Commissioning Group will be invited to be members of the tender panel, who will review and evaluate submissions against the service specification requirements to ensure that the most economically advantageous bidders are selected for future delivery of the service.

The tender will offer a 5 year term (3+1+1) to give both stability to the service and facilitate and embed changes to the current approach, whilst focusing to meet future as well as current need. The tender will be aligned to the Adult Learning Disability Strategy 2017-2020, Living Well in Tower Hamlets.

### **Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	<b>HAC5310 - Framework for Learning Disability Supported Accommodation</b>		
Procurement Category:	Care and Commissioning	Funding:	General Funds
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/02/2018	Contract Duration and Extensions:5 years	4 years (3+1)
Value P/A:	£2,500,000	Value Total:	£10,000,000
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

This contract will support the delivery of the Adults Learning Disability Strategy, Living Well in Tower Hamlets. Developing a greater range of local supported living accommodation and support options was an area of improvement people with learning disabilities felt would make a difference as this would enable them to live in their own accommodation, closer to their families, friendship networks and local community. Due to an undersupply of supported accommodation, people with learning disability are being offered placements outside of the borough.

The borough is therefore seeking to increase the capacity of learning disability supported accommodation as an alternative to high cost out of borough residential care by introducing a Framework Agreement for the provision of suitable buildings from where accommodation based support can be delivered. We will establish a Framework or Preferred Provider List of supported housing Providers able to work with the Authority over the next five year period to increase the local offer for supported housing in the borough.

The identification of suitable buildings that can incorporate the broad range of needs people with learning disability have, particularly those related to mobility, can often be a lengthy exercise. Given the longer term commitment to increase capacity of provision a framework arrangement would offer better opportunities to identify suitable accommodation from a list of preferred providers with properties in the borough from which accommodation can be accessed as required. This will enable a more flexible and responsive approach to meet the needs of specific individuals in the future.

### **Contracting Approach**

Advice will be taken from Legal and Procurement on the most appropriate contract approach. However, the preferred procurement approach is to undertake an open OJEU tender under the Light Touch Regime inviting bids from Support providers who have suitable units of accommodation that meet decent homes standards that is available to be utilised for supported accommodation for people with a Learning Disability and their carers if required.

If required, commissioners will undertake a market engagement/bidders briefing as part of the tender process.

Representatives from Health, Adults and Community, the Community Learning Disability Service (CLDS) and the Clinical Commissioning Group will be invited to be members of the tender panel, who will review and evaluate submissions against the service specification requirements to ensure that the most economically advantageous bidders are selected.

The tender will offer a 5 year term (3+1+1) to give both stability to the service and facilitate and embed

changes to the current approach, whilst focusing to meet future as well as current need.

**Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	<b>HAC5312 - High/Complex Need Learning Disability Day Service (Antil Road)</b>		
Procurement Category:	Care and Commissioning	Funding:	General Funds
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	January 2018	Contract Duration and Extensions:	5 years (3+1+1)
Value P/A:	£299,000	Value Total:	£1,495,000
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

**Scope of Contract**

Antil Road is a single block contract for individuals with a learning disability who are assessed as having high and/or complex needs. The service currently supports 19 service users per week. This service will be provided through a Council owned building and there will be a lease arrangement and associated costs to be considered as part of the overall cost.

The Care Act 2014 requires adult social care to agree outcomes with service users as part of the Support Planning process. These outcomes will be monitored through annual reviews with the Service User. The outcomes of the service as detailed in the specification will be monitored through a range of measures, including (but not limited to) quarterly performance monitoring, unannounced spot checks, Service User feedback and annual reviews

The provider will;

- Deliver a high quality, personalised day opportunities service which supports those with multiple learning disabilities, physical health needs and some service users who have no verbal communication.
- To empower individuals; by providing choice around their support and encouraging involvement in all areas of the service, from staff employment to activity planning.
- To build skills, independence and confidence through the activities provided.
- To integrate Service Users into the wider community through regular activities off-site and in partnership with other local services and day trips of the individual's choice.
- To support the smooth and successful transition to adult services through establishing and maintaining links with relevant professionals and organisations in children's services.
- To work closely with health services and professionals to support Service Users to access health support where relevant, for example hospital passports, health action plans
- To provide healthy activities and choices and preventative work around both mental and physical health

**Contracting Approach**

Advice will be taken from Legal and Procurement on the most appropriate contract approach. However, the preferred procurement approach is to undertake an open OJEU tender.

If required, commissioners will undertake a market engagement/bidders briefing as part of the tender process.

Representatives from Health, Adults and Community, the Community Learning Disability Service (CLDS) and the Clinical Commissioning Group will be invited to be members of the tender panel, who will review and evaluate submissions against the service specification requirements to ensure that the most economically advantageous bidders are selected.

The length of the contract will be for three years with an option to extend twice by one year (so a potential total length of five years).

### **Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	<b>HAC5313 - Learning Disability Day Opportunity Framework</b>		
Procurement Category:	Care and Commissioning	Funding:	General Funds
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/02/2018	Contract Duration and Extensions:	4 years (3+1)
Value P/A:	£4,500,000	Value Total:	£18,000,000
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

The Borough is seeking to establish a framework of providers from whom day support can be purchased for people with a learning disability. The Framework will ensure robust cost and quality thresholds are in place for all provision where individuals do not wish to take up a directly managed personal budget.

The borough currently spends £4.1M on spot purchased day support per annum, supporting 289 individuals across seven providers. This amount has, and will continue to grow, in response to the numbers of people who will return to or remain in borough and who will require ongoing support. It is therefore difficult to put a maximum value on this contract as it is based on an individual's need but we can expect to tender a framework Agreement with a projected value of in excess of £4.5M in order to meet the predicated needs of people with learning disabilities in Tower Hamlets. This figure also takes account of people who are currently placed in out of borough residential care who we expect to return to borough over the next three years as part of the Smarter Together programmes savings targets.

Providers bidding for a place on the framework will be required to deliver tailored person-centred day services for people with a learning disability. Providers will offer support with life skills, budgeting, and access to education, training, employment, clinical and health care services, social interactions and so forth which is aimed at supporting people to develop or maintain their independence within the community.

### **Contracting Approach**

Advice will be taken from Legal and Procurement on the most appropriate contract approach. However, the preferred procurement approach is to undertake an open OJEU tender under the Light Touch Regime inviting bids from suitably experienced providers.

Representatives from Health, Adults and Community, the Community Learning Disability Service (CLDS) and the Clinical Commissioning Group will be invited to be members of the tender panel, who will review and

evaluate submissions against the service specification requirements to ensure that the most economically advantageous bidders are selected for future delivery of the service.

The tender will offer a 5 year term (3+1+1) to give both stability to the service and facilitate and embed changes to the current approach, whilst focusing to meet future as well as current need. The tender will be aligned to the Adult Learning Disability Strategy 2017-2020, Living Well in Tower Hamlets.

**Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	<b>HAC5314 - Supported Employment, Training and Social Enterprise Service</b>		
Procurement Category:	Care and Commissioning	Funding:	General Funds
Invitation to Tender <input type="checkbox"/> Contract Signature <input type="checkbox"/>	Enter Date	Contract Duration and Extensions:	5 years (3+1+1)
Value P/A:	£268,000	Value Total:	£1,340,000
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

**Scope of Contract**

The Supported Employment, Training and Social Enterprise Service plays an important role in maximising individuals' independence and supporting people with a learning disability into employment, by providing appropriate support, training, work placements, access to intermediate labour markets and by breaking down barriers to employment are vital steps towards greater individual independence.

The contract provider will be expected to;

**Increase independence and inclusion**

- Employers are well supported to understand the business case of successfully employing people with learning disabilities
- Improved independence, and emotional and financial well-being for people with learning disabilities through being employed
- Freedom from discrimination for people with learning disabilities in employment

**Provide Support, Choice and Control**

- Service users with learning disabilities are supported into sustainable long-term employment that matches their skills, abilities, interests and aspirations
- Service users with learning disabilities gain competitive employment skills to ensure they sustain employment
- Service users feel supported, safe and valued in using the service; they have a say in the design, development, and improvement of the service

### **Deliver Accessible, Joined Up Services**

- Services are accessible, culturally appropriate and tailored to service users' needs across all nine equality strands (gender, disability, sexual orientation, ethnicity and faith, marriage/civil partnerships, maternity/pregnancy gender reassignment)
- Wide ranging networks and partnership working ensures that service users experience a seamless progression from initial assessments to training, work placements and into paid employment
- Social enterprises are developed and supported to provide work placements and supported paid employment

### **Contracting Approach**

Advice will be taken from Legal and Procurement on the most appropriate contract approach. However, the preferred procurement approach is to undertake an open OJEU tender.

If required, commissioners will undertake a market engagement/bidders briefing as part of the tender process.

Representatives from Health, Adults and Community, the Community Learning Disability Service (CLDS) and the Clinical Commissioning Group will be invited to be members of the tender panel, who will review and evaluate submissions against the service specification requirements to ensure that the most economically advantageous bidders are selected.

The length of the contract will be for three years with an option to extend twice by one year (so a potential total length of five years).

### **Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	<b>HAC5320 Huddlestone Close (LD Residential Care)</b>		
Procurement Category:	Care and Commissioning	Funding:	General Funds
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/02/2018	Contract Duration and Extensions:5 years (	5 years (3+1+1)
Value P/A:	£313,000	Value Total:	£1,565,000
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

The Contract supports the delivery of the Adults Learning Disability Strategy, Living Well in Tower Hamlets. The Strategy was approved by the Mayor in Cabinet on 19<sup>th</sup> September 2017 and sets out 6 outcomes areas and a number of improvements that adults with learning disability in Tower Hamlets said were important to them. Developing a greater range of local supported living accommodation and support options was an area of improvement people with learning disabilities felt would make a difference as this would enable them to live in their own accommodation, closer to their families, friendship networks and local community. Due to an undersupply of supported accommodation, people with learning disability are being offered placements outside of the borough.

The borough is therefore seeking to increase the capacity of learning disability supported accommodation as an alternative to high cost out of borough residential care and is seeking to reprocure Huddlestone Close as this is one of the few Learning Disabilities Residential Care services in the borough.

The service is required to deliver residential care and support to 4 service users (across 2 houses) delivering high levels of intensive support to people with severe physical and mobility needs. The service provides tailored flexible support delivered in accordance with an individuals need 24 hours a day 7 days a week.

### **Contracting Approach**

The preferred procurement approach is to undertake an open OJEU tender under the Light Touch Regime. Representatives from Adult Services, the Community Learning Disability Team (CLDT) Clinical Commissioning Group will be invited to be members of the tender panel, reviewing the specification and evaluating submissions to ensure that the most economically advantageous tender is selected for future delivery of the service.

The tender will offer a 3 plus 1 plus 1 contract to give both stability to service and facilitate changes and focusing to meet future as well as current need. The tender will be aligned to Living Well in Tower Hamlet, The Adult Learning Disability Strategy 2017-2020.

### **Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	<b>HAC5321 Hotel in the Park</b>		
Procurement Category:	Care and Commissioning	Funding:	General Funds
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/02/2018	Contract Duration and Extensions:5 years (	5 years (3+1+1)
Value P/A:	£515,915	Value Total:	£2,579,575
Reviewed by Competition Board <input checked="" type="checkbox"/>	11/12/2017	<input checked="" type="checkbox"/> London Living Wage <input type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input checked="" type="checkbox"/> Re-procurement of existing Contract	

### **Scope of Contract**

Hotel in the Park is the only respite service for adults with Learning disability in the borough and is a much sought after resource. Due to an undersupply of in borough respite accommodation people with learning disability are being offered respite placements outside of the borough.

The service is located in Victoria Park and consists of 6 bedrooms from where a flexible 24 hour service 7 days a week tailored to an individuals need is provided. The service is designed to provide a short break (respite care) to meet the assessed needs of residents (and their carers/families) fulfilling the objectives set in an individual's care plan whilst they are staying at the service.

The service is able to support residents with multiple needs. Whilst staying at Hotel in the Park, residents will have access to high quality health care facilities which includes appropriate accommodation, equipment, transport, food, personal care etc.

This contract supports the delivery of the Adults Learning Disability Strategy, Living Well in Tower Hamlets. The Strategy was approved by the Mayor in Cabinet in September 2017 and set out 6 outcomes areas and a number of improvements that adults with learning disability in Tower Hamlets said were important to them. Increasing and improving local accommodation options was an area of improvement people with learning disabilities felt would make a difference enabling them to live closer to their families, friendship networks and local community.

### **Contracting Approach**

The preferred procurement approach is to undertake an open OJEU tender under the Light Touch Regime. Representatives from Adult Services, the Community Learning Disability Team (CLDT) Clinical Commissioning Group will be invited to be members of the tender panel, reviewing the specification and evaluating submissions to ensure that the most economically advantageous tender is selected for future delivery of the service.

The tender will offer a 3 plus 1 plus 1 contract to give both stability to service and facilitate changes and focusing to meet future as well as current need. The tender will be aligned to Living Well in Tower Hamlet, The Adult Learning Disability Strategy 2017-2020.

### **Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

Contract Ref & Title	R5323 Occupational Health & Wellbeing services		
Procurement Category:	Corp Services	Funding:	General Fund
Invitation to Tender <input checked="" type="checkbox"/> Contract Signature <input type="checkbox"/>	01/02/2018	Contract Duration and Extensions:	2 years + 2
Value P/A:	£195,000	Value Total:	£780,000
Reviewed by Competition Board <input checked="" type="checkbox"/>	22/01/2018	<input type="checkbox"/> London Living Wage <input checked="" type="checkbox"/> New Procurement <input type="checkbox"/> Collaboration <input type="checkbox"/> Re-procurement of existing Contract	

**Scope of Contract**

The contract provisions support the delivery of a professional Occupational Health & Wellbeing service to Tower Hamlets employees (5,000+), and any partners engaged in a 3<sup>rd</sup> party arrangement with the service e.g. schools who contract in to the service or engage in a 'pay as you go' (PAYG) arrangement. The service is vital to Tower Hamlets to ensure that employee health & wellbeing is supported, providing a robust assessment and advisory service for both employees and management to assist with reducing sickness absence within the council and the promotion of health and wellbeing. The primary focus of the contract will be to support the Council with its management of attendance and sickness absence issues through providing management support and employee guidance via a robust referral process to the service.

The services will be provided by a professionally accredited Occupational Health & Wellbeing service provider. Statutory Health Surveillance screening and subsequent medicals required will need to be incorporated into the scope of the contract to ensure regulatory compliance. To enable a full service to be implemented, the review will include considering the options for an additional service namely an employee assistance programme (EAP).

A review of the existing in-house Occupational Health & Wellbeing Service was carried out in August 2017, with the review concluding that certain aspects of the service falling below the expected standard. The new service contract will ensure that the provider appointed is accredited with the Safe, Effective, and Quality Occupational Health Services (SEQOHS) quality standard as a minimum quality standard (as managed by the Royal College of Physicians).

**Contracting Approach**

The procurement options will include the use of the Crown Commercial Services Framework as well as an OJEU tender process. The tender will offer a two year contract (to include annual reviews) with the option to renew for a further 2 years (4-year term in total). The initial 2 year contract will ensure that the service remains stable and will allow the council to meet current and future employee support needs (including embedding the 3 year employee wellbeing provision strategy) and remain compliant with current UK medical surveillance legislation.

**Community Benefits**

Community benefits commensurate with the contract size will be sought from the provider through the tender process. Benefits would be expected to include local employment opportunities, work placements and volunteer opportunities.

**APPENDIX 2**

**Procurement Forward Plan 2018-2022**



Direct orate	Corporate Director	Existing Contract Ref	Contract Title	Start Date	Expiry Date	Total/Estimated Value	Lead Member	Reporting Quarter
CS	Debbie Jones	E3943	Supply 1/3 Pint Milk for Schools and Fresh Milk for School and welfare Catering	01/09/2012	30/08/2017	370,000.00	Cllr Amy Whitelock Gibbs	Q1 FY17/18
RE	Zena Cooke	R4800	Motor, Engineering, Commercial Property and School Journeys insurance	01/04/2015	31/03/2018	386,257.61	Cllr David Edgar	Q3 FY17/18
RE	Zena Cooke	R4799	Leaseholders Building Insurance	04/04/2015	31/03/2018	3,338,500.11	Cllr David Edgar	Q4 FY17/18
CS/HAC	Debbie Jones & Denise Radley	CSF4029	Framework i - Social Care	04/04/2006	01/04/2018	816,000.00	Cllr Rachael Saunders & Cllr Amy Whitelock Gibbs	Q3 FY17/18
HAC	Denise Radley	ESCW4471	Residential Short Breaks	01/05/2015	30/04/2018	858,630.00	Cllr Rachael Saunders	Q3 FY17/18
P	Ann Sutcliffe	DR4967	Architectural Design Services	04/01/2016	03/07/2018	617,525.00	Cllr David Edgar	Q4 FY17/18
CS	Debbie Jones	CS5044	Supply of Catering Disposables	01/09/2014	31/08/2018	500,000.00	Cllr Amy Whitelock Gibbs	Q4 FY17/18
RE	Zena Cooke	R4206	Pan London Out of Hours Service	10/01/2012	30/09/2018	1,000,000.00	Cllr David Edgar	Q1 FY18/19
RE	Zena Cooke	R4725	Office Stationery	01/04/2015	30/09/2018	1,740,000.00	Cllr David Edgar	Q1 FY18/19
HAC	Denise Radley	ESCW (PH) 4557	Fit 4 Life Specialist Weight Management	01/10/2015	30/09/2018	569,967.00	Cllr Rachael Saunders	Q1 FY18/19
HAC	Denise Radley	ESCW (PH) 4661	Fit 4 Life Group	01/10/2015	30/09/2018	269,809.00	Cllr Rachael Saunders	Q1 FY18/19
HAC	Denise Radley	ESCW (PH) 4660	Fit For Life Centre	01/10/2015	30/09/2018	331,960.00	Cllr Rachael Saunders	Q1 FY18/19
PH	Ann Sutcliffe	H3948	Concierge and Related Security Services	03/10/2013	02/10/2018	3,000,000.00	Cllr Sirajul Islam	Q1 FY18/19
PH	Zena Cooke	R4841	Business Rates Rating Specialists	02/11/2015	01/11/2018	1,000,000.00	Cllr David Edgar	Q1 FY18/19
PH	Debbie Jones	ESCW4900	Contract for the supply of fresh and frozen meat	01/04/2016	31/12/2018	2,650,000.00	Cllr Amy Whitelock Gibbs	Q1 FY18/19
PH	Debbie Jones	ESW(CSF)4935	Befriending Short Breaks	01/02/2016	01/01/2019	367,320.00	Cllr Amy Whitelock Gibbs	Q1 FY18/19
CS	Debbie Jones	CLC4418	Film Concessions Contract	01/04/2014	31/03/2019	600,000.00	Cllr Abdul Mukit	Q3 FY18/19
P	Ann Sutcliffe	DR4727	Framework Agreement Dangerous Structures	01/04/2015	31/03/2019	320,000.00	Cllr Amina Ali	Q3 FY18/19
CS	Debbie Jones	ESCW(CSF)4936	Holiday weekend and after school short breaks	01/04/2016	31/03/2019	750,000.00	Cllr Amy Whitelock Gibbs	Q3 FY18/19
HAC	Denise Radley	ESCW (PH) 4905	Health Visiting/Family Nurse Partnership	01/04/2016	31/03/2019	21,933,000.00	Cllr Rachael Saunders	Q3 FY18/19
CS	Debbie Jones	CS2436	Leisure Management Contract	01/05/2004	30/04/2019	23,550,000.00	Cllr Abdul Mukit	Q3 FY18/19
RE	Zena Cooke	R3886	Future Sourcing of Back Office (ICT Partnership)	01/05/2012	30/04/2019	64,546,623.00	Cllr David Edgar	Q3 FY18/19
CS	Debbie Jones	CS4956	Children's Advocacy Service	01/07/2016	28/06/2019	550,440.00	Cllr Amy Whitelock Gibbs	Q4 FY18/19
P	Ann Sutcliffe	CLC4371	Highway Maintenance and Improvement Works	01/07/2014	30/06/2019	60,500,000.00	Cllr Amina Ali	Q4 FY18/19
HAC	Denise Radley	PH4397	Mental Health Recovery and Wellbeing	01/07/2016	30/06/2019	4,280,730.00	Cllr Rachael Saunders	Q4 FY18/19
G	Asmat Hussain	LPG4801	Translation, Transcription and Interpretation Services	08/07/2016	08/07/2019	450,000.00	Cllr David Edgar	Q4 FY18/19
HAC	Denise Radley	PH 5045	Healthy Teeth in Schools	01/09/2016	31/07/2019	750,000.00	Cllr Rachael Saunders	Q4 FY18/19
HAC	Denise Radley	CLC4784	Adult Drug and Alcohol Services	01/10/2016	01/10/2019	4,558,445.00	Cllr Rachael Saunders	Q1 FY19/20
RE	Zena Cooke	R5108	MTFS Support - Financial Strategy and Transformation Programme 2017/20	10/10/2016	10/10/2019	700,000.00	Cllr David Edgar	Q1 FY19/20

Direct orate	Corporate Director	Existing Contract Ref	Contract Title	Start Date	Expiry Date	Total/Estimated Value	Lead Member	Reporting Quarter
CLC	Denise Radley	CLC5033	Independent Domestic Violence Advocacy and Violent Crime Caseworker Service	01/01/2017	31/12/2019	540,000.00	Cllr Asma Begum	Q2 FY19/20
P	Ann Sutcliffe	EC2713	Municipal Waste Management (Cleansing)	28/02/2006	31/03/2020	57,200,000.00	Cllr Rachel Blake	Q2 FY19/20
HAC	Denise Radley	AHS5034	Mental Health Forensic Accommodation Based Service	01/04/2017	31/03/2020	1,899,995.00	Cllr Rachael Saunders	Q3 FY19/20
HAC	Denise Radley	AHS5035	Heather Lodge and Glaucus street	01/04/2017	31/03/2020	336,359.00	Cllr Rachael Saunders	Q3 FY19/20
HAC	Denise Radley	AHS5041	Mental Health Family and Carer Support Services	01/04/2017	31/03/2020	742,000.00	Cllr Rachael Saunders	Q3 FY19/20
HAC	Denise Radley	AHS5098	IMCA AND IMHA Advocacy Services	01/04/2017	31/03/2020	1,499,000.00	Cllr Rachael Saunders	Q3 FY19/20
HAC	Denise Radley	AHS5110	Daniel Gilbert House Supported Housing Accommodation for Vulnerable Single Adults	01/04/2017	31/03/2020	1,692,585.00	Cllr Rachael Saunders	Q3 FY19/20
HAC	Denise Radley	AHS5112	LinkAge Plus	01/04/2017	31/03/2020	1,923,000.00	Cllr Rachael Saunders	Q3 FY19/20
HAC	Denise Radley	AHS5129	Providence House	01/04/2017	31/03/2020	809,681.49	Cllr Rachael Saunders	Q3 FY19/20
RE	Zena Cooke	CLC4903	Supply & Servicing of Library Acquisitions	01/04/2016	31/03/2020	810,000.00	Cllr David Edgar	Q3 FY19/20
G	Asmat Hussain	LPG5043	Statutory Public Notices and External Printed Media Advertising	08/05/2017	07/05/2020	1,650,000.00	Cllr David Edgar	Q3 FY19/20
HAC	Denise Radley	AHS 5186	Health Promotion and HIV Support	01/08/2017	31/07/2020	690,000.00	Cllr Rachael Saunders	Q4 FY19/20
	Ann Sutcliffe	DR4932	Removal and Storage Services	11/08/2016	10/08/2020	374,000.00	Cllr David Edgar	Q1 FY20/21
	Ann Sutcliffe	DR5075	London Postal Service Board	01/12/2016	05/09/2020	3,500,000.00	Cllr Rachel Blake	Q1 FY20/21
	Ann Sutcliffe	DR4907	Security Services Framework Agreement	01/11/2016	31/10/2020	5,780,000.00	Cllr David Edgar	Q2 FY20/21
	Ann Sutcliffe	DR5027	Estate Management Professional Services	05/12/2016	04/12/2020	520,000.00	Cllr David Edgar	Q2 FY20/21
	Ann Sutcliffe	DR5054	Enhanced Rough Sleeping Outreach Service (EROS)	01/04/2017	31/03/2021	1,930,635.00	Cllr Sirajul Islam	Q3 FY20/21
THH	Ann Sutcliffe	H3190	THH Repairs and Maintenance	01/04/2011	31/03/2021	150,000,000.00	Cllr Sirajul Islam	Q3 FY20/21
G	Asmat Hussain	LPG5029	Healthwatch Tower Hamlets	01/04/2017	31/03/2021	706,876.00	Cllr Rachael Saunders	Q3 FY20/21
P	Ann Sutcliffe	DR4957	EIA Review Contract	03/10/2016	03/09/2021	2,500,000.00	Cllr Rachel Blake	Q4 FY20/21
P	Ann Sutcliffe	CLC4951	Arboriculture Contract	01/10/2016	30/09/2021	1,250,000.00	Cllr Amina Ali	Q4 FY20/21
CS	Debbie Jones	CS5102	London Dock Secondary School Employers Agent Services	01/09/2016	30/09/2021	276,700.00	Cllr Amy Whitelock Gibbs	Q4 FY20/21
HAC	Denise Radley	AHS5046	Handyperson service	01/01/2017	31/12/2021	361,585.00	Cllr Rachael Saunders	Q1 FY21/22
HAC	Denise Radley	AHS&CS5019	The provision of domiciliary care to adults aged 18+	15/01/2017	14/01/2022	21,763,000.00	Cllr Rachael Saunders	Q1 FY21/22
HAC	Denise Radley	AHS5036	Huddlestone Close and Grand Union Place	01/04/2017	31/03/2022	321,948.00	Cllr Rachael Saunders	Q2 FY21/22
HAC	Denise Radley	AHS5040	High Support and Step down Mental Health Accommodation	01/04/2017	31/03/2022	2,724,037.00	Cllr Rachael Saunders	Q2 FY21/22
HAC	Denise Radley	AHS5109	Hackney Road Project Supported Accommodation Services	30/05/2017	31/03/2022	2,331,758.90	Cllr Rachael Saunders	Q2 FY21/22
HAC	Denise Radley	AHS5111	Tower Hamlets Floating Support	01/04/2017	31/03/2022	2,483,330.00	Cllr Rachael Saunders	Q2 FY21/22
CS	Karen Badgery	CS5080	Pan-London Care Impact Partnership	01/09/2017	31/03/2022	4,808,170.00	Cllr Amy Whitelock Gibbs	Q2 FY21/22
P	Ann Sutcliffe	DR3911	Offsite Data Storage and Destruction of confidential waste	17/06/2012	16/06/2022	4,800,000.00	Cllr David Edgar	Q3 FY21/22
HAC	Denise Radley	AHWP4352	Framework for Community Equipment Services	01/09/2012	01/09/2022	2,600,000.00	Cllr Rachael Saunders	Q4 FY21/22

**Q1(Apr/May) - Q2 (July) - Q3 (Sep-Oct) - Q4 (Jan)**

<p><b>Cabinet</b></p> <p>30<sup>th</sup> January 2018</p>	
<p><b>Report of:</b> Ann Sutcliffe – Acting Corporate Director, Place</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Tower Hamlets Homes Governance – Resident (Tenant) Board Appointment</b></p>	

<b>Lead Member</b>	<b>Councillor Sirajul Islam – Statutory Deputy Mayor &amp; Lead Member for Housing</b>
<b>Originating Officer(s)</b>	Mark Baigent – Interim Divisional Director: Regeneration & Housing
<b>Authors</b>	John Kiwanuka – Housing Partnerships Manager Strategic Housing (Place)
<b>Wards affected</b>	All
<b>Key Decision?</b>	<b>No</b>
<b>Community Plan Theme</b>	<b>Great Place to Live</b>

## 1. EXECUTIVE SUMMARY

- 1.1 Tower Hamlets Homes Ltd (THH) is a “Company Limited by Guarantee” and wholly owned by the Council. THH was established in July 2008 by the Council to manage some of its housing management functions. The functions delegated to THH are identified in a management agreement made pursuant to section 27 of the Housing Act 1985 and approved by the Secretary of State.
  
- 1.2 THH’s Articles of Association define the rights, duties, composition, and arrangements for appointing Board Members – twelve in total. The Board comprises four members from each of the three constituent groups – residents, independents and Council nominees. Subject to Article 15, the Executive of the Council determines the procedure under which residents (leaseholders and tenants) may apply to be appointed as resident Board Members. Articles 14-18 confer the powers of appointing THH Board members and any Casual Vacancies in the Council Executive.
  
- 1.3 A vacancy has arisen for a resident (tenant) Board Member. This report examines the process to recruit into the vacant posts, and makes recommendations to the Council Executive to appoint the successful candidate.

## **Recommendations:**

The Mayor in Cabinet is recommended to:

Appoint **Julie Fagan** to the Board of THH as a Resident (Tenant) Board Member

### **2. REASONS FOR THE DECISIONS**

- 2.1 The recommendation will improve the capacity of the THH Board to effectively manage its business. An adequately constituted Board provides the relevant skills, expertise, and strategic direction to guide THH in implementing the transformational agenda it has embarked on, and in delivering the challenging savings agreed with the Council.

### **3. ALTERNATIVE OPTIONS**

- 3.1 The Mayor could decide not to make any appointments to the THH Board, however it is prudent to strengthen a key partner, particularly in respect of resident (tenant) appointments. The last resident appointment to the Board was made by the Mayor in January 2017 (Executive Decision Log 144 – 20<sup>th</sup> January 2017).

### **4. DETAILS OF REPORT**

- 4.1 THH's Articles of Association define the rights, duties, composition, and arrangements for appointing Board Members – twelve in total. The Board comprises four Members from each of the three constituent groups – residents, independents and Council nominees.
- 4.2 THH has experienced difficulties in recruiting appropriate tenant residents to the Board in recent years. To resolve this matter, THH recently canvassed tenants who were already active in representing tenants and leaseholders on estates through Tenant & Resident Associations and other resident engagement bodies such as the Residents' Panel and Service Development Groups. This has proved effective in delivering strong applications.
- 4.3. **Recruitment Process – (also see appendix 1)** The recruitment process was augmented by interviews conducted by the Chair of the THH Board, the THH Chief Executive and two Board Directors, Claire Tuffin and Safia Jama. In addition the process involved an Assessment Centre and role play focusing on holding the THH Executive to account. This process successfully identified Julie Fagan who showed the right skills in understanding data, asking perceptive questions and with the appropriate focus on mitigation of risk. The successful candidate also showed understanding of equality and diversity as well as empathy for residents of social housing.
- 4.4 Julie Fagan brings a raft of experience to the THH Board, she currently works as a Business Analyst at Berwin Leighton Paisner (BLP) and has been part of a specialist team called Streamline since January 2013. Julie works with the BLP

business, and BLP's clients, to identify and implement business process efficiencies and continuous improvement.

- 4.5 Julie has been with BLP since 2000. For the period 2000-2006 Julie worked in BLP's Corporate Department, and in the Knowledge Management Department between 2006 and 2012.
- 4.6 As a Tower Hamlets Homes (THH) tenant, and former member of the THH Resident Scrutiny Panel, Julie has a personal interest in the effective operation of THH and would like to apply her professional skills to contribute to THH for the benefit of residents and the local community.

## **5. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 5.1 This report seeks to appoint one member to fill a vacant position on the Tower Hamlets Homes board.
- 5.2 There are no direct financial implications arising from the recommendations in this report, however it should be noted that the THH board undertakes an essential role in relation to the management of the Council's housing stock, including ensuring that the business operates effectively. It also provides a probity role. THH receives a management fee to fund the delivery of the services that it provides on behalf of the Borough and also manages various significant revenue and capital budgets on the Council's behalf. The management fee for the 2017-18 financial year has recently been increased to £32.372 million to fund the cost of the extra staffing resources required to commission and manage additional fire safety works.

## **6. LEGAL COMMENTS**

- 6.1 Pursuant to Part 3.2.2 of the Constitution, the appointment of Councillors and others to outside bodies is an Executive decision when the appointment relates to executive functions.
- 6.2 As housing is an executive function, the appointment decision is an executive one and therefore is for the Mayor. This is also recognised in Article 17.1 of the THH Articles of Association and which provide that it is for the Executive of the Council to appoint Resident Board Members (either tenant or leaseholder).

## **7. ONE TOWER HAMLETS CONSIDERATIONS**

- 7.1 Appointing representatives to outside bodies enhances the Council's engagement with local communities and improves its potential to offer guidance and leadership in relation to activities taking place in the Borough

## **8. BEST VALUE (BV) IMPLICATIONS**

- 8.1 For THH to deliver its objectives successfully, it will need to be run effectively by its Board and staff. A fully constituted Board that is diverse presents immense experience and expertise to steer THH to improve productivity, customer experience in these financially challenging times.

**9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

9.1 There are no specific implications arising from this report.

**10. RISK MANAGEMENT IMPLICATIONS**

10.1 Where appropriate it is important that any training needs and / or support needs of new board members are identified quickly and adequate measures put in place.

**11. CRIME AND DISORDER REDUCTION IMPLICATIONS**

11.1 There are no specific implications arising from this report.

**12. SAFEGUARDING IMPLICATIONS**

12.1 There are no specific implications arising from this report.

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**Linked Reports, Appendices and Background Documents**

**Linked Report:** NONE

**Appendices**

- Appendix 1 – Recruitment process.

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

- NONE

**Officer contact details for documents:** N/A

**Appendix 1:**  
**Resident and Independent Board Member Recruitment Procedure**  
July 2014

- Upon being notified of a vacancy, Tower Hamlets Homes will agree a recruitment timetable with the Board Chair;
- An advertisement will be placed in the relevant media: these are likely to include local and BME media for resident vacancies, and the trade press for independent vacancies;
- A panel consisting of no fewer than two Board members and one member of the Tower Hamlets Homes Residents Panel will be convened. On occasion, the Board may co-opt THH or LBTH officers to the panel in an advisory capacity.
- They will agree a shortlist of candidates to meet, and an appropriate selection method to test candidates (e.g. interview questions, presentation);
- The panel will interview the short-listed candidates, and agree a recommendation candidate for the Board vacancy;
- The panel will pass this recommendation to the Mayor for his endorsement, which will be received within four weeks;
- On receipt of the Mayor's endorsement, the Chair will notify the successful candidate on behalf of the Board.

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